

City of La Crosse & La Crosse County  
*Strategic Plan for Sustainability*



Adopted by City of La Crosse Common Council: May 14, 2009



Adopted by La Crosse County Board: February 19, 2009

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

# City & County of La Crosse

## Strategic Plan for Sustainability

### Table of Contents:

A.	Executive Summary .....	3
I.	Introduction.....	5
II	Brief Overview of The Natural Step Model.....	6
III.	Strategic Planning Process & Community Involvement.....	7
IV.	Vision Statement.....	11
V.	Summary of Existing Conditions, Sustainability Indicators & Progress Reporting.....	11
VI.	Joint Goals & Action Items.....	13
	City of La Crosse Goals & Action Plan.....	15
	County of La Crosse Goals & Action Plan.....	32
B.	Appendices.....	45
B.1	City of La Crosse Resolution.....	45
B.2	La Crosse County Resolution.....	47
B.3	Community Survey Results.....	49
B.4	Baseline Information.....	54
B.5	Sustainability Committee.....	66
B.6	Example of Detailed Action Plan Grid.....	68

### Acknowledgements

Mayor Mathias Harter, City of La Crosse  
 Steve Doyle, La Crosse County Board Chair  
 Steve O’Malley, La Crosse County Administrator

#### *Joint Oversight Committee on Sustainability*

Chair Jai Johnson, La Crosse Common Council	Brian Fukuda, La Crosse Co. Comm. Development
Dale Hexom, City Public Works Director	Dorothy Lenard, La Crosse Common Council
Marilyn Pedretti, La Crosse County Board	Brad Pfaff, La Crosse County Board
Rob Tyser, Citizen Member	

#### *Former Joint Oversight Committee on Sustainability Members*

Jeff Bluske, La Crosse County Planning, Zoning & Land Information Director  
 Nick Nichols, La Crosse County Sustainability Coordinator  
 Tom Rauk, La Crosse County Board

#### *Joint Staff Working Group*

Jim Becker, La Crosse County Purchasing	Erica Black, City Planning Intern
Wayne Delagrave, City Finance/Purchasing Dir.	Brian Fukuda, La Crosse Co. Comm. Development
Karl Green, La Crosse County UW-Extension	Charlie Handy, La Crosse County Planning
Dale Hexom, City Public Works Director	Bryan Jostad, La Crosse County Purchasing
Tim Kabat, City Planning & Dev. Administrator	Larry Kirch, City Planning & Development Director
Brad Lenz, City Planning Associate Planner	Nick Nichols, County Sustainability Coordinator
Jerry Severson, La Crosse County Facilities	Gary Thurk, City Purchasing

The Joint Oversight Committee on Sustainability also extends its sincere appreciation to those additional staff and elected officials who contributed to the data collection, research and analysis, and who attended and participated in *The Natural Step* training workshops.

## A. Executive Summary

---

As both consumers and stewards of our valuable natural resources, the City of La Crosse and La Crosse County have a particular responsibility to reduce consumption of fossil fuels, lessen impacts to our natural environment, and ensure that the needs of our citizens are met fairly, efficiently, and cost effectively. The environmental and social impacts of City and County operations are tremendous, including the need for electricity and natural gas to run facilities, the amount of diesel fuel and gasoline consumed to provide emergency services, plow snow, and haul solid waste, and the demands that go with providing vital social services, to name a few. Sustainable community development is a solution for lessening these environmental impacts, ensuring that the La Crosse area continues to prosper economically, and for attaining social equity.

The City & County of La Crosse *Strategic Plan for Sustainability* documents the vision, goals, and actions for both organizations in their efforts to adopt and implement sustainability in long-range planning, policy efforts, and daily operations. This coordinating document records current efforts toward sustainability, identifies a baseline for various efforts and also new projects and programs, and helps prioritize where the City and County should focus their efforts, laying out the action steps and priorities necessary today for achieving this broad vision in the future.

In 2007 both the La Crosse Common Council and La Crosse County Board of Supervisors adopted resolutions endorsing *The Natural Step* model for sustainable community development and established the Joint Oversight Committee on Sustainability to oversee the development of the *Strategic Plan for Sustainability*. The committee began meeting in July 2007 and has been working to raise awareness of sustainability and *The Natural Step* framework and establishing the baseline of information related to energy consumption and other sustainability indicators.

To assist the efforts of the committee and support the strategic planning process, a joint City-County staff working group was convened. The staff working group included representatives from various City and County departments such as Public Works, Solid Waste, UW-Extension, Facilities, Finance & Purchasing, and Planning. The staff identified a number of sustainability projects and conducted research and analysis to help move these items forward. The projects included researching the use of B2 and B5 bio-diesel fuel for the City fleet, sharing information among facilities staff regarding lighting and energy audits, researching environmentally preferred products and drafting a sustainable purchasing ordinance at the County, and studying the feasibility and applicability of a car sharing program for the La Crosse area.

The culmination of the planning process and foundation for the City and County action plans was a series of training workshops that occurred in the summer of 2008. In July and August Terry Gips of Sustainability Associates and Dave Wanberg of Sanders, Wacker, and Bergly led a series of sustainability training, visioning, and action planning workshops with a broad group of City and County staff and elected officials. These training workshops helped to raise awareness of sustainability, *The Natural Step* framework, current *sustainable* projects and programs at the local level, and led to the development of the broad vision, goals, and actions for the City and County sustainability effort. The following **vision statement** was compiled by the Joint Oversight Committee on Sustainability to guide the *Strategic Plan for Sustainability* and its subsequent implementation:

*As governing bodies of the City and County of La Crosse, we recognize a shared, collaborative responsibility to lead our organizations in accordance with the principles of sustainability. Using The Natural Step framework as our guide, we will work toward effective, affordable, sustainable government operations that meet the needs of the present while minimizing our negative impact on future generations. We will strive to lead by example and, whenever possible, support citizens, businesses and organizations in our community that are interested in adopting sustainable practices.*

The action plans for the City and County of La Crosse begin on Page 15. These plans outline the specific goals and actions that will help move each organization forward. The action items are broken out by department and categorized into an estimated time frame for completion including short term (within one year), longer-term (within one to three years), and ongoing efforts. A critical component of the strategic plan is the establishment and measurement of indicators, which can be found on Page 12. The indicators represent critical information for each of the four systems conditions. The indicators are a component of the comprehensive baseline of data that was collected for the strategic plan, which is presented in *Appendix B.4 Baseline Information*. Finally, this *Strategic Plan for Sustainability* is meant to be reviewed and updated at least every five years in order to stay current with new trends and developments in sustainable community development.

## I. Introduction

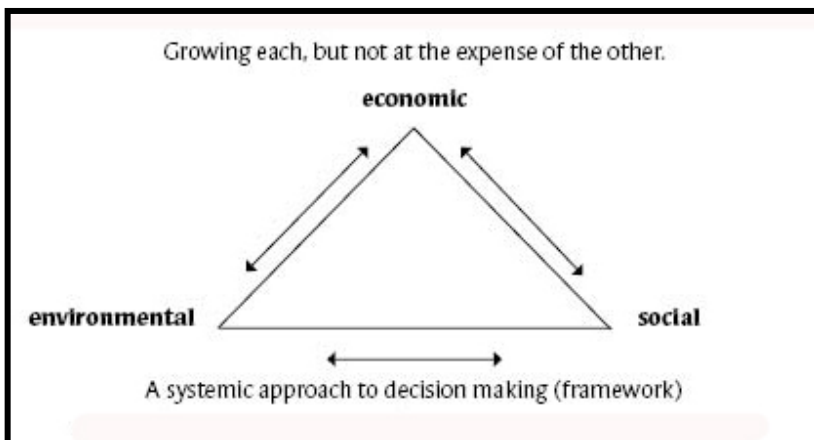
The purpose of this City & County of La Crosse *Strategic Plan for Sustainability* is to document the vision, goals, and actions for both the City of La Crosse and La Crosse County in their efforts to adopt and implement sustainability in long-range planning, policy efforts, and daily operations. Over the years, both the City and County have implemented programs and completed projects that could be considered *sustainable*. Some of these include the City's Bluffland Protection Program, which works with the Mississippi Valley Conservancy to acquire and preserve bluffland properties, or the County's household hazardous waste facility, which provides a collection point for the disposal of household paints, pesticides, and other harmful chemicals and keeps these materials out of the County landfill.

As individual staff and departments continue to search for ways to conserve energy, reduce environmental impacts, and save on costs to the taxpayer, the need for a coordinating document which would record current efforts toward sustainability, identify new projects and programs, and help prioritize where the City and County should focus their efforts became obvious. This *Strategic Plan for Sustainability* describes the results of recent planning activities by the Joint Oversight Committee on Sustainability, City and County staff, elected officials, and interested citizens. The results include raising awareness about sustainability in local government, establishing a baseline for various efforts and activities, developing the compelling vision for both organizations, and laying out the action steps and priorities necessary today for achieving this broad vision in the future. As both consumers and stewards of our natural resources, the City and County of La Crosse have a special responsibility to reduce their consumption of fossil fuels and harmful chemicals, lessen the impacts to our natural environment, and make sure the needs of our citizens are met fairly, efficiently, and cost effectively.



The City, together with the Mississippi Valley Conservancy, has preserved over 1,877 acres of bluffland. For more information:

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



*Sustainable* development has been defined in many ways; however, the most common is: “Using resources in ways that meet our needs without compromising the ability of future generations to meet their own needs” – U.N. Brundtland Commission Report, 1987. Sustainability is referred to as a whole *systems* approach addressing the environment, social equity, and the economy, which are also known as the three “E’s” or the “triple bottom line.”

Sustainability emphasizes the importance of balancing the well-being of **all three** in every decision-making process.

In 2007, the La Crosse Common Council and the La Crosse County Board of Supervisors overwhelmingly approved legislation instructing staff to develop a strategic plan for sustainability and identifying *The Natural Step* as the preferred model for achieving greater sustainability in local government and the larger community. *The Natural Step* or TNS is a scientifically based, socially just model with a proven track record dating back over twenty years. In addition, many other Wisconsin communities are implementing the principles and methods of *The Natural Step*, affording us the opportunity to share strategies and successes with nearby, similar communities.

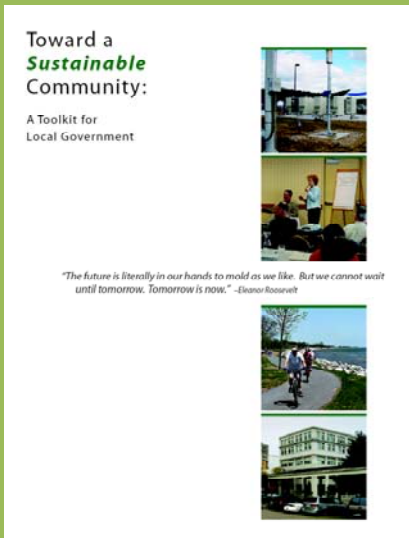
## II. Brief Overview of *The Natural Step* Model

*The Natural Step* model of sustainability was developed in Sweden in 1983 by a group of scientists led by Dr. Karl-Henrik Robèrt. Dr. Robèrt, a pediatric cancer doctor, analyzed the linkages between increases in childhood cancer rates and the deteriorating quality of the natural environment. His work led to the development of a framework of four system conditions and a four step planning process to systematically effect positive change. The successful efforts of city planner Torbjörn Lahti to apply these methods in Övertorneå, Sweden marked the beginning of what became known as the “eco-municipality” movement. The City and County of La Crosse are now a part of this world-wide “eco-municipality” network. For additional information about *The Natural Step* model and its application at the community level, please see *The Natural Step for Communities* by Sarah James and Torbjörn Lahti.

*The Natural Step’s* system conditions define the framework through which City and County programs and practices can be reviewed and modified in order to become more sustainable organizations. The four system conditions are expressed here as defined by the American Planning Association’s *Planning for Sustainability Policy Guide*.

1. Reduce our dependence upon fossil fuels, extracted underground metals and minerals.
2. Reduce our dependence on chemicals and other manufactured substances that can accumulate in nature.
3. Reduce our dependence on activities that harm life-sustaining ecosystems.
4. Meet the hierarchy of present and future human needs fairly and efficiently.

An eco-municipality is defined as a city, town, county, or region that aspires to develop an ecologically, economically, and socially healthy community for the long term, using *The Natural Step* framework for sustainability as a guide, and a democratic, highly participative development and decision-making process as the method (from *Toward a Sustainable Community: A Toolkit for Local Government*). This systems approach is critical to the City’s and County’s long-term success because the approach helps to raise awareness of sustainability, works to integrate the goals and actions across departments within the organizations,



Toward a  
**Sustainable**  
Community:  
A Toolkit for  
Local Government

*"The future is literally in our hands to mold as we like. But we cannot wait until tomorrow. Tomorrow is now." –Eliano Rossi/ret*

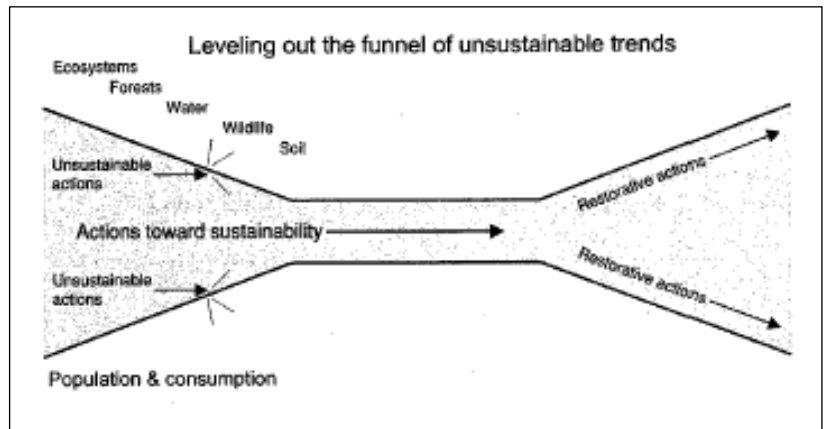
For examples of sustainable development and practices, check out:  
<http://www4.uwm.edu/shwec/publications/cabinet/reductionreue/SustainabilityToolkit.pdf>

and helps to develop a common language and shared understanding. This systems approach should reduce the likelihood of conflict and competition among individual actions and avoid duplication of efforts.

The adoption and implementation of *The Natural Step* framework and this *Strategic Plan for Sustainability* will stimulate future development of the La Crosse area. This framework joins one of our greatest assets--outdoor attractions and the natural beauty of the Coulee region--with a new “mega-trend”--a shift toward products and services that support greener, more sustainable lifestyles. Adopting *The Natural Step* framework will help brand the La Crosse area as a “green community,” thereby increasing its visibility and helping attract future businesses, residents, and visitors to the area.

Two other key components of *The Natural Step* framework include the A-B-C-D planning process at the bottom of this page and the funnel metaphor. The funnel metaphor, as represented by the following diagram, presents the concept for leveling out the funnel of unsustainable trends:

From *The Natural Step for Communities*, page 10, the diagram describes the current trends in society with increasing levels of population and consumption and decreasing natural resources and ecosystems including forests, water, wildlife, and soils. At some point the population and increasing consumption will be greater than the ecosystems that support life. Sustainable actions are those that work toward reducing the demands and consumption of our ecosystems and also work toward preserving and restoring our forests, water, wildlife, and soils. Ultimately, both the City and County of La Crosse are working toward the sustainable state where the supply of our ecosystems exceeds the demand for those resources.



### III. Strategic Planning Process & Community Involvement

In early 2007 both the La Crosse Common Council and La Crosse County Board of Supervisors adopted resolutions endorsing *The Natural Step* model for sustainable community development and set the goal of establishing the City as an eco-municipality and the County as an eco-county (*Appendices B.1 and B.2*). These resolutions:

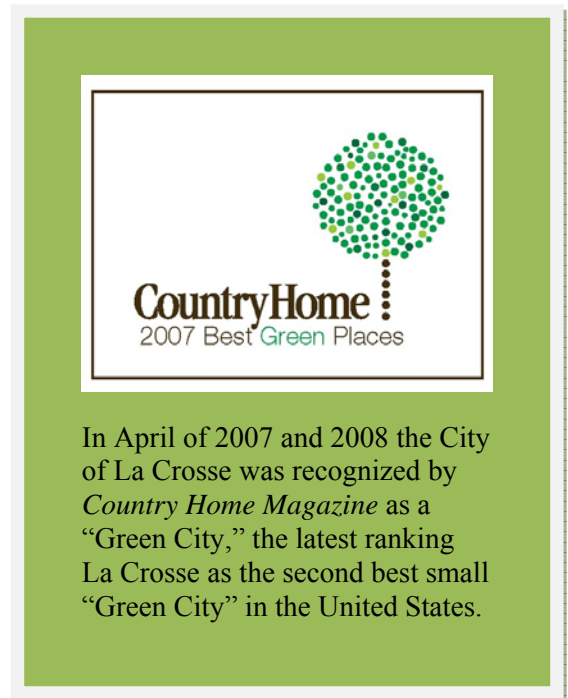
- Endorsed the principles of sustainable community development and the use of those principles whenever possible in long-range planning, policy-making, and daily operations;
- Instructed staff to develop a *Strategic Plan for Sustainability* to be brought back to the County Board and Common Council for review and approval; and
- Created an ad-hoc committee, known as the Joint Oversight Committee on Sustainability, to oversee the development of the *Strategic Plan for Sustainability* and arrange for related sustainability training opportunities.

Based on *The Natural Step* framework, the City and County pursued the A-B-C-D planning process in order to develop the strategic plan. The A-B-C-D planning process is defined by the following steps:

- A: Raising Awareness of sustainability and *The Natural Step* framework;
- B: Creating a Baseline of information about energy consumption, purchasing, and sustainable projects and programs;
- C: Creating a Compelling vision for both the City and County; and
- D: Getting Down to action by developing an action plan.

La Crosse’s efforts are rather unique as compared to other communities. There are few examples nationally of a City government and County government working collaboratively on a sustainability program and implementing various sustainable projects, due to the nature of each organization and the complexities and complications that arise when working together. The Joint Oversight Committee on Sustainability began meeting in late July 2007. Since its creation, the committee has been working to raise awareness of sustainability and *The Natural Step* framework and establishing the baseline of information related to energy consumption and other sustainability indicators. Examples of these efforts include:

- In April and October of 2007 speakers from the Chequamegon Bay area in Northern Wisconsin were invited to present information about their experiences with *The Natural Step* framework.
- Beginning in the summer of 2007, a series of study circles were conducted with interested citizens and community leaders. The study circles are a method for reviewing *The Natural Step for Communities: How Cities and Towns can Change to Sustainable Practices* book and brainstorming and discussing ways in which the La Crosse area can become more sustainable. Today the study circles are organized and coordinated by the Coulee Partners for Sustainability, the local non-profit group which has been formed in part to help support the City’s and County’s efforts.
- In late 2007, the Joint Oversight Committee on Sustainability held a retreat that included other interested staff and officials. One of the core purposes of this retreat was to better understand the common objectives and expectations of this broad-based, diverse group of stakeholders. Three key areas emerged as the primary desired outcomes:
  - a. Tangible results – an action-oriented approach that would yield real and measurable outcomes;
  - b. Raise awareness and understanding – a broad and intensive educational effort that would raise the level of knowledge and consciousness of sustainability issues; and
  - c. Culture change – a truly transformative process that would change the organizational cultures, re-shaping fundamental values and behaviors. Retreat attendees further identified the completion and implementation of a strategic plan for sustainability as the logical and necessary vehicle to achieve the desired outcomes and the common goal of continuing to work collaboratively with the larger community, including businesses, institutions and other organizations.







Terry Gips from Sustainability Associates presented information about The Natural Step framework and energy conservation in April of 2008 at two community events including the La Crosse County Collaboration Conference.

- Information displays at a number of community events including “Focus The Nation” at Viterbo University, Earth Week celebrations at Cameron Park and the Three Rivers Waldorf School, and Car Free Day at the University of Wisconsin-La Crosse.
- In December of 2007 several participants from the first round of study circles began organizing community members around *The Natural Step*. They conducted a forum to create a purpose, vision, and organizational plan, and identified their top action priorities. From these discussions two areas emerged as being the most prominent concerns – education and energy. Out of the work of these early Fire Souls came the creation of the Coulee Partners for Sustainability (CPS). The CPS currently organizes *The Natural Step* study circles and other educational events. They are developing four specialized task forces to promote sustainability in the following areas: energy, education, local foods, and green business.

- In April of 2008 speakers Terry Gips and Dave Wanberg were invited to the County’s Collaboration Conference and a community-wide event at the University of Wisconsin-La Crosse to present information on sustainability, *The Natural Step* framework, and energy conservation.
- Throughout 2007 and 2008, City and County staff and elected officials presented information on *The Natural Step* and related local initiatives to government, civic, business, and religious groups.
- In 2008 creation of the [www.sustainablelacrosse.org](http://www.sustainablelacrosse.org) web site which provides information about sustainability and *The Natural Step*, community and business resources, examples of local sustainable projects, and an events calendar. In combination with the web site, a weekly e-newsletter was created and distributed to City and County staff, elected officials, and interested citizens.
- In late 2008 additional community input was sought by the City and County through the use of an online survey. A contact list of over 300 people, consisting primarily of attendees of study circles and other educational events were asked to respond to a brief questionnaire. The first question asked respondents to rank a list of sustainability issues by importance. Education and energy emerged as high community priorities along with resource conservation, mass transit and improved waste management. It is clear that the areas of emphasis identified by citizens and by local government employees and officials are



City and County information display on sustainability efforts at 2008 Earth Week community event at the Three Rivers Waldorf School.

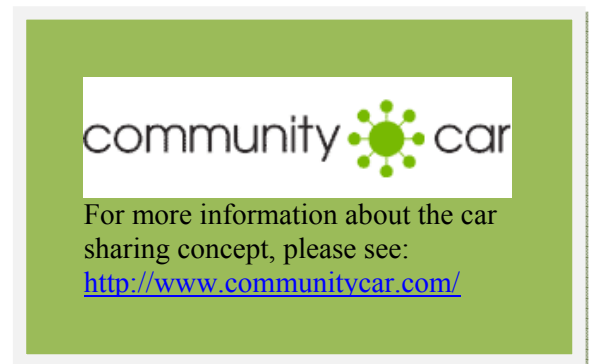
closely aligned. Responses to the second question, asking for specific suggestions to make La Crosse a more sustainable place, echoed these common priorities. Many of the specific ideas shared will be pursued through the implementation of the strategic plan. To review the community member survey results in their entirety, see *Appendix B.3*.

- Also in the summer of 2007, a joint working group was convened made up of City and County staff from a variety of departments to work collaboratively and in tandem with the oversight committee. This group collected and analyzed data on:
  - energy and fuel consumption
  - solid waste generation
  - amount of paper purchased
  - mileage of the City's and County's fleets
  - the type and amount of chemicals purchased
  - household incomes
  - unemployment and poverty rates
  - graduation rates
  - affordable housing projects
  - public transit ridership
  - streets and trails inventory
  - the number of trees planted and acres within conservancy districts, and
  - information on agricultural areas and organic farming.

This raw data is presented in *Appendix B.4 Baseline Information*. The baseline information and project examples are also summarized in *Section V. Summary of Existing Conditions, Sustainability Indicators & Progress Reporting*.

In addition to compiling the baseline information, the staff work group and oversight committee identified several key areas where the working group could focus their initial efforts. These included researching and analyzing the applicability of purchasing bio-diesel fuel for the City's transportation fleet, establishing environmentally preferred purchasing policies, and establishing a car sharing program for the La Crosse area. These efforts resulted in:

- A process for City purchasing staff to bid B2 and B5 bio-diesel along with regular diesel in the future and purchase the bio-diesel fuel whenever its cost is the same or less than the regular diesel fuel. The County Board passed a separate resolution permitting bio-fuel purchase at or up to a \$.03 per gallon price premium.
- In 2008 the La Crosse County purchasing staff drafted a sustainable purchasing policy which was adopted by the La Crosse County Board and will be considered by the Common Council at a future date.
- The work group is currently working with Madison Community Car to analyze how a car sharing program might be established in La Crosse and the university housing areas in order to provide another transportation option and reduce fuel consumption, neighborhood parking conflicts, and other impacts to La Crosse's neighborhoods.



- In the summer of 2008, the County and City contracted with Terry Gips of Sustainability Associates and Dave Wanberg of Sanders, Wacker, and Bergly to facilitate a series of sustainability training, visioning, and action planning workshops. The purpose of these training workshops was to raise awareness of sustainability and *The Natural Step* framework amongst staff and elected officials and to develop the broad vision, goals, and actions for the City and County sustainability effort. A broad representation of City and County staff from various departments and elected officials attended the sessions which took place in July and August. The outcomes of those workshops are the basis for the strategic plan contained herein as developed by the staff working group with input from the Joint Oversight Committee on Sustainability.

This plan is meant to be reviewed and updated at least every five years in order to stay current with new trends and developments in sustainability. It is expected that the *Strategic Plan for Sustainability* will be adopted by the La Crosse Common Council and La Crosse County Board of Supervisors in February of 2009.

#### **IV. Vision Statement**

*As governing bodies of the City and County of La Crosse, we recognize a shared, collaborative responsibility to lead our organizations in accordance with the principles of sustainability. Using The Natural Step framework as our guide, we will work toward effective, affordable, sustainable government operations that meet the needs of the present while minimizing our negative impact on future generations. We will strive to lead by example and, whenever possible, support citizens, businesses and organizations in our community that are interested in adopting sustainable practices.*

#### **V. Summary of Existing Conditions, Sustainability Indicators and Progress Reporting**

This plan establishes goals, objectives, and actions for assisting both the City and County of La Crosse to operate in a more sustainable fashion. As with any strategic plan for change, it is important to periodically measure progress in reaching these goals. Measurement of progress is important for many reasons including identifying and celebrating successes, providing examples for others, and recognizing shortcomings and areas for greater focus.

##### ***Existing Conditions & Sustainability Indicators***

*The Natural Step* model stresses the importance of the four system conditions; and progress will be measured in each of the four areas outlined below. Indicators were selected to provide a representative sampling and to be indicative of our overall level of sustainability. Many indicators relate to more than one system condition. Indeed, the more conditions an indicator reflects, the more useful it is as a measure of our overall progress toward greater sustainability. In addition, several community-wide sustainability indicators are included in order to assist the La Crosse community in assessing on-going sustainability progress within the community.

The baseline data within the following table is derived from the best information currently available. This plan element and the associated data collection methods will be allowed to be improved and refined over the life of the plan as long as they do not skew the results. The table also identifies the departments responsible for data collection for the specific indicators. Each year, the departments will submit reports for the previous calendar year on or before March 1<sup>st</sup>. Initially the La Crosse County Sustainability Coordinator will compile this data and complete the table on or before March 31<sup>st</sup>. As other municipalities or entities become involved, the data can be expanded and as more organizations develop sustainability measures and practices, assignments and responsibilities will be modified accordingly.

### La Crosse Existing Conditions and Sustainability Indicators

Government Operations Indicators	2007	2007	Sources and Annotations See Appendix B.4. for additional detail	Department responsible for data collection	
	City of La Crosse	County of La Crosse		City	County
Kilowatt Hours (KwH)	23,242,915	10,213,803	Finance /Facilities Departments respectively	Finance/Purchasing	Facilities
Natural gas therms	428,119	506,166	Heating/cooling days to be determined (tbd)	Finance/Purchasing	Facilities
Gallons of diesel fuel	262,371	133,000	County Purchasing Department/City Finance Department	Finance/Purchasing	Purchasing
Gallons of gasoline	134,720	tbd	County Purchasing Department/City Finance Department	Finance/Purchasing	Purchasing
Green products/total	133/868	tbd	Estimated by City Purchasing Department	Finance/Purchasing	Purchasing
Cases of office paper	tbd	tbd	Purchasing; includes outsourced printing	Finance/Purchasing	Purchasing
Gallons of water	83,435,660	tbd	City Water Dept; includes bldgs, parks & public fountains	City Water Dept	Facilities
<b>Community Indicators</b>	<b>2007</b>	<b>2007</b>			
	<b>City of La Crosse</b>	<b>County of La Crosse</b>			
KwH	tbd	tbd	Xcel Energy;	Co. Sustainability Coord.	Co. Sustainability Coord.
Natural gas therms	tbd	tbd	Per capita and heating/cooling days tbd	Co. Sustainability Coord.	Co. Sustainability Coord.
MTU ridership	1,043,403	n/a	City of La Crosse Mass Transit Utility	MTU	n/a
Gallons of water	3,952,838,000	n/a	City Water Dept; includes all water pumped	City Water	n/a
Acres in conservancy	1,877	tbd	City and County Planning Departments	City Planning	County Planning
Land use indicators	tbd	tbd	County Planning Department/UW Extension	n/a	County Planning
Street-side trees	20,417	n/a	City Forester	City Forester	n/a
*Total tons solid waste	20,321	13,815	*2008 projection: County Solid Waste Department;	County Solid Waste	County Solid Waste
*Tons solid waste recycled	6,443	2,207	excludes Campbell, Rockland, Washington and private	County Solid Waste	County Solid Waste
*Tons solid waste landfilled	1,698	1,809	business; excludes shingles and yard waste	County Solid Waste	County Solid Waste
Unemployment rate	4.9%	4.3%	WI Department of Workforce Development (Nov. 2008)	City Planning	County Planning
Median household income	\$31,103	\$48,474	City - U.S. Census Bureau 2000	City Planning	County Planning
Individual poverty rate	17.20%	14%	County - American Community Survey 2007	City Planning	County Planning
High school grad or higher	87.80%	92.60%	County data includes the City of La Crosse	City Planning	County Planning
Bachelor's degree or higher	24.10%	28.50%		City Planning	County Planning
Crime rate	tbd	tbd	Police & Sheriff Departments	Police	Sheriff
Number of CSA's	n/a	7	County Planning Department	n/a	County Planning
Affordable housing units created and rehab	29	tbd	City Community Development Program	City Planning	County Planning

*All baseline data is based on the best available information and is for the 2007 unless otherwise indicated.*

*Data will be collected annually and an updated table provided by the end of the first quarter, March 31<sup>st</sup>, for the previous year.*



Gundersen Lutheran is exploring a methane recovery project with City Brewery to convert excess methane from the brewery's wastewater treatment plant into heat and electricity.

### ***Reporting Process***

The process of moving toward more sustainable practices is an ever-changing course. For this reason it is important that the City and County of La Crosse continue to have a permanent committee that is charged with overseeing these efforts and keeping our work in sustainability moving forward. This committee should include Common Council representatives, County Board Supervisors, and an expanded group of citizen representatives with experience and interest in sustainability. Any other appropriate committees are permitted and can include any appropriate people.

The committee will act chiefly in an advisory and advocacy role and will help ensure accountability to the adopted objectives. The committee will schedule periodic reports from department heads throughout the year to assess the progress being made on specific action plans. (See *Appendix B.5*, Ordinance which outlines the role and membership of the committee).

On an annual basis, this committee will receive a progress report detailing all successes and shortcomings in the sustainability efforts. The report will illustrate progress on action items and analyze identified sustainability indicators. This report will be submitted to the Common Council and County Board. As with any such reports, it is fully accessible to the public. This report will be widely distributed both within the City and County organizations and to the surrounding community through the local media, sustainability web site, and community organizations such as the Coulee Partners for Sustainability. It is our intent to share our successes and challenges and to inspire others to follow our example.

## **VI. Joint Goals & Action Items**

The La Crosse effort is unique as it is a collaborative effort between City and County government. As both organizations are utilizing *The Natural Step* framework as a guide, many of the goals and actions contained in both organizations' plans are shared. Rather than repeat these shared goals and actions, this section of the plan outlines those actions and projects that should be undertaken **jointly** by City and County government. Each organization has developed an individual plan with goals, objectives, and actions which is located later in this document.

***System Condition #1: The City and County of La Crosse will reduce their dependence upon fossil fuels and extracted underground metals and minerals.***

### **Actions:**

1. Explore the creation of a joint purchase arrangement of compact fluorescent light bulbs and light emitting diodes (LEDs) program, similar to Gundersen-Lutheran's "Change a Light, Change the World" campaign.
2. Explore joint sponsorship of wind turbine, solar energy project, etc.
3. Explore the establishment of a joint project, with private sector input, to create a methane recovery system at the La Crosse County landfill and City wastewater treatment plant.
4. Explore regional transportation/transit opportunities.
5. Research pros and cons of projects, programs, and legislation in other counties and municipalities.

**System Condition #2: The City and County of La Crosse will reduce their dependence on chemicals and other manufactured substances that can accumulate in nature.**

**Actions:**

1. Continue the City/County purchasing collaboration involving other entities when appropriate.
2. Explore the potential for sharing of facilities, equipment, etc.

**System Condition #3: The City and County of La Crosse will reduce dependence on activities that harm life-sustaining eco-systems.**

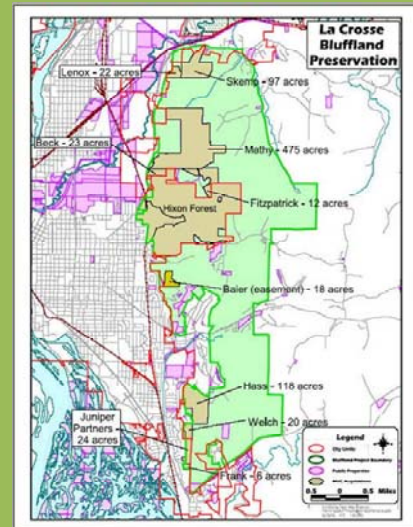
**Actions:**

1. Conduct a county-wide comprehensive assessment of solid waste and recycling programs.
2. Explore regional stormwater options to address mandates by Federal Emergency Management Agency and Wisconsin Department of Natural Resources.
3. The County should participate and sponsor the City's Bluffland Protection Program.

**System Condition #4: The City and County of La Crosse will meet the hierarchy of present and future human needs fairly and efficiently.**

**Actions:**

1. Conduct community outreach and education about sustainability and *The Natural Step* model.
2. Enhance and expand the [www.sustainablelacrosse.org](http://www.sustainablelacrosse.org) web site.
3. Host a public meeting to “roll out” the *La Crosse Strategic Plan for Sustainability* to the larger community.
4. Explore the creation of a “green” industry cluster economic development strategy.
5. Complete joint applications for various grants and other sources of funding.
6. Invite and involve other communities within the County and institutions in sustainability efforts and programs.



Map showing the scope of the City's Bluffland Protection Program. The goal is to develop a continuous protected bluffland network adjacent to the City's east boundary

## City of La Crosse Goals and Action Plan

Any use of the terms “the city” or “organization” or “we” or “our” refers to the governmental unit of the City of La Crosse, Wisconsin.

The City of La Crosse sustainability action plan is organized by *The Natural Step* framework’s four system conditions for sustainability. Under each system condition are specific goals and actions designed to help move the City toward its sustainable vision. The action items are also broken out by City department, and categorized into an estimated time frame for completion.

In keeping with the recommendations of *The Natural Step for Communities*, we will prioritize actions by answering the following questions (Page 192):

Does the action go in the direction of all four system conditions?

Does the action create a flexible platform for future actions or does it create a blind alley?

Will the action give a good return upon investment?

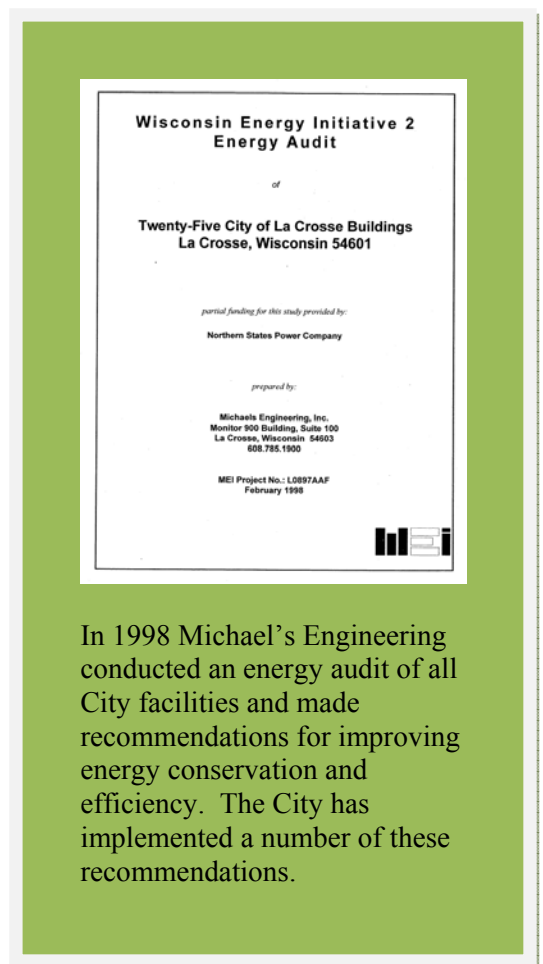
By asking these questions, we can avoid unintended consequences and invest capital wisely. In pursuing the actions herein, to the fullest extent possible, staff and other sources will provide decision makers with cost and benefit assessments.

### System Condition 1:

**Goal 1A: By 2025, the City will reduce overall energy consumption as measured per square foot within City facilities from 2007 by a minimum of 25%.**

#### **Actions.**

1. Establish baseline consumption amounts of electric and natural gas usage within all City of La Crosse facilities.
2. Re-examine resources such as the Michaels Engineering audit of all City facilities and the Honeywell program to determine what energy efficient projects have been implemented and what is left to do. Also consider the examination of any new technologies or issues that have emerged or will emerge since the Michaels Engineering audit was drafted in 1998.
3. Develop an energy conservation policy for all City facilities and implement it through promotion, education, employee training, and action. Actions to include:
  - a. Develop and install signage asking staff to turn out the lights and turn off computers when not in use, to take the stairs rather than the elevator, etc.
  - b. Install occupancy and sound activated sensors in all City facilities to turn off lights when rooms and offices are unoccupied where appropriate.



In 1998 Michael’s Engineering conducted an energy audit of all City facilities and made recommendations for improving energy conservation and efficiency. The City has implemented a number of these recommendations.



The Gund Brewery Lofts, an historic rehabilitation project located on the city's South side, includes solar hot water as an energy saving amenity for its residents. The Gund Brewery Lofts were developed by Gorman & Company.

[www.GormanUSA.com](http://www.GormanUSA.com)

- c. Investigate the use of smart power strips and similar technologies to help reduce phantom power.
- d. Continue to maintain and upgrade its HVAC systems.
- e. Complete audit of all electric and gas meters and accounts serving City facilities and buildings.
4. Continue replacing incandescent bulbs and other traditional lighting with high efficiency lighting including compact fluorescents and light emitting diodes (LED's) where applicable.
  - a. Examine long-term cost differential between traditional lighting and new technologies in order to better understand the "pay back" period.
  - b. Complete lighting audit of all City owned facilities.
5. Hire an engineering firm to re-commission controls of City facilities' energy usage.

**Goal 1B: By 2025, at least 25% of the City's energy needs in City facilities will be generated from renewable resources.**

**Actions.**

1. Purchase and use renewably produced electricity through utility providers.
2. Explore the use of solar energy and other renewables for its energy needs (e.g., solar water heaters for park facilities, Solatubes™ for lighting).

**Goal 1C: The City will consider LEED equivalent ratings in all major renovation projects and new City buildings. ([www.usgbc.org/leed/](http://www.usgbc.org/leed/))**

**Actions.**

1. Consider LEED analyses in planning new projects and major renovations which will identify opportunities for green building methods and technologies.
2. Utilize recycled construction materials to the extent practicable in all City of La Crosse projects involving materials extracted from underground.
3. Utilize recycled shingle materials from the County's shingle recycling program.
4. Develop for Council consideration a construction and demolition ordinance which requires all buildings to recycle materials and reduce the amount of demolition materials that are landfilled.
5. Learn more about building materials from a fire protection and life safety standpoint to provide better application of building and fire codes to balance the benefits to the environment as well as maintaining acceptable levels of life safety.



Grand River Station, the City's new transit center, is a mixed-use project with over 12,000 square feet of retail space and 87 housing units. Amenities include a green roof, solar hot water, and an art gallery.



**Goal 1D: By 2025, the City will consume at least 25% less fossil fuel for its transportation fleet.**

**Actions.**

1. Establish a baseline amount of fuel consumption including diesel and gasoline.
2. Develop a City eco-driving/smart-driving policy which could include mandatory:
  - a. Car pooling to meetings, inspections, and other services.
  - b. Use of teleconferencing and telecommuting whenever possible.
  - c. Reducing idling times of vehicles.
3. Maximize mileage through vehicle maintenance program.



In the fall of 2008 several City departments tested the use of a neighborhood electric vehicle for its use as part of City operations.

**Goal 1E: By 2025, at least 25% of the fuel consumed for the City's fleet will come from renewable sources and alternative fuels.**

**Actions.**

1. Require that 25% of fleet vehicle purchases are “green” including hybrids, NEV’s, CNG’s and Flex vehicles (police cars, parking enforcement, Assessors, etc.) and look at opportunities for alternatives (e.g., segways, bikes, and horses) when appropriate and to the extent possible.
2. Consider the purchase of bio-diesel whenever its cost per mile is the same or less than ultra low sulfur diesel.
  - Regularly analyze trends in bio-diesel production, technology advancements, and cost; especially to encourage the purchase and use of cellulosic bio-diesel.
3. Investigate the use of natural gas as an alternative fuel for fleet vehicles and equipment.
4. Research and test alternative fuels for fire safety design.
5. Research hydrogen fuel and solar technology as an alternative energy source.

**Goal 1F: City will consider policies to reduce the amount of fossil fuel used by employees in order to get to and from work.**

**Actions.**

1. Encourage employees to live within the City limits.
2. Develop an employee car pool program and/or incentives for ride sharing.
3. Consider providing more bike paths, bike lanes, showers, racks and preferred parking to promote bicycling to work.
4. Expand the MTU Works program to include all employees.
5. Consider sponsorship of a car as part of a possible car sharing program.
6. Explore a partnership with the existing bike sharing program.



MTU Works is a program that provides reduced-priced bus passes for employees of participating businesses.

**Goal 1G: The City will enhance our community’s transportation system.**

**Actions.**

1. Improve the public transportation system (Municipal Transit Utility) through more convenient and available service (e.g., 15 minutes or less headways, more education and promotion).
2. Consider helping to establish a community car sharing program.
3. Develop for Council consideration a complete streets ordinance to make streets more pedestrian and bicycle friendly in new developments and redevelopment projects by providing more sidewalks, bike paths, and on-street bike lanes.
4. Explore with University of Wisconsin-La Crosse, Western Technical College, Viterbo University, and the La Crosse Convention & Visitor’s Bureau the creation of a community bike program.
5. Investigate opportunities for closing certain streets to motorized vehicles (e.g., designate walk and bike thoroughfare along Badger Street between UWL and WTC, close Pettibone Park to motor vehicles on Sundays, etc.).
6. Limit the amount of land being utilized as surface parking lots by promoting the use of existing parking ramps and facilities.
7. Continue to support the development of the Midwest High Speed Rail Initiative through the La Crosse metro area.
8. Consider requiring the use of the La Crosse Municipal Airport for any City sponsored air travel such as attendance at meetings and conferences.
9. Improve timing and operation of traffic control lights.

**System Condition 2:**

**Goal 2A: By 2025, the City will replace 50% of purchased products with environmentally preferred products. We will use up the product we have on hand first.**

**Actions.**

1. Determine a baseline of products including pesticides and chemicals, etc. that are currently purchased and used.
2. Identify environmentally-preferred alternative products and equipment, and educate City staff, Common Council members, and the public on their use, performance, availability, etc. (including post-consumer content paper products, chlorine-free paper, low Volatile Organic Compound materials, etc.).
3. Consider for adoption an environmentally-preferred purchasing policy including standards for worker safety, handling of chemicals, etc.
4. Develop a policy for its facilities to go chemical-free and by landscaping with native plants, reduce watering, and reduce mowing, etc.
5. Complete one project to purchase and install native perennial plants to demonstrate the reduction of the need for fertilizers, pesticides, watering, mowing, etc.



The playground at Crowley Park could be the most sustainable playground in the State of Wisconsin. The park will also feature a rain garden.

6. Develop Park and Recreation policies to reduce the need for fertilizers, pesticides, etc. for the maintenance of our golf course and parks.
7. Complete a project to install or convert a chlorine free and/or solar-heated swimming pool.
8. Develop Streets Department policies to minimize the use of salt and sand for winter snow and ice control.
9. Remind the staff, Common Council, and the public of safe winter driving techniques annually.
10. Develop a full cost and life cycle accounting policy for all purchasing decisions.

**Goal 2B: The City will make more efficient use of high impact products such as laptop and personal computers, wireless devices, personal digital assistants, etc.**

**Actions.**

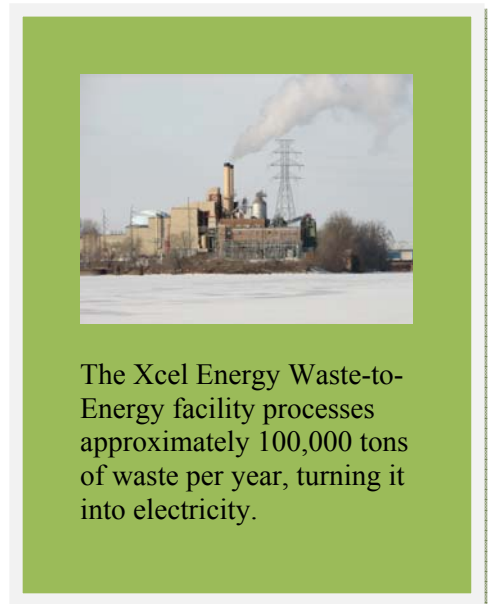
1. Investigate extending the replacement cycle on all electronic equipment.
2. Encourage staff to minimize the number of different devices that are utilized.

**System Condition 3:**

**Goal 3A: By 2025, the City will reduce the total amount of waste it generates by at least 25% and of the waste that is generated, the amount that is recycled will increase by at least 25%.**

**Actions.**

1. Establish a baseline of waste generated.
2. Assess City facilities' recycling of cardboard, glass, cans, paper, and electronics/e-waste.
3. Implement a program to reduce, reuse, and recycle for all facilities.
4. Conduct a community-wide comprehensive assessment of its solid waste and recycling system including contract with Xcel Energy for waste-to-energy facility (ideal assessment would be county-wide led by La Crosse County).
5. Study the feasibility and impact of recycling plastics.



**Goal 3B: The City will reduce its paper consumption by at least 10% each year for five years. (subject to review)**

**Actions.**

1. Establish a baseline amount of paper usage and cost for each department for 2008.
  - From this baseline paper cost, require at least a 10% reduction each year for five years each department for paper expense.
  - Of the paper that is consumed, chlorine-free and a maximum of post-consumer content is preferred when feasible.
2. Maximize use of Information Systems & Technology Department through more electronic communication and information management.
3. Automate to electronic payroll, billing, timekeeping, accounts receivable, and purchasing.

4. Maximize use of wireless devices to reduce cable use and minimize the need for duplicate paper records (particularly during meetings, inspections, etc.).
5. Set printers to double-sided printing by default. Photo copy in duplex and multi-shot whenever practical.
6. Develop paperless job application process and materials, open enrollment materials, and related Human Resources documents.

**Goal 3C: The City will strive to preserve and enhance its natural resources, including: wildlife habitat, forests, water, wetlands, and blufflands.**

**Actions.**

1. Implement the City’s smart growth plan, neighborhood plans, Downtown redevelopment plans – efficiently using land resources and protecting natural areas.
2. Modify its development ordinances to protect natural habitats (e.g., limiting slope/bluff developments and filling in wetlands and floodplains, etc.).
3. Continue the City’s Bluffland Protection program (continue working with Mississippi Valley Conservancy).
4. Continue and enhance the boulevard restoration program.
5. Establish water conservation policies and adopt a well field protection ordinance.
6. Establish a comprehensive stormwater management program for both water quality and water quantity issues (i.e., volume). Consider projects at City Hall such as rain barrels, rain gardens, green roofs, pervious pavement, etc.
7. Plant more trees City-wide, especially boulevards that lack street trees.
8. Assist in the establishment of an environmental education program to promote conservation and enhancement of our natural resources (e.g., through EcoPark).



The City’s Boulevard Restoration Program provides funds to remove paved boulevards, planting them with grass and trees. This is a before and after at 5<sup>th</sup> and Division Streets adjacent to Firefighters Credit Union.



## **System Condition 4:**

**Goal 4A: City facilities will be healthy environments in which to work for all employees (air quality, ergonomics, mental health, etc.).**

### **Actions.**

1. Establish an employee sustainability policy and make sustainability part of new employee orientation.
2. Consider surveying employees about various work environment issues including the implementation of sustainability practices both good and bad.
3. Continue to offer health risk assessments.
4. Offer a variety of work options like telecommuting, flex-time, etc.
5. Continue the ergonomic work stations program.
6. Consider an off-duty City staff study circle.
7. Develop a cross-departmental “green team” to help plan, implement, and promote sustainability initiatives including brainstorming project ideas, assessing progress, and communicating to staff.
8. Develop a recognition program for City departments regarding reducing resources and increasing recycling amounts; set up challenges/friendly competitions amongst departments.
9. Post the four system conditions on every floor of every City building.



**Goal 4B: Support the availability of local food.**

### **Actions.**

1. Work with existing organizations to identify, promote, and educate the community about Community Supported Agriculture farms, co-ops, and farmer’s markets.
2. Work to increase food grown within the City.
  - Increase the number of community gardens including establishing a garden at City Hall.
  - Study and provide examples of and information on urban agriculture to residents and property owners.

**Goal 4C: The City will continue to offer a range of housing that is of high quality and affordable.**

### **Actions.**

1. Explore the creation of a community development corporation to focus on housing and redevelopment projects.
2. Increase the number of affordable housing units (through Home Buyer, Housing Replacement and Housing Rehab Programs).
3. Maintain, increase, and encourage socio-economic integration in housing.

4. Improve the quality of multi-family housing (through multi-family design standards, rental inspection, and single-family home registration).
5. Explore ways to encourage owner occupied rental properties.

**Goal 4D: The City will work to ensure that neighborhoods are safe, integrated, and have a sense of community.**

**Actions.**

1. Work to re-establish more single family housing units within our neighborhoods.
2. Reduce the number of surface parking lots.
3. Address pockets of poverty by a review of housing, workforce development, and education programs, etc.
4. Work to refurbish all neighborhood parks city-wide.
5. Be an advocate and lender for redevelopment of blighted areas – by providing grants and incentives.

**Goal 4E: The City will foster community-wide knowledge of *The Natural Step* framework.**

**Actions.**

1. Develop an informational program to keep the public informed of the sustainability practices we are implementing.
2. Partner with existing groups including the Coulee Partners for Sustainability, the Clean Energy Coalition, the League of Women Voters, UW-L, Viterbo, WTC, and the La Crosse School District on sustainability education and resources.
3. Upgrade the City’s web site and e-newsletters; use other electronic media (e.g., [www.sustainablelacrosse.org](http://www.sustainablelacrosse.org)) as key education tools.
4. Make available an information packet.
5. Periodically host a public open house to present and review the City’s Strategic Plan for Sustainability.

**Goal 4F: The City will work to implement the Strategic Plan for Sustainability.**

**Actions.**

1. Consider the creation of the position of sustainability coordinator or identify staff responsible to oversee Plan implementation, various sustainability projects, education, and community resources.
2. Draft an annual report to measure progress on Plan implementation including the common set of sustainability indicators.

**Goal 4G: The City will encourage economic development including the green economy sector.**

**Actions.**

1. Continue and enhance economic development programs and assistance to take advantage of opportunities in the green economic development sectors.
2. Develop procedures, policies, and marketing to encourage and promote the La Crosse Center as a sustainable conference destination.

**Goal 4H: By 2025, at least 25% of the City’s residents’ energy needs will be generated from renewable resources.**

**Actions.**

1. Establish an energy conservation, efficiency and educational program for residents and home owners including energy audits, solar assessments, etc.

## City Action Plan by Department

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

### All

1D.2 - Develop a City eco-driving/smart driving policy for all City vehicles	All, Public Works, Streets		X		
(a) Car pool to meetings, inspections, etc.	All		X		
(b) Teleconferencing, telecommuting	All		X		
(c) Reduce idle time	All	X			
1F.1 - Encourage employees to live within City limits	All, Human Resources				X
1F.2 - Develop an employee car pool program	All		X		
3B.1 - Establish baseline of paper use; require 10% reduction each year	All, Finance/Purchasing	X			
3B.5 - Set printers to double-sided by default; photo-copy duplex	Information Services, All	X			
3C.1 - Implement smart growth plans	All				X
4A.6 - Consider starting an off duty City staff study circle	All		X		
4A.8 - Develop recognition program for City departments	All	X			

### Airport

1G.8 - Consider requiring use of La Crosse Airport for City sponsored air travel	Airport, Finance/Purchasing	X			
--	-----------------------------	---	--	--	--

### Building & Inspections

1C.5 - Learn more about green building materials	Fire, Building & Inspections		X		
4C.4 - Improve the quality of multi-family housing	Planning, Building & Inspection				X

### CDBG

1F.5 - Consider sponsorship of community car program	Planning, CDBG	X			
4C.5 - Explore more owner occupied rental housing units	Planning, CDBG		X		
4H.1 - Establish energy educational program for residents	Planning, CDBG		X		

### Common Council

1C.4 - Develop for consideration a construction & demolition ordinance	Common Council		X		
1G.3 - Develop for consideration a complete streets ordinance	Common Council		X		
1G.7 - Support Midwest High Speed Rail Initiative	Common Council				X

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

**Common Council (continued)**

2A.3 - Consider adoption of an environmentally preferred purchasing policy	Common Council		X		
3C.5 - Establish water conservation policies; well field protection ordinance	Common Council	X			
4D.2 - Reduce the number of surface parking lots	Common Council				X
4F.1 - Consider the creation of sustainability coordinator position	Common Council		X		

**Eco-Park**

3C.8 - Assist with and engage public in environmental education	Eco-Park		X		
---	----------	--	---	--	--

**Engineering**

1B.2 - Explore use of solar energy and other renewable energy	Public Works, Engineering, Park and Rec				X
1C.1 - Complete LEED analyses for new projects and major renovations	Engineering, Public Works, Housing Rehab				X
1C.2 - Utilize recycled construction materials	Engineering, Public Works, Streets, Housing Rehab				X
1F.3 - Consider more bike paths, facilities, showers to promote bicycling to work	Public Works, Engineering, Planning				X
1G.3 - Develop for consideration a complete streets ordinance to make city streets more pedestrian/bicycle friendly	Engineering, Public Works		X		
1G.5 - Investigate opportunities to close certain streets to motorized vehicles	Public Works, Planning, Engineering		X		
1G.9 - Improve the timing of the traffic control signals	Engineering		X		
3C.2 - Modify development ordinances to protect natural habitats	Planning, Engineering				X
3C.4 - Continue and enhance boulevard restoration program	Planning, Engineering, Forester, Streets				X
3C.6 - Establish comprehensive stormwater management program	Engineering, Public Works	X			

**Finance/Purchasing**

1A.1 - Establish baseline consumption of electric and gas usage	Finance/Purchasing	X			
1A.4a - Examine long-term cost differential of new lighting technology	Finance/Purchasing, Public Works		X		



Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

### Finance/Purchasing (continued)

1A.4b - Complete lighting audit of all City owned facilities	Finance/Purchasing, Public Works		X		
1B.1 - Purchase renewably produced electricity	Finance/Purchasing	X			
1D.1 - Establish baseline amount of fuel consumption	Finance/Purchasing	X			
1D.3 - Improve mileage through vehicle maintenance program	Finance/Purchasing				X
1E.1 - Require 25% of fleet vehicle purchases to be “green” (e.g., NEV, hybrid) and look for alternatives (e.g., segways, bikes)	Finance/Purch., Police, Fire, Public Works, Park & Rec			X	
1E.2 - Purchase bio-diesel when cost effective, especially cellulosic	Finance/Purchasing				X
1E.3 - Investigate compressed natural gas for fleet vehicles	Finance/Purchasing	X			
1G.8 - Consider requiring use of La Crosse Airport for City sponsored air travel	Airport, Finance/Purchasing	X			
2A.1 - Establish a baseline use of pesticides, chemicals, etc.	Finance/Purchasing	X			
2A.2 - Environmentally-preferred alternatives (identify and educate)	Finance/Purchasing		X		
2A.3 - Consider for adoption an environmentally preferred purchasing policy	Finance/Purchasing		X		
2A.10 - Develop full cost and life cycle accounting for purchasing	Finance/Purchasing		X		
2B.1 - Investigate the replacement cycle on all electronic equipment	Information Services, Finance/Purchasing		X		
2B.2 - Encourage staff to minimize # of electronic devices used	Information Services, Finance/Purchasing				X
3B.1 - Establish baseline of paper use; require 10% reduction each year	All, Finance/Purchasing	X			
3B.3 - Automate to electronic payroll, billing, timekeeping, A/R and purchasing	Information Services, Finance/Purchasing				X

### Fire

1C.5 - Learn more about green building materials	Fire, Building & Inspections			X	
1E.1 - Require 25% of fleet vehicle purchases to be “green” (e.g., NEV, hybrid) and look for alternatives (e.g., segways, bikes)	Finance/Purch., Police, Fire, Public Works, Park & Rec			X	
1E.4 - Research and test alternative fuels for fire safety design	Fire			X	

### Forester

3C.4 - Continue and enhance boulevard restoration program	Planning, Engineering, Forester, Streets				X
3C.7 - Plant more trees city-wide	Park and Rec, Forester				X

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

### Housing Rehab

1C.1 - Complete LEED analyses for new projects and major renovations	Engineering, Housing Rehab, Public Works				X
1C.2 - Utilize recycled construction materials	Engineering, Public Works, Streets, Housing Rehab				X
1C.3 - Participate in the County's shingle recycling program	Housing Rehab, Streets				X
4C.2 - Increase the number of affordable housing units	Planning, Housing Rehab				X
4C.3 - Integrate housing socio-economically	Planning, Housing Rehab				X
4D.1 - Re-establish more single-family housing units in neighborhoods	Planning, Housing Rehab				X

### Human Resources

1F.1 - Encourage City employees to live within City limits	Human Resources, All			X	
1F.2 - Develop an employee car pool program	Human Resources, Public Works		X		
1F.4 - Expand MTU Works program to all employees	MTU, Human Resources		X		
1F.6 - Explore partnership with bike sharing program	Human Resources		X		
3B.6 - Develop paperless job application, open enrollment forms, etc.	Human Resources	X			
4A.1 - Establish sustainability policy, include in employee orientation	Human Resources	X			
4A.2 - Survey employees about work environment and sustainability	Human Resources		X		
4A.3 - Continue health risk assessments	Human Resources				X
4A.4 - Offer a variety of work options (flex-time, telecommuting, etc.)	Human Resources	X			

### Information Services

1A.3c - Investigate reduction of phantom power (e.g., power strips)	Information Services	X			
2B.1 - Investigate the replacement cycle on all electronic equipment	Information Services, Finance/Purchasing		X		
2B.2 - Encourage staff to minimize # of electronic devices used	Information Services, Finance/Purchasing				X
3B.2 - Maximize electronic communication and info management	Information Services				X
3B.3 - Automate to electronic payroll, billing, timekeeping, A/R and purchasing	Information Services, Finance/Purchasing				X
3B.4 - Maximize use of wireless devices to eliminate need for paper	Information Services				X
3B.5 - Set printers to double-sided by default; photo-copy duplex	Information Services, All	X			
4E.3 - Upgrade City web page, e-newsletters, and other media	Information Services, Planning, Library				X

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

### La Crosse Center

4G.2 - Develop policies to promote the La Crosse Center as sustainable conference center	La Crosse Center		X		
--	------------------	--	---	--	--

### Library

4E.1 - Develop information program for larger community on TNS	Planning, Library	X			
4E.3 - Upgrade City web page, newsletter, and other media	Information Services, Planning, Library				X

### Mayor

4A.7 - Develop a cross-departmental "green team"	Mayor	X			
--	-------	---	--	--	--

### MTU

1F.4 - Expand use of MTU Works program to all employees	MTU, Human Resources		X		
1G.1 - Improve public transportation system - frequency, convenience	MTU		X		

### Park and Rec

1B.2 - Explore the use of solar energy and other renewable energy	Public Works, Engineering, Park and Rec				X
1E.1 - Require 25% of fleet vehicle purchases to be "green" (e.g., NEV, hybrid) and look for alternatives (e.g., segways, bikes)	Finance/Purch., Police, Fire, Public Works, Park & Rec			X	
2A.4 - Develop landscape policy for facilities (chemicals, watering, etc.)	Public Works, Park and Rec	X			
2A.5 - Complete pilot project with native perennial plants	Park and Rec		X		
2A.6 - Develop policies on maintenance of golf courses and parks	Park and Rec		X		
2A.7 - Complete pilot project of chlorine free, solar pool	Park and Rec		X		
3C.7 - Plant more trees city-wide	Park and Rec, Forester				X
4D.4 - Refurbish all neighborhood parks	Park and Rec				X

### Parking Utility

1G.6 - Promote use of existing parking ramps, facilities	Parking Utility				X
--	-----------------	--	--	--	---

### Planning

1F.3 - Consider more bike paths, facilities, showers to promote bicycling to work	Public Works, Engineering, Planning				X
1F.5 - Consider sponsorship of a community car	Planning, CDBG		X		

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

**Planning (continued)**

1G.2 - Consider assisting to establish a community car program	Planning		X		
1G.4 - Explore community bike program with the universities	Planning		X		
1G.5 - Investigate opportunities to close certain streets for motorized vehicles	Public Works, Planning, Engineering		X		
3C.2 - Modify development ordinances to protect natural habitats	Planning, Engineering				X
3C.3 - Continue Bluffland Protection Program	Planning				X
3C.4 - Continue and enhance boulevard restoration program	Planning, Engineering, Forester, Streets				X
4A.7 - Consider starting an off duty City staff study circle	Planning, All	X			
4B.1 - Promote and educate about CSA's, co-ops, farmer's markets	Planning		X		
4B.2 - Increase amount of food grown within City (community gardens, urban agriculture)	Planning		X		
4C.1 - Explore creation of community development corporation	Planning		X		
4C.2 - Increase the number of affordable housing units	Planning, Housing Rehab				X
4C.3 - Integrate housing socio-economically	Planning, Housing Rehab				X
4C.4 - Improve the quality of multi-family housing	Planning, Building & Inspection				X
4D.1 - Re-establish more single-family housing units in neighborhoods	Planning, Housing Rehab				X
4D.3 - Address pockets of poverty	Planning				X
4D.5 - Advocate and lend to redevelop blighted areas	Planning				X
4E.1 - Develop information program for larger community on TNS	Planning, Library	X			
4E.2 - Coordinate with existing sustainable groups	Planning	X			
4E.3 - Upgrade City web page, e-newsletters, and other media	Information Services, Planning, Library				X
4E.4 - Make sustainability information packet	Planning	X			
4E.5 - Host public open house to present sustainable plan	Planning	X			
4F.2 - Draft annual report of sustainable progress	Planning		X		
4G.1 - Enhance economic development programs related to green economic development sector	Planning		X		
4H.1 - Establish energy educational program for residents	Planning, CDBG		X		

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

**Police**

1E.1 - Require 25% of fleet vehicle purchases to be “green” (e.g., NEV, hybrid) and look for alternatives (e.g., segways, bikes)	Finance/Purch., Police, Fire, Public Works, Park & Rec			X	
2A.9 - Remind staff and public on safe winter driving	Police, Public Works, Streets		X		

**Public Works**

1A.2 - Re-examine Michaels Engineering audit of all City facilities	Public Works	X			
1A.3 - Develop an energy conservation policy for all facilities	Public Works, Airport, Eco-Park, Fire, La Crosse Center, Library, Park & Rec, Police, Water Utility		X		
(a) Signage	Public Works and all above	X			
(b) Sensors	Public Works and all above		X		
(d) HVAC upgrades	Public Works and all above				X
(e) Audit of utility meters and accounts	Public Works and all above		X		
1A.4 - Install high efficiency lighting	Public Works and all above				X
(a) Examine long-term cost differential of new lighting	Finance, Public Works		X		
(b) Complete lighting audit of all City owned facilities	Finance, Public Works		X		
1A.5 - Hire firm to re-commission controls of City facilities	Public Works		X		
1B.2 - Explore the use of solar energy and other renewable energy	Public Works, Engineering, and all above				X
1C.1 - Complete LEED analyses for new projects and major renovations	Engineering, Public Works, Housing Rehab				X
1C.2 - Utilize recycled construction materials	Engineering, Public Works, Streets, Housing Rehab				X
1D.2 - Develop a City eco-driving/smart driving policy for all City vehicles	All, Public Works, Streets		X		
1E.1 - Require 25% of fleet vehicle purchases to be “green” (e.g., NEV, hybrid) and look for alternatives (e.g., segways, bikes)	Finance/Purch., Police, Fire, Public Works, Park & Rec			X	
1E.5 - Research hydrogen fuel and other technology as alternative fuels	Public Works		X		
1F.2 - Develop an employee car pool program	Human Res., Public Works		X		
1F.3 - Consider more bike paths, facilities, showers to promote bicycling to work	Public Works, Engineering, Planning				X

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

**Public Works (continued)**

1G.3 - Develop for consideration a complete streets ordinance to make city streets more pedestrian/bicycle friendly	Engineering, Public Works		X		
1G.5 - Investigate opportunities to close certain streets for motor vehicles	Public Works, Planning, Engineering		X		
2A.4 - Develop landscape policy for facilities (chemicals, watering, etc.)	Public Works, Park and Rec	X			
2A.8 - Develop policies to minimize salt and sand use in winter	Public Works, Streets		X		
2A.9 - Remind staff and public on safe winter driving	Police, Public Works, Streets		X		
3A.1 - Establish a baseline of waste generated in City facilities	Public Works, Recycling	X			
3A.2 - Assess facilities recycling (cardboard, glass, e-waste, etc.)	Public Works, Recycling	X			
3A.3 - Implement program to reduce, reuse, recycle for all facilities	Public Works, Recycling	X			
3A.4 - Conduct assessment of solid waste and recycling system	Public Works, Recycling		X		
3A.5 - Study the feasibility and impact of recycling plastics	Public Works, Recycling	X			
3C.6 - Establish comprehensive stormwater management program	Engineering, Public Works		X		
4A.5 - Continue ergonomic work station program	Public Works				X
4A.9 - Post four system conditions throughout City buildings	Public Works	X			

**Recycling**

3A.1 - Establish a baseline of waste generated in City facilities	Public Works, Recycling	X			
3A.2 - Assess facilities recycling (cardboard, glass, e-waste, etc.)	Public Works, Recycling	X			
3A.3 - Implement program to reduce, reuse, recycle for all facilities	Public Works, Recycling	X			
3A.4 - Conduct assessment of solid waste and recycling system	Public Works, Recycling		X		
3A.5 - Study the feasibility and impact of recycling plastics	Public Works, Recycling	X			

**Streets**

1C.2 - Utilize recycled construction materials	Engineering, Public Works, Streets, Housing Rehab				X
1C.3 - Participate in the County's shingle recycling program	Housing Rehab, Streets				X
1D.2 - Develop a City eco-driving/smart driving policy for all City vehicles	All, Public Works, Streets		X		
2A.8 - Develop policies to minimize salt and sand use in winter	Public Works, Streets		X		
2A.9 - Remind staff and public on safe winter driving	Police, Public Works, Streets		X		

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing

**Streets (continued)**

3C.4 - Continue and enhance boulevard restoration program	Planning, Engineering, Forester, Streets				X
---	--	--	--	--	---

**Water Utility**

3C.5 - Establish water conservation policies and well protection ordinance	Water Utility		X		
--	---------------	--	---	--	--

## La Crosse County Action Plan

The La Crosse County sustainability action plan is organized into action items for key departments, and categorized into short, medium, and long term goals. Short term actions are expected to be completed/implemented within 1 year of adoption of this plan; medium range items should be completed/implemented within 5 years; and long term goals are ideas that must be kept in mind, but generally will not see significant progress for 5 to 10 years.

### A. Facilities

The County Facilities Department is responsible for the operations, maintenance, and cleaning of the County Administrative Center, Courthouse and Law Enforcement Center, Health and Human Services Building, Huber Facility, Goose Island Park and Campground, Veterans Memorial Park and Campground, Mindoro Park, Neshonoc-Swarthout Park, Neshonoc South Park, and all other County property that is not supervised by another department. They also supervise capital improvement projects for all existing facilities and construction of new County facilities. Given these responsibilities, the Facilities Department is in a key position to improve the sustainability of County operations.

The County Facilities Department will be responsible for implementation of the following action items, which will help us to meet the overall sustainable vision for the community.

### Actions:

1. Conduct an energy audit and review of all County buildings, and then use the results to develop an action plan to increase efficiency and reduce energy costs.
2. Work to install automatic shutoff lighting, motion sensors, and LED exit signage lighting throughout County facilities.
3. Incorporate smart power strips into our system to reduce the amount of energy that we use throughout the year.
4. Perform annual tune-ups to increase energy efficiency in our chiller system and to take advantage of Focus on Energy rebates.
5. Research ways to install photo voltaics, solar hot water systems, and other renewable products and processes into our facilities to reduce the use of fossil fuels.
6. Evaluate savings in energy for County buildings if we had a four day workweek.
7. Perform a study of energy use within County facilities to estimate greenhouse gas emissions as a baseline of information.
8. Research options for completely eliminating our carbon foot print for vehicles within our fleet.
9. Develop a centralized recycling program for each County facility – resulting in a reduction in the amount of waste.
10. Incorporate more natural landscaping to reduce the amount of lawn that we have to mow or maintain, and add rain gardens where possible.
11. Increase our stormwater infiltration areas to reduce the strain on stormwater infrastructure and help recharge groundwater.
12. Consider adopting LEED standards for all new buildings and remodeling efforts.



La Crosse County Highway Department has utilized B5 and B10 bio-diesel fuel during the summer months for the past several years.



## **B. Purchasing**

The La Crosse County Purchasing Department is responsible for monitoring the purchasing activities of all County departments, and verifying that the established purchasing procedures and policies are followed. In August of 2008, the County Board adopted a resolution which established a sustainability provision within the County purchasing policy. This resolution stated that the County shall “purchase products, equipment, services, and establish procedures, to the extent practical based on safety, price, performance and availability, that meet sustainable standards established by a third-party certifier or other similar and equivalent standards as determined by County staff with preference on purchasing locally whenever possible.” Given these responsibilities, the Purchasing Department is in a key position to affect the products that the County uses. As an influential consumer in local markets, we also have an opportunity to affect the sustainable decisions of many of our suppliers.

The La Crosse County Purchasing Department will be responsible for adhering to the established sustainable purchasing policy, and in working to implement the following action items, which will help us to meet the overall sustainable vision for the community.

### **Actions:**

1. Review the County purchasing policy and incorporate preferences for the following where applicable and practical: (a) cradle to cradle practices, (b) lower life cycle costs, (c) triple bottom line consideration, and (d) product stewardship.
2. Incorporate preferences for “green products” into our purchasing policy.
3. Reduce, and eventually eliminate, non green products and cleaners.
4. Include “green” vendor standards in all applicable requests for proposals.
5. Start a “buy local” program to maximize the use of local products whenever possible.
6. Search for ways to partner with other area organizations in shared/group purchasing ventures.
7. Work with vendors to reduce packaging whenever possible.
8. Encourage state policies for green purchasing.
9. Utilize 100% post consumer content recycled paper wherever applicable.
10. Promote electronic credit/debit transfer of funds over paper whenever possible and practical.

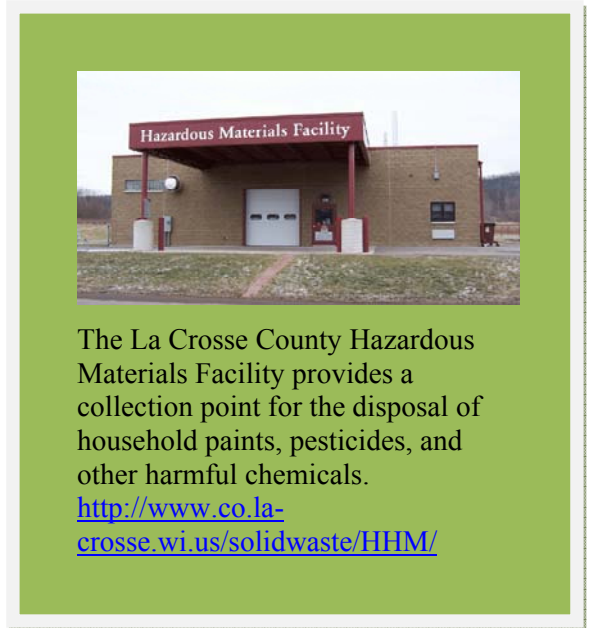
## **C. Solid Waste**

The County Solid Waste Department is responsible for the proper disposal of all the solid waste within the La Crosse region; which includes La Crosse, Trempealeau, Buffalo, Wabasha, and Houston Counties. The Solid Waste Department is uniquely situated to reduce, reuse, and recycle as much material as possible in order to keep our disposal of misdirected resources to a minimum. Those materials not taken care of through the use of the 3 R's are then directed to the Waste to Energy Plant run by Xcel energy. A portion of the refuse is then burned to produce enough energy to supply over 10,000 homes. As a last resort the leftover material is then landfilled in a state of the art facility to be stored until it can be reclaimed.

The County Solid Waste Department will be responsible for implementation of the following action items, which will help us to meet the overall sustainable vision for the community.

## Actions:

1. Develop and enhance tools to keep waste within our region.
2. Work to expand the use of waste drop off sites through education and outreach.
3. Organize and make consistent the system of municipal drop off sites – potentially modeling it after Houston County’s system.
4. Encourage municipalities to incorporate composting for all communities that have a drop off site.
5. Explore the feasibility of a yard waste composting facility that would capture methane and heat while providing a value added product for sale at the end of the composting process.
6. Work with all municipalities to establish a construction and demolition ordinance that would significantly increase recycling of these waste materials, and dispose of remaining construction and demolition waste at the County facility.
7. Enhance the value of the County’s wood waste – including but not limited to use for wood pellets, colored mulch, etc.
8. Encourage all municipalities to implement a comprehensive recycling program that significantly reduces the total waste volumes within La Crosse County – including plastics.
9. Encourage a carpet recycling program that works with several other companies in the community that use high amounts of carpeting.
10. Work with local entities to use recycled asphalt shingles.
11. Explore whether plasma gasification may be feasible for disposing of our current hazardous waste locally, which we now transport out of the county. If feasible, install the system on site.
12. Explore how we might be able to attract a business that will use our waste methane gas as a heat source for their process.
13. Explore how we might be able to prepare a reuse program for ash trees that may be affected by the emerald ash borer.
14. Work with other non profit’s in our region to offset our energy use by installing wind turbines.
15. Explore the feasibility of converting UW-L’s coal fired power plant to a co-firing facility.
16. Work with Xcel energy to explore the possibility of capturing waste heat from the Waste to Energy Facility on French Island.
17. Work with municipalities to pass ordinances banning burn barrels.



## **D. Information Technology**

The La Crosse County Information Technology Department is responsible for planning and executing purchasing and procurement strategies for technology expenditures across the organization; ensuring the secure operations of the computer systems, servers, and network connections; and managing the balanced deployment of printing, copying and faxing technology throughout the organization, among other responsibilities. Given these responsibilities, the IT Department is in a key position to affect the County's use of energy and other resources.

The La Crosse County Information Technology Department will be responsible for working to implement the following action items, which will help us to meet the overall sustainable vision for the community.

### **Actions:**

1. Develop a plan to increase the lifecycle of computers and other technology to seven or eight years, thus reducing the turnover of those products.
2. Consider the life cycle costs and sustainability in the purchase decisions for all information technology equipment for the County.
3. Control the power management settings for all desktop computers and servers to ensure that they are hibernating or turning off when they are not in use, when possible and practical.
4. Set all printers to default to two-sided printing to reduce paper usage.
5. Implement balanced deployment programs for printing and copying equipment, which minimize paper and equipment needs, while allowing for efficient use.
6. Promote electronic imaging and scanning where possible, by providing the necessary hardware, software and training.
7. Develop a training program for administrative officials that links technology to sustainability.
8. Research and promote ways to reduce the number of technology devices that County staff uses by providing options for devices that serve multiple functions – such as PDAs.
9. Develop options for using technology to reduce the need for travel – for example, setting up the technology necessary to allow for better video conferencing.



## **E. Transportation**

There are a variety of different departments that work on transportation issues within the County – including the Planning Department, the Highway Department, and the Metropolitan Planning Organization. These departments work together to plan for, construct, and maintain the transportation network that is vital to the County. Given these responsibilities, these departments are in a key position to ensure that County employees and residents have sustainable options for their transportation needs.

The County Planning Department, Highway Department, and Metropolitan Planning Organization will work together and be responsible for implementation of the following action items, which will help us to meet the overall sustainable vision for the community.

**Actions:**

1. Develop programs that encourage shorter commutes for County Employees.
2. Explore a program that will assist County staff in the purchase of housing that is within a certain distance from the facility in which they work, using a one-time grant or low-interest loan program.
3. Encourage County employees to use ride sharing in their commutes by looking at incentives for carpooling.
4. Develop a discounted transit pass program for County employees to encourage more transit ridership and cut down on campus parking needs.
5. Work with the MTU, Shared Ride, and other transit providers on ways to expand their systems to better serve a larger percent of our population.
6. Determine the full cost of parking, including administration, enforcement, opportunity cost of real estate, etc, and pass those costs along to users.
7. Work with facilities to make County campuses more bike-friendly, by providing amenities such as bike lockers, showers, etc.
8. Provide alternative vehicles, such as mopeds, Neighborhood Electric Vehicles, and bicycles in the County fleet for use by staff in appropriate occasions.
9. Develop a program that will assist County staff in the purchase of alternative vehicles, using a one-time grant or low-interest loan program.
10. Work with the LAPC to plan for and fund better connections for alternative transportation throughout the urban area – including pedestrians, bicycles, and electric vehicles.
11. Support the Midwest High Speed Rail Initiative to bring high-speed rail through La Crosse and connecting to Minneapolis, Madison, Milwaukee, and Chicago.
12. Support the effort to bring a car sharing program to La Crosse both politically and financially.
13. Help to coordinate a slugging system (an informal system of ridesharing) that would make it easier for people to safely share rides with others.

**F. Education**

La Crosse County has a UW-Extension Agency that works to identify and respond to specific community needs for practical education, research and knowledge to improve the quality of life in local communities. The County also has a Sustainability Coordinator who is responsible for identifying and carrying out sustainability projects and educational opportunities. With these tremendous educational resources at hand, the County is in a great position to plan for and implement sustainability education both internally and externally.

The County Sustainability Coordinator and UW-Extension Agency will be responsible for implementation of the following action items, which will help us to meet the overall sustainable vision for the community.

## **Actions:**

### *Internal*

1. Create sustainability based educational materials illustrating what an “Office Sustainability Coordinator” might do:
  - a. Ex: Coordinate evening “power-down” on an office/department level.
  - b. Office sustainability coordinator is envisioned as a “voluntary coordinator” position, aiming at getting the volunteering coordinator, as well as office colleagues to understand and practice sustainability.
2. Work with Human Resources to create an on-line (La Crosse County Intranet) sustainability training for new employees.
3. Create a series of training sessions for the La Crosse County Intranet – Training & Learning Center on sustainability issues for employees.
4. Contribute research based columns on sustainability for the La Crosse County Employee Newsletter.
5. Labor/management.
6. Create, with assistance from facilities, a visual design that displays total savings from energy conservation practices (i.e. thermometer, etc.).
7. Utilize and modify sustainable land use educational programs including results from Targeting Working Lands Committee.
8. Develop an energy protocol and educate employees on how to reduce their energy consumption within their departments and be able to take this information home to make a difference in their own energy use.
9. Develop a basic educational program for all County staff on ways to reduce paper usage throughout the County.

### *External*

10. Contribute research based, public columns on sustainability, recycling, and solid waste within the local media market.
11. Contribute op-ed pieces to the local media, illustrating sustainability principles.
12. Create a savings report, which illustrates saved resources through sustainability efforts at the County, as a way to lead by example.
13. Explore ways to incorporate sustainability education within local school district(s).
14. Contribute personal success stories for public sharing through a variety of outlets including the sustainablelacrosse website.
15. Enhance the sustainablelacrosse website to include recycling, solid waste, and sustainability issues and how to reduce our impact on the earth.
16. Educate the public on efforts to reduce the amount of burn barrels within the County.



In 2008 UW-Extension initiated an educational program to work with City Brewery and make available discarded barrels to be retrofitted into rain barrels.

## **G. Economic Development**

County Planning and Community Development staff is responsible for working with the La Crosse County Economic Development Fund, Inc. to implement economic development strategies and projects. They also stay in touch with the building and development community, and have the opportunity to encourage more sustainable development patterns and building techniques.

The County Community Development Specialist will be responsible for implementation of the following action items, which will help us to meet the overall sustainable vision for the community.

### **Actions:**

1. Develop a marketing piece that is focused on attracting businesses within the sustainability industry.
2. Build a library of reference materials regarding green building techniques, which can be shared with other area organizations and developers.
3. Encourage local businesses to adopt sustainable business practices, by leading by example and sharing our successes.
4. Work to attract more living wage jobs to the County.
5. Develop a revolving loan fund that is focused on lending to businesses in the sustainability industry or for local businesses to complete projects that will make them more sustainable in their practices.

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing
A-1. <b>Energy Audit for all Buildings</b>	Facilities		X		
A-2. Efficient Lighting & Signage	Facilities	X			
A-3. Incorporate Smart Power Strips	Facilities		X		
A-4. <b>Annual Chiller Tune-Ups</b>	Facilities		X		
A-5. <b>Incorporate Renewables into Buildings</b>	Facilities			X	
A-6. Evaluate 4-Day Work Week	Facilities	X			
A-7. Estimate Greenhouse Gas Emissions	Facilities	X			
A-8. <b>Eliminate Vehicular Carbon Footprint</b>	Facilities			X	
A-9. <b>Centralized Recycling Program</b>	Facilities	X			
A-10. Natural Landscaping	Facilities		X		X
A-11. Increase Stormwater Infiltration	Facilities		X		X
A-12. LEED Standards for Building/Remodeling	Facilities			X	
B-1. Review of Purchasing Policy	Purchasing	X			
B-2. Preferences for “Green Products”	Purchasing	X			
B-3. Reduce Non-Green Products & Cleaners	Purchasing	X			

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing
B-4. "Green" Vendor Standards in RFPs	Purchasing	X			
B-5. Buy Local Program	Purchasing	X			
B-6. Shared/Group Purchasing Ventures	Purchasing	X			
B-7. Reduce Packaging	Purchasing	X			
B-8. Encourage State Policies for "Green" Purchasing	Purchasing	X			
B-9. 100% Post Consumer Content Paper Products	Purchasing	X			
B-10. Electronic Credit/Debit Transfers	Purchasing	X			
C-1. Keep Waste in Our Region	Solid Waste	X			
C-2. Expand Waste Drop-Off Sites	Solid Waste	X			
C-3. Consistency in Municipal Drop-Off Sites	Solid Waste	X			
C-4. Municipal Composting Sites	Solid Waste	X			
C-5. Composting Facility & Capture Methane	Solid Waste			X	
C-6. C&D Recycling Ordinance	Solid Waste	X			
C-7. Recycle Wood Waste for Mulch	Solid Waste	X			
C-8. Comprehensive Recycling Program	Solid Waste	X			



Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing
C-9. Carpet Recycling Program	Solid Waste	X			
C-10. Asphalt Shingle Recycling Program	Solid Waste	X			
C-11. Feasibility of Local Plasma Gasification	Solid Waste	X			
C-12. Attract Business to Use Waste Methane Gas	Solid Waste	X			
C-13. Reuse Program for Ash Trees	Solid Waste			X	X
C-14. Wind Turbines	Solid Waste			X	
C-15. Work with UW-L to Convert Coal Fired Plant	Solid Waste			X	
C-16. Work with Xcel to Capture Heat Waste from Waste to Energy Plant	Solid Waste			X	
C-17. Burn Barrel Ordinances	Solid Waste	X			
D-1. Increase Life Cycle of Technology	Information Tech.	X			
D-2. Consider Life Cycle Costs in Purchases	Information Tech.	X			
D-3. Control Power Management Settings	Information Tech.	X			
D-4. Two-Sided Printing Defaults	Information Tech.	X			
D-5. Balanced Deployment for Printing/Copying	Information Tech.	X			
D-6. Electronic Imaging & Scanning	Information Tech.	X			

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing
D-7. Train Administrative Officials	Information Tech.	X			
D-8. Reduce Number of Devices	Information Tech.		X		
D-9. Use Technology to Reduce Travel	Information Tech.	X			
E-1. Programs to Encourage Shorter Commutes	Planning/MPO			X	
E-2. Housing Assistance Program	Planning/MPO			X	
E-3. Ride Share Encouragement	Planning/MPO	X			
E-4. Discount Transit Pass Program	Planning/MPO	X			
E-5. Expanded Transit Service	Planning/MPO	X			
E-6. Full Cost Parking Fees	Planning/MPO			X	
E-7. Bike-Friendly County Campuses	Planning/MPO	X			
E-8. Alternative Vehicles in Fleet	Planning/MPO			X	
E-9. Alternative Vehicle Purchase Assistance Program	Planning/MPO			X	
E-10. Connections for Alternative Transportation	Planning/MPO			X	
E-11. Midwest High Speed Rail Initiative	Planning/MPO			X	
E-12. Car Sharing Program	Planning/MPO	X			

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing
E-13. Slugging System	Planning/MPO			X	
F-1. Office Sustainability Coordinators	UW-Ext./Solid Waste	X			X
F-2. New Employee Sustainability Training	UW-Ext./Solid Waste	X			X
F-3. TLC Sustainability Training Sessions	UW-Ext./Solid Waste	X			
F-4. Employee Newsletter Columns	UW-Ext./Solid Waste	X			X
F-5. Labor/Managements?	UW-Ext./Solid Waste	X			
F-6. Visual Display/Celebration of Energy Savings	UW-Ext./Solid Waste	X			X
F-7. Sustainable Land Use Education Programs	UW-Ext./Solid Waste	X			X
F-8. Energy Protocol	UW-Ext./Solid Waste	X			
F-9. Training on Paper Usage	UW-Ext./Solid Waste	X			
F-10. Columns for Local Media	UW-Ext./Solid Waste	X			X
F-11. Sustainability Principle Op-Eds	UW-Ext./Solid Waste	X			X
F-12. Savings Report	UW-Ext./Solid Waste		X		X
F-13. Sustainability Education in Local Schools	UW-Ext./Solid Waste	X			X
F-14. Personal Success Stories for Local Media	UW-Ext./Solid Waste	X			X

Action	Department	Time			
		6 months to 1 year	1 to 3 years	3+ years	Ongoing
F-15. Sustainablelacrosse Website	UW-Ext./Solid Waste	X			
F-16. Education on Hazards of Burn Barrels	UW-Ext./Solid Waste	X			
G-1. Marketing Piece for Sustainable Industry	Community Develop.	X			
G-2. Green Building Practices Reference Library	Community Develop.	X			X
G-3. Encourage Sustainable Business Practices	Community Develop.				X
G-4. Attract Living Wage Jobs	Community Develop.				X
G-5. Sustainability Revolving Loan Fund	Community Develop.			X	

## B. Appendices

### B.1. City of La Crosse Resolution

#### RESOLUTION

**WHEREAS**, the City of La Crosse acknowledges that a clean and healthy environment determines the quality of life, where the environment can support and sustain the community, and where citizens are committed to local and regional cooperation and a personal philosophy of stewardship; and,

**WHEREAS**, the willingness of the City of La Crosse to move in the direction of eco-city designation can serve as a model for our citizens, invigorate economic development and reduce overall costs while protecting the ecosystem in which they raise their families; and,

**WHEREAS**, the City of La Crosse in March, 2007, approved Resolution #2007-03-029 endorsing The Natural Step model for Eco-Municipalities for its principles of sustainable community development and authorizing the City Planning Department to prepare a request for proposals for developing a sustainable community plan, and

**WHEREAS**, the La Crosse County Board in May of 2005 passed a resolution endorsing the Governor's initiative to Promote Increased Renewable Energy Generation and Efficiency in the State of Wisconsin; and,

**WHEREAS**, City of La Crosse may incorporate many references to sustainability into its Comprehensive Plan; and

**WHEREAS**, the City of La Crosse has shown exemplary leadership in areas such as hazardous waste management, groundwater protection, soil conservation and land use planning; and,

**WHEREAS**, the City of La Crosse supports the following guidelines, developed by the American Planning Association, and in accordance with The Natural Step model, to help communities implement sustainable practices in a comprehensive and balanced fashion:

- Reduce dependence upon fossil fuels and extracted underground metals and minerals;
- Reduce dependence on chemicals and other manufactured substances that can accumulate in nature;
- Reduce dependence on activities that harm life-sustaining ecosystems; and
- Meet the hierarchy of present and future human needs fairly and efficiently.

**NOW THEREFORE BE IT RESOLVED THAT**, that the Common Council of the City of La Crosse hereby endorses the principles of sustainable community development described herein, and supports the application of these principles whenever possible in planning, policy-making and practices.

**BE IT FURTHER RESOLVED**, that designated City staff will proceed with the development of a Strategic Plan for Sustainability for the City of La Crosse and will work collaboratively and in concert with designated La Crosse County staff. The purpose of this mutual effort is to develop a superior plan at a reduced cost to taxpayers.

**BE IT FURTHER RESOLVED**, that the City of La Crosse Strategic Plan for Sustainability will be subject to full Council approval.

**BE IT FURTHER RESOLVED**, that the Common Council hereby authorizes the formation of an ad-hoc committee to be known as the Joint Oversight Committee on Sustainability.

**BE IT FURTHER RESOLVED**, that this committee is established to develop and approve the process and participants for strategic planning on sustainability practices, select consultant, approve consulting and training services and related expenditures in excess of \$100, but not to exceed funds available in Council Resolution #2007-03-029, and review and make recommendations to the Common Council and the County Board on the completed Strategic Plan.

**COUNCIL COPY**

**BE IT FURTHER RESOLVED**, that the members of the Joint Oversight Committee on Sustainability shall serve 2 year terms and shall be appointed as follows: 2 County Board Supervisors and 1 County staff person to be appointed by the County Board Chair; 2 members of the City of La Crosse Common Council and 1 City staff person to be appointed by the Mayor; and 1 citizen of La Crosse County to be appointed by the Committee.

**BE IT FURTHER RESOLVED**, that members of the Joint Oversight Committee on Sustainability shall elect a chair of the committee at its first meeting.

**BE IT FURTHER RESOLVED** that this resolution shall amend, supersede and rescind such paragraph of Common Council Resolution #2007-03-029 with regard to the formation of a Mayor's Consultant Selection Committee.

**COMMITTEE REPORT**

Your Judiciary and Administration Committee having under consideration the annexed resolution supporting Eco-County Designation, recommends the same be adopted.

Respectfully submitted,

Richard P. Becker, Chmn.  
Tom Sweeney  
Jaci Gamroth  
Jim Bloedorn  
Dorothy Lenard  
Bruce Ranis

REPORT AND  
RESOLUTION ADOPTED  
JUL 12 2007  
BY COUNCIL


File # 2007-07-021

JUL 17 2007

Mayor  
Clerk

Typed: 7-5-07  
Approved:

**B.2. La Crosse County Resolution**

	<b>RESOLUTION #</b> <u>34-6107</u>	<b>ITEM #:</b> <u>23/6</u>
		<b>BOARD ACTION</b> Adopted: <input checked="" type="checkbox"/> For: <u>33</u> Against: <u>7</u> Abs/Exc'd: <u>2</u> Vote Req: _____ Other Action: <u>Amended</u>
<b>TO: HONORABLE MEMBERS OF THE LA CROSSE COUNTY BOARD OF SUPERVISORS</b>		

**RE: ECO-COUNTY DESIGNATION SUPPORTED**

**WHEREAS**, La Crosse County acknowledges that a clean and healthy environment determines the quality of life, where the environment can support and sustain the community, and where citizens are committed to local and regional cooperation and a personal philosophy of stewardship; and,

**WHEREAS**, the willingness of La Crosse County to move in the direction of eco-county designation can serve as a model for our citizens, invigorate economic development and reduce overall costs while protecting the ecosystem in which they raise their families; and,

**WHEREAS**, the La Crosse County Board in May of 2005 passed a resolution endorsing the Governor's initiative to Promote Increased Renewable Energy Generation and Efficiency in the State of Wisconsin; and,

**WHEREAS**, the La Crosse County Mission Statement provides that the County will efficiently meet the needs for human health, welfare, safety and the conservation of natural resources; and

**WHEREAS**, La Crosse County will incorporate many references to sustainability into its Comprehensive Plan; and

**WHEREAS**, the County of La Crosse has shown exemplary leadership in areas such as hazardous waste management, groundwater protection, soil conservation and land use planning; and,

**WHEREAS**, La Crosse County endorses the following guidelines, developed by the American Planning Association, and in accordance with The Natural Step model, to help communities implement sustainable practices in a comprehensive and balanced fashion:

- Reduce dependence upon fossil fuels and extracted underground metals and minerals;
- Reduce dependence on chemicals and other manufactured substances that can accumulate in nature;
- Reduce dependence on activities that harm life-sustaining ecosystems; and
- Meet the hierarchy of present and future human needs fairly and efficiently.

**NOW THEREFORE BE IT RESOLVED THAT**, that the La Crosse County Board hereby endorses the principles of sustainable community development described herein, and supports the application of these principles whenever possible in planning, policy-making and practices.

**BE IT FURTHER RESOLVED**, that designated County staff will proceed with the development of a Strategic Plan for Sustainability for the County of La Crosse and will work collaboratively and in concert with designated La Crosse City staff. The purpose of this mutual effort is to develop a superior plan at a reduced cost to taxpayers.

Created by La Crosse County Last printed 6/20/07 4:55:00 PM

**RE: ECO-COUNTY DESIGNATION SUPPORTED**

**PAGE 2**

**BE IT FURTHER RESOLVED**, that the La Crosse County Strategic Plan for Sustainability will be subject to full Board approval.

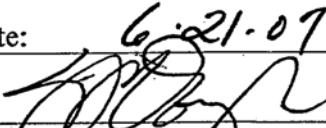
**BE IT FURTHER RESOLVED**, that the La Crosse County Board authorizes the formation of an ad-hoc committee to be known as the Joint Oversight Committee on Sustainability.

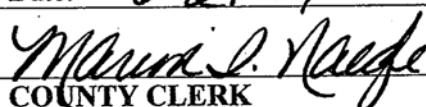
**BE IT FURTHER RESOLVED**, that this committee is established to develop and approve the process and participants for strategic planning on sustainability practices, select a consultant, approve consulting and training services and related expenditures in excess of \$100, and review and make recommendations to the County Board and Common Council on the completed Strategic Plan.

**BE IT FURTHER RESOLVED**, that the members of the Joint Oversight Committee on Sustainability ~~shall serve 2 year terms and~~ shall be appointed as follows: 2 County Board Supervisors and 1 County staff person to be appointed by the County Board Chair; 2 members of the City of La Crosse Common Council and 1 City staff person to be appointed by the Mayor; and 1 citizen of La Crosse County to be appointed by the Committee.

**BE IT FURTHER RESOLVED**, that members of the Joint Oversight Committee on Sustainability shall elect a chair of the committee at its first meeting.

**FISCAL NOTE:** The cost to La Crosse County will to be the lesser of \$10,000 or 50% of the cost of consulting services to augment the joint development of individual Strategic Plans for the County of La Crosse and the City of La Crosse from the 2008 budget.

Date: 6-21-07  
  
\_\_\_\_\_  
COUNTY BOARD CHAIR

Date: 6-21-07  
  
\_\_\_\_\_  
COUNTY CLERK

**BOARD AMENDMENT:** To delete: "shall serve 2 year terms and" in the fifth BE IT FURTHER RESOLVED paragraph.

Approved \_\_\_\_\_ Not Approved \_\_\_\_\_

C/A: \_\_\_\_\_

F/D: 6-21-07 \_\_\_\_\_

Requested By: Jai Johnson

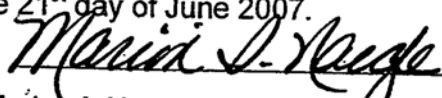
Date Requested: June 19, 2007

Drafted By: Corporation Counsel

Adopted by the La Crosse County Board This 21 Day of June, 2007.

STATE OF WISCONSIN  
COUNTY OF LA CROSSE

I, Marion I. Naegle, County Clerk of La Crosse County do hereby certify that this document is a true and correct copy of the original resolution required by law to be in my custody and which the County Board of Supervisors of La Crosse County adopted at a meeting held on the 21<sup>st</sup> day of June 2007.

  
\_\_\_\_\_  
Marion I. Naegle, La Crosse County Clerk



### B.3. Community Survey Results

Survey sent to 332 email addresses Nov 14, 2008. Online responses were collected from Nov 14-23.

**Question 1:** “Please select and then rank the five most important sustainability issues that should be considered in the La Crosse area.” N = 78 responses.

	Most important	Second most important	Third most important	Fourth most important	Fifth most important	Total
Energy conservation and efficiency	38	11	7	2	2	60
Renewable energy	9	15	9	10	6	49
Natural resource protection	9	2	7	5	10	33
Mass transit	4	2	5	12	9	32
Waste reduction	1	8	8	7	5	29
Recycling	1	7	9	6	4	27
Community education programs	2	11	3	4	5	25
Public school sustainability curriculum	5	4	3	1	8	21
Buy local initiatives	1	2	7	6	5	21
Bike/pedestrian trails	3	4	5	2	6	20
Living wage jobs	5	3	4	2	5	19
Storm water management	0	3	2	3	1	9
Hazardous waste management	0	2	2	4	1	9
Conserving water	0	1	1	4	2	8
Affordable housing	0	3	2	1	1	7
Bio-friendly product availability	0	0	1	3	3	7
Organic food availability	0	0	1	1	3	5
Green space	0	0	2	2	0	4
Other	0	0	0	2	2	4
Community car membership program	0	0	0	1	0	1

**Question 2:** “Finally, give us your best idea – a specific initiative or innovation - that would help make the La Crosse area a more sustainable place to live.” N = 66 responses.

Algae filtration system for coal fired power plants.

Some system of moving back and forth through this narrow city and its connecting towns... light rail and good cycle connections-saving the marsh, goes without saying!

Landlords in the Coulee Region should all be required to take their part in making our region more sustainable

Reverse the trend to develop and pave before we face serious issues with flooding, runoff and erosion.

Development of Green Industries compatible to SW Wisconsin

We need to recycle plastics and glass. The Common Council needs to pay the initial fee to the County so this can happen

Safe Bicycle paths to allow bikers to ride on the streets instead of the sidewalks.

I think raising awareness is the foundation for all of the above things coming to fruition. Focus on environmental stewardship in our children and educating the public on all of these issues.

Learn that "green", "eco", "environmental", etc. are each just a part of the larger sustainability goal.

Property tax credits for buying "green" things like wind generators, solar panels, etc.

Promote bicycle and pedestrian access when any road improvements are made

Better options for affordable public transportation - mini buses, van service

Attract more corporations into the community that would not send jobs overseas and keep people in our area working at livable wage jobs beside manufacturing, health care and schools. We need a more diverse work base other wise in about 25 to 40 years there wouldn't be anything here.

Increase the number of routes to provide availability to all areas; increase frequency.

1. End Rotary Lights, 2. Make stores turn off demo lights/fans/TVs, 3. Low int. long term loans for home window & insulation upgrades

Our people must be educated in sustainability. This should be started in elementary schools, but adults are ultimately responsible for the choices made in the family.

Increasing distance that bus travels along north, south, east west corridor so that bike riders to connect up with bus from Holmen, Onalaska, La Crescent, Wedgegwood Valley, South of La Crosse, etc. What I mean is a simple out and back for the bus along main arteries (not through neighborhoods) so that bike riders could ride their bikes from home to main bus route and then ride bus into La Crosse.

Co-housing units for single parents that provide community support and more sustainable living conditions

Approach issues with "Appreciative Inquiry" by building on the positives of what we do well now-

Become more self reliant in all ways - not dependent on food from foreign countries and encouraging families to grow their own food.

A comprehensive conference that especially involves business to educate us about what sustainability is and showcases the constructive projects that exist. Make this a "big deal" that would draw record crowds. Natural Step and Earth Week are not enough! Thanks for asking.

Low cost housing in the heart of the downtown area to give elderly a place in the community with needs near by

Job creation and retention of jobs in the downtown area will enhance the viability of using public transportation, especially with the opening of the new bus center.

More incentives to recycle and use renewable energy.

Establish several simple commuter bus lines (along HWY 33, HWY 14, Sandlake Coulee, HWY 16) with 3 AM and 3 PM times that include bike racks at each terminus => encourage bike to/from bus terminus

Encouraging use of currently unused or underused land for production of food and biomass. This should include turning some parts of lawns into gardens, rezoning those 1 to 20 acre lots to permit raising food or biomass crops, and permitting small animals such as chickens, rabbits, ducks, and perhaps even a cow or two. A second idea is to change zoning laws (not easy) to permit borders or multiple-family housing in what is now single-family homes. This could help some of the elderly stay in their homes by having additional income and provide low-cost ways for those just starting out to have affordable housing. A cow or tow in the more rural areas.

#### Plastics recycling

Green roofs! We should follow in Chicago's footsteps and plant living roofs on as many buildings/homes as possible to reduce heating and cooling costs, purify air and storm water, reduce particulates, replace lost habitat, and increase beauty and appreciation for the natural world. I have a lot of information and a presentation on this topic if you would like me to elaborate more thoroughly! Thank you so much for doing this.

There need to be expanded recycling efforts. The hazardous waste management idea of re-using whenever possible instead of dumping needs to be carried over to all types of waste. For example, there are many items thrown out in the trash just because people have tired of the item, or have purchased a new one. Instead of dumping, couldn't there be a community "rummage sale" site like the one available for building materials?

#### Crack down on slumlords

Swales in the boulevard with rain gardens to avert storm water runoff. (Google stormwater management Portland Oregon)

Education- People want to know what they can do to help save the earth.

Expanding the Energy Star program in La Crosse County to subsidize energy audits, energy conservation and alternative energy implementation. Paid for by an energy use surcharge on electricity and fossil fuels.

Improve mass transit--run smaller buses more often and develop a cross-hatching of routes so that people only have to walk no more than two or three blocks to their destination.

#### Recycle plastic in city of La Crosse - easy and immediate returns

A policy governing future development and infrastructure maintenance that places people above automobiles.

Get the City of La Crosse and ALL municipalities and unincorporated areas to recycle ALL recyclable items.

Get all public schools involved with recycling at school so the students take that knowledge home w/them.

A trial project with a rapidly renewable resource (like bamboo) that could then be used for a renewable energy project.

An overall goal would be to include environmental education in the school curriculum, for all grade levels. This would be a bottom up approach to instilling values of the natural world in all generations.

City needs to produce its own fuel for vehicles from the sanitary sewer system

Currently the economy is the main issue and I think this is the time to route community development loans and cost sharing programs for both private and commercial property owners to upgrade their insulation, etc. for energy efficiency...therefore stimulating the local contracting businesses and appliance retailers and providing savings to homeowners, landlords and business owners. The environment will also improve with less demand on the utility company. Perhaps if the demand goes down for Xcel we might actually be able to be pickier about what waste is being incinerated.

Replace burning garbage with bio-mass at French Island, coupled with an intensive waste reduction effort

#### Energy savings program with tracking

Mayor Johnsrud has signed the U.S. Conference of Mayors' climate protection agreement. Speeding its implementation in La Crosse would go a long way toward making La Crosse sustainable and garnering its share of the 5 million "green" jobs that the country could create.

Implement sustainable living curriculum into K-12 public schools.

I think conservation programs are a really crucial first step - we must change consumption patterns. If we focus merely on alternatives (energy, recycling, organics, eco-friendly) we're going to end up with new problems rather than having changed the root behavior - over consumption of almost everything we touch.

Public Education

When we have road improvement projects (like the recent West Avenue expansion) let's include bike lanes!!

Please give us better ideals for "model lawns"...ones that do not require irrigation and fertilization

Hydro power from the flow of our local rivers?

Mass transit rail system with the hub being near the VV mall. Three spurs, east, north and downtown LSE

Recycle Plastics!!! Figure out an incentive for Excel to stop burning plastics and other harmful products produced by people (creosote soaked rail road ties, etc...)

Have the City and County be as proactive as Gundersen Lutheran. Lead by example!

Community car sharing program

Establish commercial CNG refueling in La Crosse to establish an I-90 corridor from New York into Minnesota.

This will encourage residents and local entities such as the city and county to invest in environmentally friendly, energy efficient and support national security by using American fuel sources that are renewable and therefore more sustainable.

Mass transit. Getting from point A to point B without using a car.

All these goals are great. Bring in low income people and job seekers as part of the process.

Make the sidewalks more narrow by one foot - adds significant green space, better for boulevard trees (important for air and water quality management, energy conservation, aesthetics, urban habitat) helps with storm water management, reduces infrastructure (replacement and maintenance) costs

I believe that great gains can be made when we help people visualize another way, and make it easier and more "normal" to walk, bike, or use mass transit. Making a shift in this direction has a lot to do with city planning that focuses on public places that are shaped for humans, not cars. Also related to city planning, I suggest working with builders and developers to demonstrate alternative construction methods and site design. The passive house can reduce energy use by 80-90%, can take on any design, and costs only about 10% more than a conventional house. A model could be built in a well-traveled place, used for a public purpose and tours and demonstrations encouraged. Learn more about the passive house at <http://www.timeian.com/passive.html>. (And thank you for asking!)

This may be open-ended and somewhat vague, but I think the most important thing is that we make it easy for people to feel personal responsibility for living sustainably in our community. For example, installing bike lanes would encourage people to actually use them. My roommate is afraid to bike because she thinks she'll be hit by a car. If we had bike lanes, it would be safer and people would see that maybe they have a responsibility to drive less. Also, making the bus system less intimidating would help. Many people think buses are a great idea, but don't actually use them because they don't know how. Having a lot of easily understandable information on the bus system would give people no excuse not to use it. Encouraging (or requiring!) businesses to shut off lights, computers, etc. would make them more responsible for their own contributions to the problem. As I said, my suggestion is very open-ended, but the most important thing I think we can do in our community is to discourage the prevalent apathy that makes people feel like environmental sustainability isn't their problem. There are any number of ways to do this, but people need to be empowered to make sustainability part of their lifestyle.

"Partner" with other Wisconsin communities in sharing sustainable ideas and initiatives.

Plastic and office paper recycling for the city. It's time! In fact, it's WAY PAST time.

Emphasize and build on the built-in ecology of La Crosse's "marsh in the middle" and scenic bluffs.

Promotion of bicycle use, bicycle traffic rule education, traffic engineering to include bicycle use (West Ave project included no bike lanes and bike riders are still shooting across in pedestrian crosswalks, etc). Expand that to include self actualized modes of transportation.

Chamber and city promote La Crosse area as a "green city" and recruit businesses with that goal as well.

## B.4. Baseline Information

The data in this section are meant to provide a snapshot of La Crosse on a variety of sustainability-related factors (e.g., energy, transportation) prior to implementation of this *Strategic Plan for Sustainability*. Some of the numbers will be used directly as *indicators* for tracking La Crosse’s progress towards meeting its sustainability goals. Other statistics may not be tracked regularly as part of this plan, but may be revisited at some point in the future to see what progress has been made.

The data were collected from a variety of sources using different data collection methods. Therefore, the timeframes and breakdowns of the data may differ from category to category, but in all cases the most recent figures available are used as the baseline information.

As with any data collection, the City and County should determine which department(s) will collect and manage the data. The required staffing of the data collection effort, as well as the potential for accumulating and recording additional data, should be considered before this task is assigned. Please see the table on Page 12 which attempts to identify the responsible department(s).

### ENERGY

#### Overall Energy Consumption

Data for March 2007 were not available to calculate total electric and gas consumption, so figures for March 2006 were used as a substitute for March 2007. Even without the March 2007 data, total electric use by the City increased from 2006 levels. The City Finance and Purchasing staff collected the utility bills from which the energy statistics were calculated, and may be a logical point to coordinate and track this data in the future.

City of La Crosse	2006	2007	Percentage Change
Electric Usage (Kilowatt Hours)	22,343,847	23,242,915*	+ 4.02%
Gas Therms Used	427,364	428,119 *	+ 0.2%

\* March 2006 data was used in the 2007 calculations because of missing data for March 2007.  
Source: Calculated from Xcel Energy Bills

La Crosse County	2006	2007	Percentage Change
Electric Usage (kWh)	9,240,790*	10,213,803	+10.5%
Gas Therms Used	473,885*	506,166	+6.8%

\*2006 total does not include Regent Manor

#### City of La Crosse Energy Consumption by Department

The departmental breakdowns do not include estimates for missing March 2007 data; therefore the totals for the year 2007 in the tables below do not equal the overall energy consumption figures from the previous table.

### Electric Usage (kWh) by City Department

Department	2006	2007	Change	% Change
Airport	1,672,694	1,621,342	-51,352	-3.1%
Fire	363,094	368,458	5364	1.5%
Highway	1,038,520	1,019,420	-19,100	-1.8%
La Crosse Center	3,153,305	3,031,699	-121,606	-3.9%
Library	1,416,493	1,683,792	267,299	18.9%
Park and Rec	907,290	983,213	75,923	8.4%
Public Works	3,432,040	3,337,786	-94,254	-2.7%
Recycling	4,778	5,058	280	5.9%
Waste Water Utility	5,397,078	5,881,740	484,662	9.1%
Water	4,958,555	5,310,407	351,852	7.1%
<b>Total</b>	<b>22,343,847</b>	<b>23,242,915*</b>	<b>899,068</b>	<b>4.0%</b>

\* Does not include March 2007

Source: Calculated from Xcel Energy Bills

### Gas Usage (Therms) by City Department

Department	2006	2007	Change	% Change
Airport	50,248	52,593	2,345	4.7%
Fire	24,447	24,322	-125	-0.5%
Highway	47,022	37,167	-9,855	-21.0%
La Crosse Center	133,185	147,971	14,786	11.1%
Library	44,396	52,275	7,879	17.7%
Park and Rec	26,219	26,610	391	1.5%
Public Works	27,584	17,870	-9,714	-35.2%
Waste Water Utility	62,896	57,391	-5,505	-8.8%
Water	11,367	11,920	553	4.9%
<b>Total</b>	<b>427,364</b>	<b>428,119*</b>	<b>755</b>	<b>0.2%</b>

\* Does not include March 2007

Source: Calculated from Xcel Energy Bills

### Michaels Engineering Projects Completed

In 1998, Michaels Engineering completed an audit of all City facilities and identified numerous improvements related to lighting, energy conservation, and HVAC that the City of La Crosse could make. The City has implemented a number of the recommendations, many of the higher cost improvements and technologies have not been completed due to their cost.

### La Crosse County Facilities

La Crosse County operated facilities are likely the one component La Crosse County Government is most capable of changing. However, operational habits affecting energy demand are but one element of the total energy use within a structure. There are also the physical attributes (ex. insulated versus non-insulated structure), as well as design and prescribed use. That being said, La Crosse County facilities

energy use and transportation fleet fossil fuel consumption may be reduced using common sense policy changes, and employee education/participation.

The County should determine which Department(s) will collect and manage the data. Although data entry has been collected traditionally through the Facilities Department; the required staffing of this effort, as well as the potential for accumulating and recording additional data, should be considered before this task is assigned.

#### **Electric Use (kWh) by County Department**

<b>Department</b>	<b>2006</b>	<b>2007</b>	<b>% Change</b>
Admin Ctr.	1,020,176	1,273,120	19.86%
HHS	1,214,895	1,255,807	3.25%
LEC	1,875,370	2,229,500	15.88%
Hillview	1,997,960	2,157,881	7.41%
Carrol Heights	476,160	475,200	< 0.1%
Lakeview	2,172,115	2,309,720	5.96%
Mac. Manor	18,980	20,805	8.77%
Regent Manor	n/a	17,128	
Solid Waste	26,803	23,094	-16.06%
HHM	50,930	53,809	0.05%

#### **Electric Use (kWh) – Highway Dept Buildings**

<b>Department</b>	<b>2006</b>	<b>2007</b>	<b>% Change</b>
Hwy Shop West Salem	322,177	334,175	3.59%
Hwy Shop Shelby	17,820	15,183	-17.36%
Hwy Shop Midway	18,223	19,050	4.34%
Hwy Shop St. Josephs	8944	8085	-10.62%
Hwy Shop Mindoro	8505	8165	-4.16%
Hwy Shop Carlson Bldg	8508	10113	15.87%
Hwy Shop CTH SS	3224	2968	-8.62%
<b>TOTAL COUNTY</b>	<b>9,240,790</b>	<b>10,213,803</b>	<b>10.5%</b>

#### **Gas Use (therms) by County Department**

<b>Department</b>	<b>2006</b>	<b>2007</b>	<b>% Change</b>
Admin Ctr.	46,404	57,926	19.89%
HHS	23,916	34,166	30.00%
LEC	65,971	79,450	16.96%
Hillview	81,964	87,209	0.06%
Carrol Heights	4955	4445	-11.47%
Lakeview	216,638	202,240	-7.11%
Mac. Manor	1093	1267	13.73%
Regent Manor	n/a	373	
Solid Waste	n/a	n/a	
HHM	n/a	n/a	



**Gas Use (therms) – Highway Department Building**

<b>Department</b>	<b>2006</b>	<b>2007</b>	<b>% Change</b>
Hwy Shop West Salem	26,201	30,604	14.38%
Hwy Shop Shelby	3042	3426	11.20%
Hwy Shop Midway	1185	1903	37.72%
Hwy Shop St. Josephs	1190	1450	17.93%
Hwy Shop Mindoro	n/a	n/a	
Hwy Shop Carlson Bldg	1326	1707	22.31%
Hwy Shop CTH SS	0	0	
<b>TOTAL COUNTY</b>	<b>473,885</b>	<b>506,166</b>	<b>6.8%</b>

n/a = Datum not available

**TRANSPORTATION**

Fuel Use

Data on fuel usage was tracked differently for the City Municipal Transit Utility (MTU) compared to the County and City of La Crosse (which also includes Western Technical College (WTC) and the La Crosse School District). The most recent data available for the County and City cover the timeframe of June 2007 to May 2008. The County data is tracked monthly, but not all data was available for 2007, which is why June to May timeframe was used as the baseline. The MTU fuel usage is shown on an annual basis, corresponding to the calendar year. The most recent data available for both diesel and gasoline usage was 2007.

**Gallons of Diesel Purchased**

	<b>2006</b>	<b>2007</b>	<b>June 2007-May 2008</b>
La Crosse County	--	--	133,000
City of La Crosse, WWTC, School District	240,722	262,371	--
MTU	154,296	156,129	--

**Gallons of Gasoline Purchased**

	<b>2006</b>	<b>2007</b>
City	120,278	134,720
MTU	2,703	--

The data from MTU was broken out by month and includes details such as price per gallon and miles driven, from which miles per gallon can be calculated. The table below shows monthly breakdowns of these figures.

**La Crosse Municipal Transit Utility  
Diesel Fuel Usage**

<b>Month/Yr</b>	<b>Price per gallon</b>	<b>Gallons</b>	<b>Fuel Cost</b>	<b>Miles</b>	<b>Miles/Gallon</b>
Jun-07	\$2.61	13,447.6	\$35,117.48	61,163	4.55
Jul-07	\$2.72	13,683.3	\$37,173.94	62,283	4.55
Aug-07	\$2.74	13,740.8	\$37,613.73	65,802	4.79
Sep-07	\$2.89	12,826.9	\$37,097.12	60,995	4.76
Oct-07	\$2.92	13,785.8	\$40,273.88	68,944	5.00
Nov-07	\$3.28	12,394.2	\$40,709.10	63,691	5.14
Dec-07	\$3.13	12,156.7	\$38,074.89	58,457	4.81
Jan-08	\$3.07	12,747.9	\$39,083.83	63,631	4.99
Feb-08	\$3.26	13,433.4	\$43,774.58	64,169	4.78
Mar-08	\$3.57	13,027.0	\$46,553.90	65,407	5.02
Apr-08	\$3.74	13,317.8	\$49,753.83	66,817	5.02
May-08	\$4.17	12,669.7	\$52,888.75	64,673	5.10

**MTU total miles driven (2006): 1,347,610**

**MTU Miles per gallon**

**2006:** 4.95

**2007:** 4.83

**% change:** -2.42%

Ridership

Ridership on MTU has increased slightly each of the past three years, breaking the 1 million passenger trip mark in 2007. The ridership numbers include revenue trips, free-fare trips, and transfer trips. The 2007 figure of 1,043,403 passenger trips will be used as the baseline to track progress in the future.

**MTU Annual Passenger Trips**

<b>2005</b>	942,084
<b>2006</b>	974,841
<b>2007</b>	1,043,403
<b>% Change '05 – '07</b>	+7.0%

Infrastructure

In addition to 222 miles of City streets, the La Crosse area includes 101 miles of bike trails in the area, including the Great River State Trail, La Crosse River State Trail, 33<sup>rd</sup> Street Trail, Elroy-Sparta Trail, 400 State Trail, Omaha Trail, and marsh trails.

**Miles of Streets:**

222 miles of City streets

**Miles of Bike Trails:**

101 miles of bike trails in the La Crosse area

## Total County Highway Miles

Year	Total Length (Miles)
1993	274
1998	279
2001	285
2003	283
2009	285

The City has replaced 62 traffic lights with high efficiency LED's including the red, green and pedestrian signals.

## PURCHASING

The City purchased 868 different products in 2006 for a total of 40,409 individual items. The number of products of the 868 that were considered by City Buying Group to be more eco-friendly, or "green," is 133.

### Number of products

2006: 868

### Number of eco-products

2007: 133

**Reams of paper purchased** = roughly 7000 reams of all paper types

## WASTE

Data from the County landfill indicate that over 123 thousand tons of waste was brought to the landfill in 2007. The City of La Crosse mitigates its contribution to the landfill by recycling steel, tin, aluminum, newspaper, and glass (clear, brown, and green).

County Landfill	2006	2007	% Change
Waste in Tons	121,209	123,228	+1.7%

## Solid Waste Department Collection Data

La Crosse County's solid waste streams illustrate our sustainability in action, as they indicate the volume of reusable materials we generate. The following items provide the existing conditions at the County Landfill, under the management of the La Crosse County Solid Waste Department.

(Total Tonnage)

Year	Asphalt Shingles	Yard Waste	Wood Chipping	Demolition Materials
2005	4,717.70	813.80	3,038.53	12,405.49
2006	2,500.59	878.93	3,444.35	11,776.17
2007	3,643.07	725.68	3,132.96	11,883.62

(Total Tonnage)

Year	Xcel RRF	Direct Landfill	Xcel Ash to Landfill
2005	75,949	17,083.45	22,586.90
2006	76,285	18,310.52	23,756.40
2007	80,239	18,877.61	26,440.90

City Accounts

The numbers below are reported in tons.

Key: #81=Residential waste usually taken to Xcel; #82=Yard Waste taken to County Landfill; #83=Residential Bulkies taken to County Landfill; #12=Public Works is billed for all loads hauled in municipal vehicles and the loads go to both Xcel and Landfill.

	2006				2007			
	<u>81</u>	<u>82</u>	<u>83</u>	<u>12</u>	<u>81</u>	<u>82</u>	<u>83</u>	<u>12</u>
JANUARY	1,051.57	0.00	72.63	39.14	1,058.07	0.00	67.95	14.99
FEBRUARY	830.31	0.00	62.74	13.52	804.74	0.00	54.49	29.45
MARCH	1,050.00	0.00	88.24	632.85	1,038.70	7.51	69.52	105.13
APRIL	1,092.34	90.43	102.37	103.84	1,102.92	65.20	79.80	432.51
MAY	1,269.20	121.06	170.38	136.88	1,248.01	111.61	145.92	698.72
JUNE	1,285.18	83.87	131.77	251.53	1,206.93	83.56	105.67	132.07
JULY	1,058.59	46.78	100.51	221.48	1,129.63	51.77	85.71	297.21
AUGUST	1,309.08	79.24	100.27	98.20	1,398.59	85.75	224.31	132.76
SEPTEMBER	1,172.02	86.04	105.71	209.57	1,087.84	70.24	90.63	170.69
OCTOBER	1,148.12	82.55	92.59	22.53	1,220.27	78.47	84.31	236.31
NOVEMBER	1,168.88	40.72	96.33	42.96	1,147.83	52.24	66.63	61.20
DECEMBER	1,036.10	4.35	65.37	10.19	974.11	4.51	55.24	7.88
	13,471.39	635.04	1,188.91	1,782.69	13,417.64	610.86	1,130.18	2,318.92

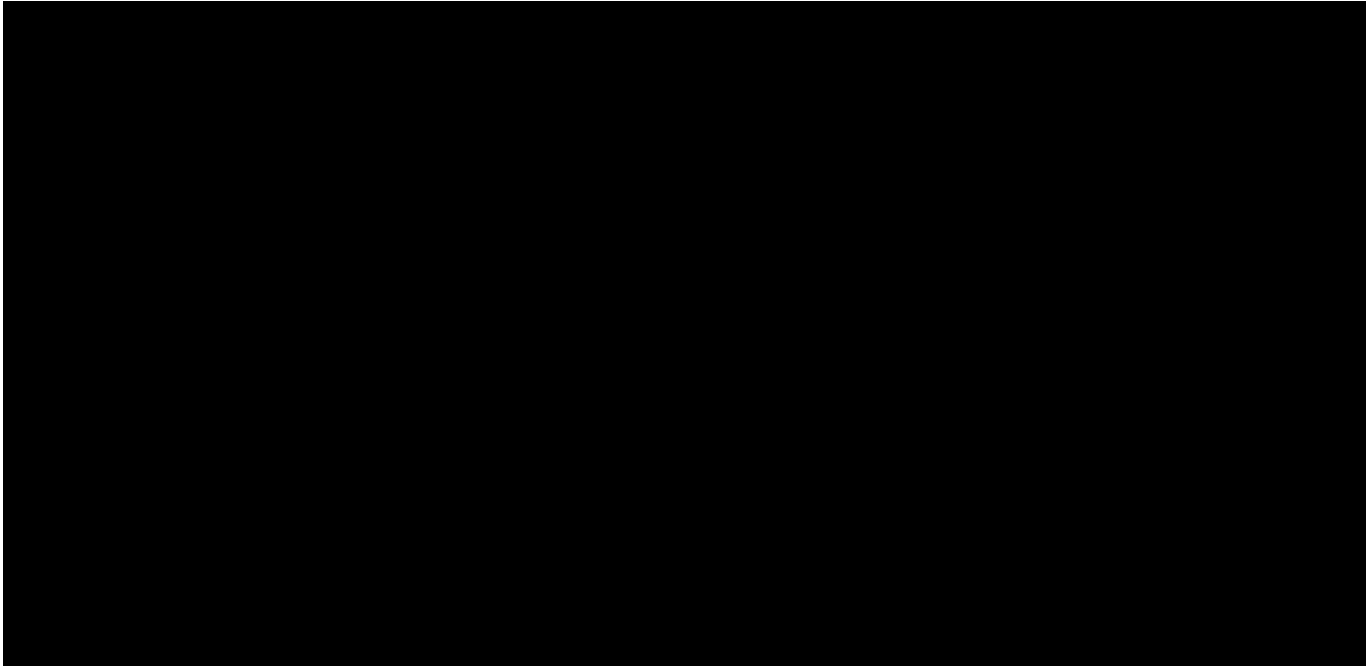
Recycling

**Recycling Participation Rates**

	Tuesday – Red	Tuesday – Blue	Thursday – Red	Thursday - Blue	Cumulative
<b>WEEK 1</b>	40%	10%	31%	56%	36%
<b>WEEK 2</b>	43%	14%	33%	49%	37%
<b>WEEK 3</b>	41%	14%	37%	51%	37%
<b>WEEK 4</b>	38%	36%	49%	70%	47%
<b>WEEKS 1-2</b>	55%	20%	53%	70%	51%
<b>WEEKS 1-3</b>	65%	24%	62%	73%	58%
<b>WEEKS 1-4</b>	70%	41%	73%	81%	66%

Data are from a 2008 survey of four routes in the City of La Crosse. Week by week participation rates vary widely by route, from a low of 10% on the Tuesday Blue route in Week 1, to a high of 70% on the Thursday Blue route in Week 4. The cumulative column shows the average recycling rate for each time frame. The combined weeks (e.g., Weeks 1-2) show recycling participation rates in *any* of the weeks listed. For example, the row labeled “Weeks 1-4” shows the percentages of people on the routes who recycled in any of the four weeks. The data is broken down as such to account for households who do not put out their recycling bins every week. The 66% in the lower right corner of the table represents the percentage of people in all of the routes who participated in recycling at least one of the four weeks.

### **Total Tonnage Recycled**



## LAND USE IN LA CROSSE COUNTY:

The spreadsheet below illustrates land use changes throughout the County between the years 2004 and 2008. Overall total County acreage increases throughout the County over this period with the exception between 2004 and 2005. Although township acreage is likely to go down over time through annexations, and likewise incorporated acreage is likely to increase (through annexations), the overall County total acreage should remain constant. However, as the County has worked to more accurately account for road and road right of way, the previously un-accounted for land becomes updated as either Federal, State, County or municipal acreage where previously there would be no accounting of these acres. This has the effect of increasing the total acres for the respective municipality which the roadway exists.

Changes in use valuation policy on the state level, as well as the valuation of forest land and various managed forest programs represents the largest shift in changing land use. However, these land use changes do not represent a change in total acres improved from total acres unimproved, thereby they do not jeopardize the integrity of the “percent improved” calculation.

The largest change in “percent improved” will likely be when various forest lands or agricultural lands are changed to residential, commercial, manufacturing, or ag. residential. Since these changes do illustrate an “infringement on nature” the “percent improved” calculation allows us a quick snapshot of the total percent County acreage that has experienced some form of construction. The “percent improved” value does not accurately articulate more costly (sprawl development) versus less costly condensed development, and therefore should not be used as an argument against development.



## AGRICULTURE

### Farmer's Markets

All markets run from approximately the end of May or early June through the end of October.

#### **City of La Crosse:**

Bridgeview Plaza, Rose St.: 20-25 vendors. Wednesdays.

Cameron Park: 12-15 vendors. Fridays.

County Parking Lot: 40-50 vendors. Saturdays.

#### **La Crosse County:**

Festival Foods Parking Lot, Onalaska: 30-40 vendors. Sundays.

Festival Foods, Holmen: Wednesdays.

West Salem, Jefferson and Mill Streets: Wednesdays.

### **Number of Community Gardens**

#### **Hunger Task Force:**

Community Gardens: 2006= 23,000 pounds of fruits and vegetables.

### **Community Service Agriculture Farms (CSA's)**

CSA's serving the La Crosse Area in the 2008 season:

Driftless Farm CSA..... Stoddard, WI

Harmony Valley Farm ..... Viroqua, WI

Keewaydin Farms ..... Viola, WI

Lynwood Farm CSA ..... Stoddard, WI

Old Oak Family Farm ..... Bangor, WI

Ridgeland Harvest..... Viroqua, WI

Small Family CSA ..... LaFarge, WI

**Acres of Agriculture in La Crosse County:** 169,543 acres

## NATURE/PRESERVATION

### **Trees Planted/Removed in City**

	Street Trees Planted	Park Trees Planted	Trees Removed
<b>2006</b>	209	38	164
<b>2007</b>	150	64	192
<b>% Change</b>	-28.2%	+68.4%	+17.1%

There are currently 20,417 street side trees.

#### **Conserved Acres:**

2007: 1,877 acres within the city as a joint effort with Mississippi Valley Conservancy and the City.

## Boulevards Restored

The City established a Boulevards Restoration Program in 2007 to plant grass and trees between the sidewalk and curb on certain City blocks. In the first year, four boulevards were completed. In 2008, six boulevards were approved for restoration, with two being completed. The remaining four are scheduled to be completed in 2009. Prior to the program being established, three boulevards were restored using Community Development Block Grant funds.

In the last three years, the following blocks in the City of La Crosse have had their boulevards restored:

### 2006

North Side of Monitor Street, West of Lang Drive (south side of Menard's)  
 Division Street in front of Lincoln Middle School  
 Corner of 5<sup>th</sup> and Division (both streets) in front of Fire Fighter's Credit Union

### 2007

12<sup>th</sup> Street, South of La Crosse St. (east side of Howie's Hofbrau)  
 8<sup>th</sup> Street, in front of Lincoln Middle School  
 5<sup>th</sup> Avenue, between Cameron and Division (in front of Franciscan Skemp)  
 Rose Street, between St. James and Wall (west side of Three Rivers Waldorf)

### 2008

Wall Street, between Rose and Caledonia (north side of Three Rivers Waldorf)  
 22<sup>nd</sup> Street, in front of Spence Elementary

## Rain Gardens

Holmen School District Admin Center (2)  
 Town of Holland Town Hall  
 Town of Campbell Community Center (2)  
 Southside Community Center  
 Three Rivers Waldorf School  
 Western Technical College (2)

## Water Production

	2005	2006
<b>Gallons per day</b>	11.6 million	10.5 million

## ECONOMIC DATA

Detailed data for the City of La Crosse are available from the U.S. Census every 10 years. County data are available every year through the American Community Survey of the Census Bureau. The data from 2000 will be used as the baseline for the City of La Crosse. The data from the 2007 American Community Survey will be used for La Crosse County. County data for 2000 is included to compare with the City for the same year. It should be noted that County data includes the City of La Crosse.

	City 2000	County 2000	County 2007
Median Family Income	\$43,407	\$50,380	\$58,475
Median Household Income	\$31,103	\$39,472	\$48,474
Unemployment rate*	4.9%	4.3%	5.0%
Poverty rate (individuals)	17.2%	10.7%	14.1%
High school graduate or higher	87.8%	89.7%	92.6%
Bachelor's degree or higher	24.1%	25.4%	28.5%



Source: Census 2000 Summary File 3 (SF 3)  
 2007 American Community Survey  
 \* November 2008, Source: Wisconsin Office of Justice Assistance

## Crime

Offense Rate per 100,000 Residents	2007	
	City	County
Total Violent Crime	318	185
Murder	2	1
Rape	29	17
Robbery	43	26
Aggravated Assault	244	141
Total Property Crime	3,631	2,584
Burglary	591	389
Theft	2,860	2,075
MV Theft	169	109
Arson	12	11

Source: Wisconsin Office of Justice Assistance

## Affordable Housing:

The City has operated the Housing Rehabilitation Program since 1978. Through 2007, the City has rehabilitated 1,121 single-family homes and invested \$10,643,055 into the City's housing stock. This program provides income-qualified households with a loan to bring their house to code and make other necessary or desired repairs and improvements. The maximum amount of the loan allowed is \$25,000 and is provided as a 3% simple interest loan and deferred payments.

### Total Housing Rehabilitation Program Projects

<b>2006</b>	1,102
<b>2007</b>	1,121
% Change	+1.7%

The City's Single Family Housing Development Program provides income-qualified households an opportunity to purchase a new home. The City acquires properties that are beyond repair, demolishes them, and through a partnership with Western Technical College, constructs a new Energy-Star home. To date the City has completed 15 homes and added over \$2 million to the local tax-base. There are currently another six homes in development.

The City also funds a Down Payment Assistance Program to assist first-time homeowners with the purchase and rehabilitation of a home. This program is open to income-qualified households who have not owned a home within the past three years. The program also provides homeowner counseling to households to ensure that they are able to manage their home into the future. Since 1995 this program has assisted 680 households in becoming first-time homebuyers.

## B. 5. Sustainability Committee

ORDINANCE NO.: 4483

A SECOND AMENDED ORDINANCE to create Section 2.50 of the Code of Ordinances of the City of La Crosse creating a Joint Long Term Sustainability Committee.

THE COMMON COUNCIL of the City of La Crosse do ordain as follows:

SECTION I: Section 2.50 is hereby created to read as follows:

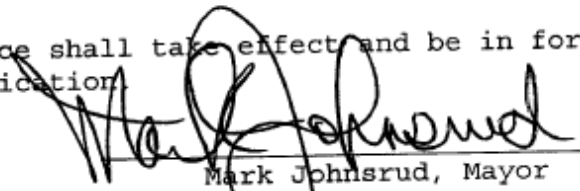
2.50 ~~JOINT LONG TERM SUSTAINABILITY COMMITTEE~~ SUSTAINABLE LA CROSSE COMMISSION.

- (1) MEMBERSHIP. The SUSTAINABLE LA CROSSE COMMISSION ~~Long Term Sustainability Committee~~ shall be composed of the following members:
  - (a) La Crosse County Board Chair or his/her designee, who shall be a County Board Supervisor;
  - (b) La Crosse County Board Supervisor, appointed by the County Board Chair, subject to County Board approval;
  - (c) Mayor of the City of La Crosse or his/her designee, who shall be a City of La Crosse Common Council Member;
  - (d) City of La Crosse Common Council Member who is appointed by the Mayor, subject to Common Council approval;
  - (e) Mayor of the City of Onalaska or his/her designee, who shall be a City of Onalaska Common Council Member;
  - (f) Four citizen members selected by an application process by the Members listed in subs. (a) through (e) above consisting of 1 citizen member from each of the following categories: community groups, business, higher education, and health care.
- (2) TERMS. The Members' term shall be 2 years ~~except for the County Board Chair, Mayor of the City of La Crosse, and Mayor of the City of Onalaska, who shall serve as long as they hold their respective office.~~
- (3) DUTIES AND POWERS.
  - (a) Regularly review progress of implementing City and County of La Crosse Strategic Plan for Sustainability.

JAN 21 2009

- (b) Coordinate Sustainability Plan review and revision on a 2 to 5 year cycle (setting new goals and developing new action plans).
- (c) Make recommendations on funding related to sustainability initiatives during the annual budget process.
- (d) Make policy recommendations and provide general support for sustainability efforts.
- (e) Network with community members - businesses, private citizens, governmental entities, non-profits, etc.
- (f) Coordinate educational opportunities for the community at large.
- (g) Contribute to expansion, enhancement and public awareness and utilization of the sustainability website.
- ~~(h) The Committee shall report to the appropriate standing Committee.~~

SECTION II: This ordinance shall take effect and be in force from and after its passage and publication.

  
 \_\_\_\_\_  
 Mark Johnsrud, Mayor

  
 \_\_\_\_\_  
 Teri Lehrke, City Clerk

Passed: 1/8/09  
 Approved: 1/8/09  
 Published: 1/17/09

## B.6. Example of Detailed Action Plan Grid

