Statement of Vision

Lafayette’s panoramic view of the Rocky Mountains inspires our view into the future. We value our heritage, our unique neighborhoods, a vibrant economy and active lifestyles. We envision a future that mixes small-town livability with balanced growth and superior city services.

Statement of Values

We foresee a strong economy that is diverse and sustainable, attracts innovators, encourages a balance of big and small businesses, and meets the community’s needs.

We intend to shape the future through strengthening our voice on environmental stewardship and social issues, taking an active role in sustainability and strategically planned development, and facilitating leadership development and fresh thinking.

We strive to be a connected community that encourages cooperative relationships and inclusivity, expects accessibility and communication, nurtures resiliency, appreciates multiculturalism, and humanizes physical and social interactions within the City.

We support placemaking endeavors that stimulate historic preservation and the arts, encourage open space stewardship and networking of neighborhoods, and promote comprehensive planning and livability.

October 15, 2019

AMENDED AGENDA

5:30 PM CITY COUNCIL MEETING

I. OPENING OF REGULARLY SCHEDULED MEETING
   Call to Order
   Pledge of Allegiance
   Roll Call

II. INTRODUCTION – Accounting Manager, Catrina Asher

III. PRESENTATION – One Lafayette Grant Awards (30 min)

IV. PUBLIC INPUT (AFTER 6:30 PM)

V. 2020 BUDGET PUBLIC HEARING (Noticed in the Daily Camera on October 2, 2019)
   A. Presentation of 2020 Budget
   B. Resolution No. 2019-58 / Adopting the 2020 Budget and Establishing the Mill Levy
   C. First Reading / Ordinance No. 28, Series 2019 / 2020 Budget Appropriation
   D. First Reading / Ordinance No. 29, Series 2019 / Setting the Municipal Judge’s Salary
      (not a public hearing)
VI. GENERAL IMPROVEMENT DISTRICT MEETINGS (NOTICED IN THE DAILY CAMERA ON OCTOBER 2, 2019)

E. Lafayette Tech Center
   1. Call to Order and Roll Call
   2. Approval of December 4, 2018 Minutes
   3. Public Hearing / 2020 Budget
   4. Resolution No. 2019-01 / Approving 2020 Budget
   5. Adjournment

F. Lafayette Corporate Campus
   1. Call to Order and Roll Call
   2. Approval of October 2, 2018 Minutes
   3. Public Hearing / 2020 Budget
   4. Resolution No. 2019-01 / Approving 2020 Budget
   5. Adjournment

G. Lafayette City Center
   1. Call to Order and Roll Call
   2. Approval of October 2, 2018 Minutes
   3. Public Hearing / 2020 Budget
   4. Resolution No. 2019-01 / Approving 2020 Budget
   5. Adjournment

H. Exempla
   1. Call to Order and Roll Call
   2. Approval of March 5, 2019 Minutes
   3. Public Hearing / 2020 Budget
   4. Resolution No. 2019-02 / Approving 2020 Budget
   5. Adjournment

VII. REGULAR BUSINESS

I. Parks, Recreation, and Open Space Master Plan / Final Draft

J. Hartronft Associates / City Hall Space Study Review

K. Introduction of 2020 Lafayette Urban Renewal Authority Budget

L. Waneka Centennial Open Space Farm
   1. Authorization for City Administrator to Sign Contracts for Purchase of Open Space Property

M. Second Reading / Ordinance No. 27, Series 2019 / Providing for a 3-Month Extension of the Moratorium on the Removal and Relocation of, and the Utilization of Lethal Control Measures for, any Black-Tailed Prairie Dogs located on any Property within the City; and Declaring an Emergency with Respect Thereto

O. Resolution No. 2019-63 / Economic Development Agreement / Lafayette Place, LLC and JAX, Inc. / Lot 1B, Block 1, Coal Creek Tech Center Filing 1 Replat B (JAX Home and Ranch)

P. Ordinances
   1. First Reading / Ordinance No. 30, Series 2019 / Extending Oil and Gas Moratorium
   2. First Reading / Ordinance No. 31, Series 2019 / Amending Municipal Code Pertaining to Legal Age for Use of Tobacco, Including Electronic Smoking Devices
   3. First Reading / Ordinance No. 32, Series 2019 / Amending Municipal Code / Compliance with Colorado Clean Air Act
   4. First Reading / Ordinance No. 33, Series 2019 / Filling Vacancies on City Council
   5. First Reading / Ordinance No. 34, Series 2019 / Amending the 2019 Budget, Authorizing Additional Expenditures in the General and Legacy Open Space Funds
   6. First Reading / Ordinance No. 35, Series 2019 / Lease of City Property to Sprint Spectrum L.P. / Installation, Operation, and Maintenance of Wireless Communications Facilities and Equipment

VIII. Consent Agenda
   Q. Minutes of the October 1, 2019 City Council Meeting
   R. Resolution No. 2019-60 / Modification of Spending Authority for City Administrator and Department Heads / Amending AP Policy 101 and AP Policy 102
   S. Resolution No. 2019-61 / Supporting WOW! Museum Application for a Great Outdoors Colorado Grant
   T. Purchase Orders and Amendments

IX. Reports
   U. City Attorney’s Report
   V. City Administrator’s Report

X. Council Reports

XI. Adjourn
To: Fritz Sprague, City Administrator  
From: Steve McFarland, Finance Director  
Date: October 15th, 2019  
Subject: Introduction of Catrina Asher, Accounting Manager

Recommendation: No Council action is required.

Background

Catrina Asher has joined City staff in the position of Accounting Manager. Catrina spent the last 10 years in Boulder County’s Financial Services Division, most recently as the Assistant Director. Catrina brings breadth and depth (technical and audit accounting, grant accounting, strategy and leadership experience) that will allow the Finance Department to move to a new level of competency and bandwidth.

Catrina will be overseeing the accounting staff and reporting directly to the Finance Director. We are excited to have her join us.

Attachments/inclusions:

- A redacted resume is included.

Fiscal Impact: Catrina is part of the 2019 (and subsequent) Budget(s). There is no additional fiscal impact.
WORK EXPERIENCE

Boulder County, Colorado

Current position: Finance Division Assistant Director/Financial Compliance Officer  
August 2009 – Present

Roles and responsibilities

- Areas of responsibility include:
  - Oversight of audited financial documents (CAFR, Single Audit), including internal controls and management of the annual audit processes and auditor relationship
  - Supervise a grants team that manages a general grant portfolio of approximately $12M and a disaster recovery grant portfolio of more than $215M (as of January 2019)
  - Supervision of capital asset accounting team managing a capital asset portfolio of more than $800M
  - Strategic planning for the Financial Services team, in coordination with the Administrative Division Managers and the Director
  - Supervise financial accounting team of 7 employees (2 direct reports), including goal setting and development, quarterly reviews, workload management, and hiring/personnel activities
- Finance Lead on a county-wide finance system implementation project (ERP), including:
  - Lead a task force to develop a new accounting structure to support improved financial management and transparency reporting in the future; including related communications and outreach
  - Acted as a financial advisor and contributor in various workshops ranging from budget and payroll system interfaces to grant and project management to change management analysis
  - Lead a testing team to validate system functionality, tracking and managing issues towards resolution
  - Coordinated and signed off on significant process updates, bringing together functionality, customer needs, and internal control considerations
  - Participated in development of training curriculum to onboard current and future staff
- Develop, maintain and present financial information for county leadership and assist with interpretation of financial information for non-accounting professionals (e.g. grant program managers); assess skill gaps and develop internal training as needed
- Prepare analyses and provide recommendations regarding internal policy proposals
- Collaborate with the county’s budget office to prepare multi-year projections and scenarios for disaster related revenues and reimbursements, including presentation of options and recommendations to elected officials and presentation financial information and budget requests in public forums
- Perform research and interpret technical accounting guidance and its effect on financial reporting processes; oversee implementation of new accounting pronouncements as they are released
- Advise managers on program development in compliance with funding regulations and internal policy while working to achieve program goals and outcomes
- Established monthly accounting supervisor meetings to bring finance representatives from around the county together to coordinate on various issues, helping to improve communications and relationships in a disaggregated environment
- Work closely with peers and staff to create a collaborative environment where we can effectively work towards our department and county-wide goals
Accomplishments and committee participation

- Boulder County Leadership Academy Graduate (2016)
  - This year-long internal program focuses on personal leadership style development through courses, a robust 360 evaluation, mentoring, coaching, and a team project and presentation.

- GFOA Advanced Government Finance Institute Graduate (2016)
  - This week-long program, sponsored by the Government Finance Officers Association, is an intensive look at policy, finance and administrative issues facing the public sector.

- Administrative Management Backfill
  - Backfilled a departmental administrative management position during a 3 month staffing gap, focusing on improvements to administrative processes in that department. This included developing contract management procedures, streamlining document routing and approvals, and realigning administrative roles within the team.

- Administrative Services Task Force
  - Served on a cross divisional committee to review training opportunities and needs for our Administrative Services Department, developing recommendations for leadership consideration, such as requiring ongoing education for supervisors and reviewing training funding allocations for equity across divisions.

- Resiliency Action Team
  - Participated in a six-month project to review of risks and stresses for the organization, with the outcome being recommendations to leadership on where to focus future efforts to create a more resilient organization.

PricewaterhouseCoopers, LLC  June 2004 – August 2009
Final position: Senior Associate – Audit & Attestation Services  August 2007 – August 2009

- Lead audit engagement teams on a variety of client audits ranging from large, publicly traded companies to smaller venture capital and technology firms
- Developed skills in technical research, documentation, and financial statement review

CERTIFICATIONS & POSITIONS
Certified Public Accountant, Colorado, Lic. No. 24684  2006 – Present

Certified Public Finance Officer, GFOA, Designee #565  2014 – Present

Colorado Government Finance Officers Association
- Board of Directors, Member  2016 – Present
- Education Committee
  - Member  2012 – 2016
  - Co-Chair  2016 – Present
- Technical Issues Committee, Member  2015 – 2017

EDUCATION
California State University, Fresno  Craig School of Business  Graduated May 2004
Bachelor’s Degree: Business Administration – Accountancy
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<th>SPEAKING ENGAGEMENTS</th>
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<tr>
<td>Disaster Prep Roundtable (OEM/State)</td>
<td>Colorado GFOA – WSC</td>
<td>August 2018</td>
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<tr>
<td>Disaster Prep for Managers/Leadership</td>
<td>Colorado Municipal League</td>
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<td>Disaster Finance 101</td>
<td>Colorado GFOA</td>
<td>November 2017</td>
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<td>Email Management Strategies</td>
<td>Boulder County</td>
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<td>Capitalizing on Coordination (Finance/OEM)</td>
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<td>Disaster Finance 101</td>
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<td>April 2016</td>
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<td>Disaster Finance 101</td>
<td>CO Emergency Managers Association</td>
<td>March 2016</td>
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<td>Tools to Improve Financial Transparency</td>
<td>Colorado GFOA</td>
<td>November 2015</td>
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<tr>
<td>Financial Statement Review for Elected Officials</td>
<td>10-County Budget Conference</td>
<td>September 2015</td>
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<tr>
<td>Disaster Finance Management</td>
<td>Colorado Dept of Homeland Security</td>
<td>August 2015</td>
</tr>
<tr>
<td>2013 Flood: Lessons Learned</td>
<td>Colorado GFOA</td>
<td>November 2014</td>
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</tbody>
</table>
Recommendation: Council motion to approve the distribution of the 2019 One Lafayette proceeds as described below.

SUMMARY: Over 31 different non-profit organizations applied for grants from the One Lafayette Community Fundraiser. Nine (9) ECR recipient organizations will be funded with Essential Community Resource (ECR) status for 2019. Tru Community is a new ECR selected for 2019. The existing ECR’s all fulfilled their basic requirements including proving that they are certified as a 501c3, that they serve Lafayette residents, provide financial statements and a list of board of directors. This year’s application deadline was Wednesday, July 31, 2019.

In 2019, $44,558 dollars in funds were available for distribution to the chosen non-profit organizations. This year the Steering Committee distributed the entire amount of the funds to 9 ECR’s and 12 Special Project Grants organizations that were selected.

The Steering Committee made up of Councilor’s Chelsea Behanna and Stephanie Walton reviewed all of the grant applications for completion of the necessary requirements. In addition, the committee established evaluation criteria such as review of the project they are proposing, the mission statement of the organization, whether the organization received other funding from the City, what they are going to do in Lafayette and whether and to what extent the project/activity served Lafayette residents.

As a result of this review the decision was made to offer the 2019 grant funding as follows;

**Essential Community Resources (ECR’s):**
- Clinica Family Health: $3,000 (2nd year of 3 year funding)
- Coal Creek Meals on Wheels: $3,000 (3rd year of 3 year funding)
- ELPASO: $3,000 (2nd year of 3 year funding)
- Immigrant Legal Center: $3,000 (1st year of 3 year funding)
- Intercambio Public Achievement: $3,000 (1st year of 3 year funding)
- Rocky Mountain Legal Center: $2,000 (3rd year of 3 year funding)
<table>
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<tr>
<th>Organization</th>
<th>Amount</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Safehouse SPAN</td>
<td>$3,000</td>
<td>(2nd year 3 year funding)</td>
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<tr>
<td>Saint Benedict Health/Healing Ministry</td>
<td>$2,000</td>
<td>(3rd year of 3 year funding)</td>
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<tr>
<td>TRU Community (new for 2019)</td>
<td>$3,000</td>
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<td><strong>$25,000</strong></td>
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**Special Project Grants:**
- Audio Information Network: $1,500
- Boulder Community Aids Project: $500
- Bridging Digital Divides: $1,500
- Community Food Shares: $3,000
- CU Engage: $2,500
- Cultivate Boulder Care Connect: $2,000
- Dental Aide: $1,000
- Foothills United Way (PIE Program): $2,000
- Grow Foundation (dba Garden to Table): $1,500
- Slow Money Institute: $2,000
- Thorne Nature Center: $1,000
- Wildlife Restoration Volunteers: $1,000

**$19,500**  **(12 total)**

**Fiscal Impact:** The sum total of both grants is $44,500. That amount was made available in the City budget for 2019.

I would like to take this opportunity to thank Councilors Behanna and Walton for their hard work and commitment to these important community programs.

**Attachments:** None
Recommendation: Staff recommends approving the attached Resolution and Ordinances, which set the 2020 Budget.

Background

Responses to questions from 2020 Budget Workshop (September 23, 2019) are being sent under separate cover.

There are several updates to the 2020 Budget numbers presented at the September 23, 2019 Workshop. The changes result from suggested modifications as well as from new information that has been brought to light since the September 23rd Workshop. A new Exhibit A is attached. A new Exhibit D (Fund Balances) is not attached, however, the same information is stated in Ordinance 28-2019, which summarizes the appropriation amounts for the 2020 Budget.

- General Fund changes include:
  - The Transportation Master Plan was underestimated by $100,000. The Public Works department now reflects the $100,000 increase.
  - When new staff is hired, the onboarding process from IT involves approximately $2,000 of equipment. This was omitted; $12,000 (6 new staff) has been added to the IT department.
  - City-wide credit card fees (City fees for accepting credit cards) were underestimated and have been adjusted (increased) by $20,000.
  - Mayor Pro Tem Harkins asked that Council consider adding $10,000 for program Trip Tracker program (see email dated October 1, 2019). Staff added this amount to the revised Budget in case Council approved the request.
  - Minor refinements were made to several General Fund departmental budgets as information was finalized. This resulted in an additional $17,520 in forecasted expenses.
Lafayette Tech Center changes include:
  o Boulder County issued an erroneous estimated property tax document on August 23, 2019. After speaking to Erin Gray at the County, it was decided that it would be best to use last year’s valuations until a final determination is made. As such, revenues from property taxes decreased, but the GID is still forecasted to have sufficient monies to service debt and operating expenses.

The attached Resolutions and Ordinances are necessary for adoption of the 2020 Budget. Further comments:

- The City’s mill levy is reducing to 16.379 in 2020 from 16.572 (2019). The 16.379 mill levy breaks down into 3 parts:
  o The general property tax mill portion is 10.184.
  o The fire & ambulance portion is 4.500.
  o The debt service portion is changing from 1.888 to 1.695. To calculate the debt portion, the debt related expenditures (principal, interest, county fees, and bond fees) are calculated and then the mill levy is calculated, factoring in net assessed valuation (NAV). In 2019, $1,018,502 in debt related costs were funded with a NAV of $537,981,494. For 2020, $1,023,150 in debt related costs will be funded with a NAV of $603,515,548.
- The total 2020 budgeted expenditures for the City (not including GIDs) is $115,748,693. Capital projects account for $54,911,472 (47%) of total expenditures; an increase from 33% last year.
- The Municipal Judge’s salary is set by Ordinance and is increasing at the same rate (%) in 2020 as general City Staff.

Staff asks for approval on the following attachments regarding the 2020 Budget.

Attachments/inclusions:

- Updated Exhibit A
- Resolution No. 2019 – 58 /Adopting the 2020 Budget and Establishing the Mill Levy
- Ordinance No. 28, Series 2019 /2020 Budget Appropriation
- Ordinance No. 29, Series 2019/Setting the Municipal Judge’s 2020 Salary (not a public hearing)

Fiscal Impact: The attached resolutions and ordinances set the 2020 Budget.
Budget Calendar

September 3, 2019
Budget Priorities Presentation

September 23, 2019
Budget Workshop

October 15, 2019
Budget First Reading

November 4, 2019
Budget Second Reading
2020 Budget Priorities

- Safe community
- Water for our future
- Fiscal sustainability
- Transportation
- Strong local economy
- Community vision/managing growth
- Capital investment
- Sustainability
- Quality organizational development
- Project management
- Investment in technology
- Communication
- Cultural arts & community assets
- Inclusive community
2020 Revenue Assumptions

- 7% trend in sales tax revenue (4% budgeted)
- Boulder County property re-assessments in 2020 - 12% increase anticipated
- 1.3% growth in building permits
- Sundar apartment complex, City Center, Silo development
- +5% water utility rate increases (thru 2021)
- +5% water reclamation utility rate increases (thru 2019)
- +5% stormwater utility rate increases (thru 2025)
2020 Revenue Summary

- **Taxes**: 67%
- **Charges for Services**: 22%
- **Transfers In**: 3%
- **Intergovernmental**: 3%
- **Licenses and Permits**: 2%
- **Fines**: 3%
- **Interest and Other**: 2%
2020 Tax Revenue Summary

- Sales Tax: 46%
- Property Tax: 32%
- Use Tax - Vehicles: 7%
- Use Tax - Building: 5%
- Franchise Taxes: 4%
- Marijuana Excise Tax: 2%
- Vehicle Own Taxes: 2%
- Use Tax - Other: 2%
- Storage Rental Excise Tax: .27%
2020 Budget Items by Priority

SAFE COMMUNITY

- Police + Fire = 34% of General Fund Budget
- Ambulance - $325K (pending Fire Authority decision)
- Police patrol fleet (4-5 vehicles) - $308K
- Police pay plan funded
- Fire Collective Bargaining Agreement funded
2020 Budget Items by Priority

WATER FOR OUR FUTURE

- Water reclamation plant expansion - $24M
- Rate and system development fee study - $125K
- Drainage masterplan - $75K
- Goosehaven expansion - $2M
- Northern Integrated Supply (NISP) - $1.4M
- Windy Gap firming - $100K
- Gross Reservoir expansion - $1.4M
- Water treatment peaking plant - $4.5M
2020 Budget Items by Priority

FISCAL SUSTAINABILITY
- Impact fee analysis implemented
- Tax auditing program
- 3-year forecasting model
- One-time revenues for one-time expenses

TRANSPORTATION
- Multi-modal transportation master plan - $150K
- 119th/Baseline Road intersection right-of-way and design - $1M
- So. Boulder Road widening - $5M
- Hold on issuing 2017 street bond
2020 Budget Items by Priority

STRONG LOCAL ECONOMY
- Economic development market study
- Deliberate with economic development agreements

COMMUNITY VISION / MANAGING GROWTH
- Comprehensive Plan completion and implementation
- Housing study - $75K
- Plans Examiner/Inspector
- Planning & Building Technician
2020 Budget Items by Priority

CAPITAL INVESTMENT

- $55M city-wide capital investments (Exhibit C)
- Pavement management - $2.5M
- Advancing sidewalk repair program - $225K
- City Hall remodel - $3M
- Civil Engineer
2020 Budget Items by Priority

SUSTAINABILITY
- Green building code update
- FTE capacity for green building implementation
- Implementation of Sustainability Plan
- Pay-as-you-throw expansion assessment
- All FT/PT employee RTD eco-pass
2020 Budget Items by Priority

QUALITY ORGANIZATIONAL DEVELOPMENT
- 5% average employee merit adjustment
- Reclassification analysis
- Investment in development and recognition - $100K
- Maintaining commitment to employee health care plan - $4M
- Human Resources Analyst

PROJECT MANAGEMENT
- Professional project management
2020 Budget Items by Priority

INVESTMENT IN TECHNOLOGY
- Network analysis
- Security upgrades
- Broadcast upgrades

COMMUNICATION
- Community survey
- Enhanced communication and engagement tools
- Communication Coordinator
2020 Budget Items by Priority

CULTURAL ARTS & COMMUNITY ASSETS
- Cultural Arts Master Plan - $50K
- Senior Center: A/C, windows, bus - $133K
- Mary Miller Theater restoration/renovations - $850K
- Continued Legacy Open Space Tax collection with prioritized parcel purchases

INCLUSIVE COMMUNITY
- Community Support investment of $530K (Exhibit B)
- Partnership with BCHA for Willoughby Corner – $3.5M land purchase
- FlexRide program grant award
Major Budget Takeaways

The 2020 budget is

- Conservatively forecasting revenues
- Cautiously targeting and budgeting expenses
- Funding a significant number of major capital projects, one-time projects and studies, and expanding capacity while maintaining the general fund balance
- Closely aligning capital investments, expenditures, and resources with Council priorities and community needs
Modifications since the September 23 budget presentation

- Increased the Transportation Master Plan budget and added funding for pre-plan data collection. +$100K
- Added funding for computers and equipment for new FTEs. +$12K
- Adjusted the budgeted amount for credit card service fees. +20K
Additional Projects Proposed for Consideration

- **BVSD Trip Tracker**: Incentive program for students and families who use alternative transportation to travel to and from school; $8-10K

- **LanguageLine On-demand Interpretation Services**: $.82/minute (Spanish audio call); $2.95/minute (ASL video call); $1.85/minute (Spanish video call). Equipment rental/purchase options. No minimum plan charges.

- **Wellness/Recreation Center Pass** for the Planning Commission: (soft costs) $2.8K for annual passes or $644 for a 20-pass punch card for each of the seven members.
Council Actions Needed on First Reading

- Ordinance appropriating funds for the 2020 Budget
- Resolution adopting the 2020 Budget and establishing the mill levy
- Ordinance adopting the Judge’s salary
- Take action on the Employee Pay Plan Memo (action taken during Second Reading)
Questions and Discussion
Budget Calendar

September 3, 2019
Budget Priorities Presentation

September 23, 2019
Budget Workshop

October 15, 2019
Budget First Reading

November 4, 2019
Budget Second Reading
CITY OF LAFAYETTE

RESOLUTION NO. 2019 - 58

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE
ADOPTING THE 2020 BUDGET AND ESTABLISHING THE MILL LEVY

WHEREAS, the City Council of the City of Lafayette, Colorado, pursuant to Section 8.3 of the Charter of the City of Lafayette, Colorado, held a public hearing on the proposed 2020 Budget on October 15th, 2019; and

WHEREAS, the City Council finds that:

1. The City Administrator, as City Budget Officer, prepared and submitted to the Council on or before October 15th, 2019, a recommended budget in full compliance with the City Charter Section 8.2, paragraphs (a) through (f) inclusive; and

2. The notice of the proposed public hearing, a summary of the proposed budget, and notice that the proposed budget was on file in the office of the City Clerk was published at least one week in advance of the public hearing; and

WHEREAS, the mill levy proposed by this resolution is 16.379 mills and is intended to generate tax funds not to exceed $1,023,150 revenue for debt payments on police station and Lamont Does Water Park construction, $2,715,820 for Ambulance and Fire services, and approximately $6,146,202 for other municipal purposes.

WHEREAS, the revenue goals were established to insure compliance with the various bond issue ballot questions and provisions of the Colorado State Constitution; and

WHEREAS, between November 15 and December 15, 2019, the City will receive a final assessed valuation which may be different from the previous valuation of $603,515,548; and

WHEREAS, the City must certify the appropriate mill levy to the Boulder County Assessor’s Office no later than December 15, 2019; and

WHEREAS, an amendment to this resolution may be required to modify the mill levy used for the payment of various debt issues and to modify the mill levy used for other municipal purposes.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The City Council of the City of Lafayette adopts the 2020 Budget, a copy of which is marked Exhibit "A" and is on file in the City Clerk’s Office.

2. The City Council of the City of Lafayette determines that it is necessary to levy a tax of 1.695 mills on the real property within the City Limits for the purpose of payment of principal and interest on the 2016 General Obligation Refunding (1998 – Fire Station, 2005 – Police Station) and Improvement (Lamont Does Water Park) Bonds, to levy a tax of 4.500 mills on the real property within the City Limits for Ambulance and Fire services, and to levy a tax of 10.184 mills on the real property within the City Limits for other municipal purposes, for a total levy of 16.379 mills on the real property within the City Limits for municipal purposes and hereby orders the same to be certified. Said levy is based on Boulder County's 2019 assessed valuation for the year 2020.
3. The City Council recognizes that it may be necessary to further modify the total mill levy prior to December 15, 2019, in order to ensure compliance with various bond issue ballot questions and provisions of the Colorado State Constitution; and

   a. The City Council of the City of Lafayette authorizes the City Administrator to make appropriate adjustments; and

   b. The City Council of the City of Lafayette authorizes the City Administrator to certify the mill levy by December 15, 2019, to generate revenue not to exceed $1,023,150 for the general obligation and refunded debt, $2,715,820 for Ambulance and Fire services, and approximately $6,146,202 for other municipal purposes; and

   c. Should the City Administrator find it necessary to modify the mill levy, a Resolution ratifying that decision shall be presented to the City Council at the next scheduled meeting.

   It was moved by Council Member _____________________ and seconded by Council Member ________________________ that the foregoing Resolution No. 2019-58 be passed and adopted this 15th day of October, 2019.

   WHEREUPON, the Mayor declared the foregoing Resolution No. 2019-58 having received _____ votes Aye and _____ votes Nay, was passed, adopted and effective this 15th day of October, 2019.

   CITY OF LAFAYETTE, COLORADO

   ATTEST:

   __________________________
   Alex Lynch
   Mayor

   __________________________
   Susan Koster, CMC
   City Clerk

   APPROVED AS TO FORM:

   __________________________
   David S. Williamson
   City Attorney
ORDINANCE NO. 28, SERIES 2019
INTRODUCED BY:

AN ORDINANCE APPROPRIATING FUNDS FOR THE OPERATION OF THE CITY OF LAFAYETTE, COLORADO, FOR THE FISCAL YEAR OF 2020

WHEREAS, the City Council of the City of Lafayette, Colorado, is charged with the responsibility of adopting an appropriation ordinance for the purpose of allocating funds to the various departments for expenditure in the fiscal year of 2020; and

WHEREAS, the City Administrator, as Budget Officer designated by the City Council, has prepared and submitted a recommended budget in full compliance with the provisions of Chapter 8, Section 8.2, sub (a) through sub (f), of the Charter of the City of Lafayette, Colorado; and

WHEREAS, the City Council has adopted a budget for the next ensuing fiscal year, 2020, in full compliance with the provisions of Chapter 8, Section 4 of the Charter of the City of Lafayette, Colorado; and

WHEREAS, it is the duty of the City Council to appropriate, by ordinance, the money needed for municipal purposes during the next ensuing fiscal year, 2020.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, ORDAINS:

Pursuant to Resolution No. 2019-28, adopting the 2020 fiscal year budget, the following revenues will be received, and expenditures will be made, in the 2020 fiscal year:

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<td>$23,083,679</td>
<td>$41,693,653</td>
<td>$41,239,681</td>
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<td>Debt Service</td>
<td>172,298</td>
<td>1,038,150</td>
<td>1,028,491</td>
</tr>
<tr>
<td>Lafayette City Center</td>
<td>89,016</td>
<td>13,419</td>
<td>1,600</td>
</tr>
<tr>
<td>Exempla GID</td>
<td>1,271</td>
<td>20,761</td>
<td>3,188</td>
</tr>
<tr>
<td>Laf Corp Camp GID</td>
<td>514,349</td>
<td>280,299</td>
<td>262,767</td>
</tr>
<tr>
<td>Laf Tech Center GID</td>
<td>44,575</td>
<td>197,214</td>
<td>175,724</td>
</tr>
<tr>
<td>Legacy OS</td>
<td>4,708,074</td>
<td>1,451,505</td>
<td>166,750</td>
</tr>
<tr>
<td>POST OS</td>
<td>922,854</td>
<td>1,388,505</td>
<td>1,430,750</td>
</tr>
<tr>
<td>Conservation Tr</td>
<td>501,066</td>
<td>290,000</td>
<td>431,800</td>
</tr>
<tr>
<td>Capital Projects</td>
<td>4,852,405</td>
<td>9,190,979</td>
<td>12,675,000</td>
</tr>
<tr>
<td>Water</td>
<td>23,855,567</td>
<td>11,801,500</td>
<td>22,000,784</td>
</tr>
<tr>
<td>Water Reclamation</td>
<td>6,210,782</td>
<td>30,330,000</td>
<td>28,177,447</td>
</tr>
<tr>
<td>Storm Water</td>
<td>794,517</td>
<td>1,709,000</td>
<td>1,001,641</td>
</tr>
<tr>
<td>Golf Course</td>
<td>11,240</td>
<td>2,704,613</td>
<td>2,696,597</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>3,943</td>
<td>4,215,315</td>
<td>4,099,404</td>
</tr>
<tr>
<td>Insurance Fund</td>
<td>83,434</td>
<td>851,488</td>
<td>800,000</td>
</tr>
<tr>
<td>Cemetery Endowment</td>
<td>46,533</td>
<td>348</td>
<td>348</td>
</tr>
<tr>
<td>Total City Budget</td>
<td>$65,895,603</td>
<td>$107,176,749</td>
<td>$116,191,972</td>
</tr>
</tbody>
</table>
INTRODUCED, PASSED ON FIRST READING AND PUBLIC NOTICE ORDERED
THIS 15TH DAY OF OCTOBER, 2019.

PASSED ON SECOND AND FINAL READING THIS _____DAY OF NOVEMBER,
2019.

ATTEST: ______________________________   _________________________________

Susan Koster, CMC, City Clerk    Alexandra Lynch, Mayor

CITY OF LAFAYETTE, COLORADO

APPROVED AS TO FORM:

_______________________________

David S. Williamson, City Attorney
ORDINANCE NO. 29, SERIES 2019
INTRODUCED BY:

AN ORDINANCE SETTING THE ANNUAL SALARY OF THE MUNICIPAL JUDGE OF THE LAFAYETTE MUNICIPAL COURT AND REPEALING ALL ORDINANCES IN CONFLICT

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AS FOLLOWS:

SECTION 1. Pursuant to Section 65-7 of the Code of Ordinances of the City of Lafayette, Colorado, the annual salary of the Municipal Judge of the Lafayette Municipal Court is hereby set at $39,396 commencing January 1, 2020.

SECTION 2. If any article, section, paragraph, sentence, clause or phrase of this ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this ordinance. The City Council hereby declares that it would have passed this ordinance and each part or parts hereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

SECTION 3. All other ordinances or portions thereof inconsistent or conflicting with this ordinance or any portion hereof is hereby repealed to the extent of such inconsistency or conflict.

SECTION 4. This ordinance is deemed necessary for the protection of the health, welfare and safety of the community.

SECTION 5. This ordinance shall become effective upon the latter of the 10th day following enactment, or the day following final publication of the ordinance.

INTRODUCED, PASSED ON FIRST READING AND PUBLIC NOTICE ORDERED THIS 15TH DAY OF OCTOBER, 2019.

PASSED ON SECOND AND FINAL READING THIS ____ DAY OF NOVEMBER, 2019.

CITY OF LAFAYETTE, COLORADO

________________________
Mayor Alexandra Lynch

ATTEST:                  APPROVED AS TO FORM:

________________________
Susan Koster, CMC
City Clerk                _______________________________
David S. Williamson, City Attorney
To: Fritz Sprague, City Administrator
From: Steve McFarland, Finance Director
Date: October 15th, 2019
Subject: General improvement District 2020 Budgets, October 15th Session

Recommendation: Staff recommends approving the attached Resolutions, which set the 2020 Budgets for the Tech Center, Corporate Campus, City Center and Exempla General Improvement Districts.

Background

The City currently administers four general improvement districts (GIDs): Tech Center, Corporate Campus, City Center and Exempla. The City Council is the ex-officio Board of Directors for each GID, and as such, must convene sessions for each GID to approve their respective 2020 Budgets. Unlike the City budget, the GID budgets are approved by resolution.

The mill levies are computed from the net assessed valuations of the respective GIDs, and is comprised of two components: an operating and a debt service portion. Currently, the City Center and Exempla do not have any debt and as such, have minimal operating mill levies and operating budgets. The Corporate Campus and Tech Center do have debt, and as such, have larger mill levies to service said debt.

The Resolutions and proposed 2020 Budgets are attached.

Attachments/inclusions:

- Resolution 2019-01 – Lafayette Tech Center
- Resolution 2019-01 – Lafayette Corporate Campus
- Resolution 2019-01 – Lafayette City Center
- Resolution 2019-01 - Exempla
- Proposed 2020 Budgets for each GID

Fiscal Impact: The attached resolutions set the respective 2020 Budgets.
Call to Order and Roll Call
Chair Berg called the December 4, 2018 board meeting of the Lafayette Tech Center General Improvement District to order at 6:27 p.m. in the Council Chamber, 1290 S. Public Rd., Lafayette, Colorado. Those present and answering roll call were Chair Christine Berg, Vice Chair Jamie Harkins and Directors Alexandra Lynch, Chelsea Behanna, Merrily Mazza, Stephanie Walton, and JD Mangat.

Others included City Administrator Gary Klaphake, Finance Director Steve McFarland, Police Chief Rick Bashor, City Attorney Dave Williamson, and City Clerk Susan Koster.

Approval of Minutes
A motion was made by Director Lynch and seconded by Vice Chair Harkins to approve the minutes of the October 2, 2018 meeting as written. The motion passed unanimously.

Resolution No. 2018-02 / Amending the 2019 Mil Levy
Finance Director McFarland introduced Resolution No. 2018-02.

A motion was made by Director Lynch and seconded by Director Walton to approve Resolution No. 2018-02 / Amending the 2019 Mil Levy. The motion passed unanimously.

Adjournment
Chair Berg adjourned the meeting at 6:29 p.m.

ATTEST:                      CITY OF LAFAYETTE, COLORADO

Susan Koster, CMC                     Chair Alexandra Lynch
City Clerk

The minutes herein are a summary of the business conducted at this meeting, not a verbatim transcription. Only the actions taken and text appearing within quotation marks are verbatim.
LAFAYETTE TECH CENTER GENERAL IMPROVEMENT DISTRICT

RESOLUTION 2019-01

INTRODUCED BY BOARD MEMBER __________________________

A RESOLUTION

BY THE LAFAYETTE CITY COUNCIL, SITTING EX OFFICIO AS THE BOARD OF DIRECTORS OF THE LAFAYETTE TECH CENTER GENERAL IMPROVEMENT DISTRICT, CITY OF LAFAYETTE, COLORADO, ADOPTING A BUDGET, MAKING APPROPRIATIONS FOR THE BUDGET YEAR 2020 AND APPROVING A MILL LEVY.

WHEREAS, The Lafayette Tech Center General Improvement District (the “District”) was created by Ordinance No. 30, Series 1999 (the “Ordinance”), and the Ordinance recognized the Council of the City of Lafayette as the Board of Directors of the District (the “Board of Directors”), pursuant to § 31-25-609, C.R.S.; and

WHEREAS, the Ordinance established a District Advisory Board (the “Advisory Board”), comprising representatives of key agencies of the City and the individual signatories to the Petition for organization of the District, and specified that such Advisory Board should, subject to the approval of the Board of Directors, conduct and manage all affairs of the District as the authorized agent of the Board of Directors, including its financial and legal affairs; and

WHEREAS, in accordance with the Ordinance, the Advisory Board will prepare, deliver and recommend to the Board of Directors, at least once a year, a proposed Budget (describing the major activities and contracts to be undertaken by the District for the next succeeding fiscal year); and appropriations and a designated mill levy for the budget year 2019; and

WHEREAS, the Board of Directors is authorized to approve the Budget; and

WHEREAS, the Advisory Board has thereby prepared, reviewed and recommended to the Council for its approval a District Budget Resolution for the 2020 Budget Year, with its accompanying exhibits, all as set forth therein; and

WHEREAS, the eligible electors of the District have approved ballot issues authorizing the collection, retention and spending of the property tax and other revenues in the amounts specified in the proposed budget.
NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LAFAYETTE, IN ITS EX OFFICIO CAPACITY AS THE BOARD OF DIRECTORS OF THE LAFAYETTE TECH CENTER GENERAL IMPROVEMENT DISTRICT:

Section 1. That the Budget for the District attached hereto and incorporated herein as Exhibit A is hereby adopted and approved for the Budget Year 2020. That the estimated revenues and expenditures for the District’s General Fund, the Debt Service Fund and the Capital Projects Fund for fiscal year 2020, as more specifically set forth in the Budget, are adopted and approved.

Section 2. That the following sums are hereby appropriated from the revenues of the District, for the purposes stated:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Fund</td>
<td>$175,724</td>
</tr>
<tr>
<td>Total Fund Appropriations</td>
<td>$175,724</td>
</tr>
</tbody>
</table>

Section 3. That the amount of money necessary to be raised from property taxes for the purpose of the District’s General Operating Expenses is $28,814 and for Debt Service is $157,400; that the total valuation for assessment in the District is estimated at $5,762,725, that a levy of 32.313 mills upon each dollar of the total valuation for assessment of all taxable property within the District is hereby approved and certified for levy and collection by Boulder County, Colorado in accordance with law.

Section 4. That the Clerk of the City of Lafayette, acting ex officio as the Secretary of the Board of Directors of the District, shall attest and affix the seal of the District to this resolution.

APPROVED THIS 15TH DAY OF OCTOBER, 2019 BY THE LAFAYETTE CITY COUNCIL, SITTING EX OFFICIO AS THE BOARD OF DIRECTORS OF THE LAFAYETTE TECH CENTER GENERAL IMPROVEMENT DISTRICT.

By: ____________________________
    Chairman

ATTEST:

By: ____________________________
    City Clerk
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
</tr>
<tr>
<td>Division: 101 - REVENUES</td>
<td></td>
</tr>
<tr>
<td>Category: 50 - TAXES</td>
<td></td>
</tr>
</tbody>
</table>

### 17-101-500100 - PROPERTY TAX

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>174,879.82</td>
<td>187,128.00</td>
<td>139,430.22</td>
<td>172,670.00</td>
<td>186,214.00</td>
<td>-0.49%</td>
</tr>
</tbody>
</table>

**Description**

*Prelim 08/21/19:*

\[
\text{12,838,266 x 5.00 op mill} = 64,190
\]

*Fund has been plagued in recent years by mass abatements. Erin Gray in 9/26/930 emails noted error in 8/23. Said to use 2018, which is 5,762,725 x 5.00 op mill = 28,814 x 27.313 05 mill = 157,400

### 17-101-500300 - SPECIFIC OWNERSHIP TAX

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>14,192.12</td>
<td>8,750.00</td>
<td>5,536.87</td>
<td>5,000.00</td>
<td>10,000.00</td>
<td>14.29%</td>
</tr>
</tbody>
</table>

**Category:** 50 - TAXES

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>189,071.94</td>
<td>195,878.00</td>
<td>144,967.09</td>
<td>177,670.00</td>
<td>196,214.00</td>
<td>0.17%</td>
</tr>
</tbody>
</table>

### 17-101-570100 - MISCELLANEOUS REVENUE

**Category:** 57 - OTHER REVENUE

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

### 17-101-570600 - INTEREST INCOME

**Category:** 57 - OTHER REVENUE

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,734.82</td>
<td>625.00</td>
<td>205.77</td>
<td>189.00</td>
<td>1,000.00</td>
<td>60.00%</td>
</tr>
</tbody>
</table>

### 17-101-599999 - USE OF SURPLUS FUNDS

**Category:** 57 - OTHER REVENUE

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,704.82</td>
<td>625.00</td>
<td>205.77</td>
<td>189.00</td>
<td>1,000.00</td>
<td>60.00%</td>
</tr>
</tbody>
</table>

### Expense

**Division: 103 - NON-DEPARTMENTAL**

**Category:** 80 - SERVICES

### 17-103-800000 - LEGAL SERVICES

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>10,000.00</td>
<td>0.00</td>
<td>10,000.00</td>
<td>5,000.00</td>
<td>-50.00%</td>
</tr>
</tbody>
</table>

### 17-103-810000 - COUNTY TREASURER FEES

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,633.99</td>
<td>2,733.00</td>
<td>2,096.49</td>
<td>2,459.00</td>
<td>3,324.00</td>
<td>21.62%</td>
</tr>
</tbody>
</table>

### 17-103-872900 - BOND PRINCIPAL

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>50,000.00</td>
<td>55,000.00</td>
<td>0.00</td>
<td>45,000.00</td>
<td>60,000.00</td>
<td>9.09%</td>
</tr>
</tbody>
</table>

### 17-103-877900 - BOND INTEREST

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>103,200.00</td>
<td>100,200.00</td>
<td>50,100.00</td>
<td>108,900.00</td>
<td>96,900.00</td>
<td>-3.29%</td>
</tr>
</tbody>
</table>

### 17-103-879700 - BOND FEES

<table>
<thead>
<tr>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>302.50</td>
<td>1,500.00</td>
<td>0.00</td>
<td>1,500.00</td>
<td>500.00</td>
<td>-66.67%</td>
</tr>
</tbody>
</table>
## Budget Worksheet - Lafayette

For Fiscal: 2020 Period Ending: 12/31/2020

<table>
<thead>
<tr>
<th>17-103-889000</th>
<th>MISC SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget Code</strong></td>
<td><strong>Subject</strong></td>
</tr>
<tr>
<td>2020</td>
<td>2020</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinstated admin fee</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>10,000.00</td>
<td>10,000.00</td>
</tr>
</tbody>
</table>

**Category: 80 - SERVICES**

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinstated admin fee</td>
<td>156,136.49</td>
<td>169,433.00</td>
<td>52,196.49</td>
<td>177,859.00</td>
<td>175,724.00</td>
</tr>
</tbody>
</table>

**Division: 103 - NON-DEPARTMENTAL**

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinstated admin fee</td>
<td>156,136.49</td>
<td>169,433.00</td>
<td>52,196.49</td>
<td>177,859.00</td>
<td>175,724.00</td>
</tr>
</tbody>
</table>

**Expense**

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinstated admin fee</td>
<td>156,136.49</td>
<td>169,433.00</td>
<td>52,196.49</td>
<td>177,859.00</td>
<td>175,724.00</td>
</tr>
</tbody>
</table>

**Fund 17 Total:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinstated admin fee</td>
<td>24,646.27</td>
<td>27,070.00</td>
<td>92,976.37</td>
<td>0.00</td>
<td>11,490.00</td>
</tr>
</tbody>
</table>

**Report Total:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Total Activity</th>
<th>Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinstated admin fee</td>
<td>-41,045.77</td>
<td>-335,217.00</td>
<td>-2,608,260.37</td>
<td>0.00</td>
<td>58,414.00</td>
</tr>
</tbody>
</table>
RECORD OF PROCEEDINGS

CITY OF LAFAYETTE
LAFAYETTE CORPORATE CAMPUS GENERAL IMPROVEMENT DISTRICT

October 2, 2018

Call to Order and Roll Call
Chair Berg called the October 2, 2018 board meeting of the Lafayette Corporate Campus General Improvement District to order at 9:11 p.m. in the Library Meeting Room, 775 W. Baseline Rd., Lafayette, Colorado. Those present and answering roll call were Chair Christine Berg, Vice Chair Jamie Harkins and Directors Alexandra Lynch, Chelsea Behanna, Merrily Mazza, Stephanie Walton, and JD Mangat.

Others included City Administrator Gary Klaphake, Finance Director Steve McFarland, Police Chief Rick Bashor, City Attorney Dave Williamson, and City Clerk Susan Koster.

Approval of Minutes
A motion was made by Director Behanna and seconded by Director Walton to approve the minutes of the October 17, 2017 meeting as written. The motion passed unanimously.

Resolution No. 2018-01 / Approving the 2019 Budget
Finance Director McFarland introduced Resolution No. 2018-01.

Chair Berg opened a public hearing at 9:11 p.m. and invited interested parties to speak. Seeing no one, she closed the hearing.

A motion was made by Director Behanna and seconded by Director Walton to approve Resolution No. 2018-01 / Approving the 2019 Budget. The motion passed unanimously.

Adjournment
Chair Berg adjourned the meeting at 9:12 p.m.

ATTEST: CITY OF LAFAYETTE, COLORADO

Susan Koster, CMC
City Clerk
Chair Alexandra Lynch

The minutes herein are a summary of the business conducted at this meeting, not a verbatim transcription. Only the actions taken and text appearing within quotation marks are verbatim.
LAFAYETTE CORPORATE CAMPUS GENERAL IMPROVEMENT DISTRICT

RESOLUTION 2019-01

INTRODUCED BY BOARD MEMBER _________________________

A RESOLUTION

BY THE LAFAYETTE CITY COUNCIL, SITTING EX OFFICIO AS THE BOARD OF DIRECTORS OF THE LAFAYETTE CORPORATE CAMPUS GENERAL IMPROVEMENT DISTRICT, CITY OF LAFAYETTE, COLORADO, ADOPTING A BUDGET, MAKING APPROPRIATIONS FOR THE BUDGET YEAR 2020 AND APPROVING A MILL LEVY.

WHEREAS, the Lafayette Corporate Campus General Improvement District (the “District”) was created by Ordinance No. 20, Series 2002 (the “Ordinance”), and the Ordinance recognized the Council of the City of Lafayette as the Board of Directors of the District (the “Board of Directors”), pursuant to § 31-25-609, C.R.S.; and

WHEREAS, the Ordinance established a District Advisory Board (the “Advisory Board”), comprising representatives of key agencies of the City and the individual signatories to the Petition for organization of the District, and specified that such Advisory Board should, subject to the approval of the Board of Directors, conduct and manage all affairs of the District as the authorized agent of the Board of Directors, including its financial and legal affairs; and

WHEREAS, in accordance with the Ordinance, the Advisory Board will prepare, deliver and recommend to the Board of Directors, at least once a year, a proposed Budget (describing the major activities and contracts to be undertaken by the District for the next succeeding fiscal year); and appropriations and a designated mill levy for the budget year 2020; and

WHEREAS, the Board of Directors is authorized to approve the Budget; and

WHEREAS, the Advisory Board has thereby prepared, reviewed and recommended to the Council for its approval a District Budget Resolution for the 2020 Budget Year, with its accompanying exhibits, all as set forth therein; and

WHEREAS, the eligible electors of the District have approved ballot issues authorizing the collection, retention and spending of the property tax and other revenues in the amounts specified in the proposed budget.
NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LAFAYETTE, IN ITS EX OFFICIO CAPACITY AS THE BOARD OF DIRECTORS OF THE LAFAYETTE CORPORATE CAMPUS GENERAL IMPROVEMENT DISTRICT:

Section 1. That the Budget for the District attached hereto and incorporated herein as Exhibit A for the budget year 2020 is hereby adopted and approved. That the estimated revenues and expenditures for the District’s General Fund, the Debt Service Fund and the Capital Projects Fund for fiscal year 2020, as more specifically set forth in the Budget, are adopted and approved.

Section 2. That the following sums are hereby appropriated from the revenues of the District, for the purposes stated:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Fund</td>
<td>$262,767</td>
</tr>
<tr>
<td>Total Fund Appropriations</td>
<td>$262,767</td>
</tr>
</tbody>
</table>

Section 3. That the amount of money necessary to be raised from property taxes for the purpose of the District’s General Operating Expenses is $13,899 and for Debt Service is $243,900; that the total valuation for assessment in the District is $13,898,630; that a levy of 18.548 mills upon each dollar of the total valuation for assessment of all taxable property within the District is hereby approved and certified for levy and collection by Boulder County, Colorado, in accordance with law.

Section 4. That the Clerk of the City of Lafayette, acting ex officio as the Secretary of the Board of Directors of the District, shall attest and affix the seal of the District to this resolution.

APPROVED THIS 15TH DAY OF OCTOBER, 2019 BY THE LAFAYETTE CITY COUNCIL, SITTING EX OFFICIO AS THE BOARD OF DIRECTORS OF THE LAFAYETTE CORPORATE CAMPUS GENERAL IMPROVEMENT DISTRICT.

By: _______________________
Chairman

ATTEST:
By: _______________________
City Clerk
### Budget Worksheet - Lafayette

**For Fiscal: 2020 Period Ending: 12/31/2020**

**Fund: 16 - LAF CORP CAMPUS GID**

**Revenue**  
Division: 101 - REVENUES  
Category: 50 - TAXES

<table>
<thead>
<tr>
<th>Budget Code</th>
<th>Description</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-101-500100</td>
<td>PROPERTY TAX</td>
<td>308,535.24</td>
<td>312,875.00</td>
<td>312,880.25</td>
<td>251,516.00</td>
<td>257,799.03</td>
<td>-17.60%</td>
</tr>
</tbody>
</table>

**Category: 50 - TAXES**

<table>
<thead>
<tr>
<th>Budget Code</th>
<th>Description</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-101-500300</td>
<td>SPECIFIC OWNERSHIP TAX</td>
<td>17,028.76</td>
<td>14,500.00</td>
<td>10,785.24</td>
<td>10,314.00</td>
<td>15,000.00</td>
<td>3.45%</td>
</tr>
</tbody>
</table>

**Expense**

Division: 103 - NON-DEPARTMENTAL  
Category: 80 - SERVICES

<table>
<thead>
<tr>
<th>Budget Code</th>
<th>Description</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-103-814000</td>
<td>COUNTY TREASURER FEES</td>
<td>4,637.19</td>
<td>3,269.00</td>
<td>4,693.21</td>
<td>3,715.00</td>
<td>3,807.00</td>
<td>18.29%</td>
</tr>
</tbody>
</table>

**Category: 80 - SERVICES**

<table>
<thead>
<tr>
<th>Budget Code</th>
<th>Description</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-103-872900</td>
<td>BOND PRINCIPAL</td>
<td>85,000.00</td>
<td>90,000.00</td>
<td>0.00</td>
<td>70,000.00</td>
<td>95,000.00</td>
<td>5.56%</td>
</tr>
<tr>
<td>16-103-877900</td>
<td>BOND INTEREST</td>
<td>162,400.00</td>
<td>155,600.00</td>
<td>77,800.00</td>
<td>174,400.00</td>
<td>148,400.00</td>
<td>-4.63%</td>
</tr>
<tr>
<td>16-103-879700</td>
<td>BOND FEES</td>
<td>330.00</td>
<td>1,500.00</td>
<td>363.00</td>
<td>1,500.00</td>
<td>500.00</td>
<td>-66.67%</td>
</tr>
<tr>
<td>16-103-889000</td>
<td>MISC SERVICES</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00</td>
<td>15,000.00</td>
<td>15,000.00</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**Division: 103 - NON-DEPARTMENTAL**

<table>
<thead>
<tr>
<th>Budget Code</th>
<th>Description</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>267,367.19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Expense**

<table>
<thead>
<tr>
<th>Budget Code</th>
<th>Description</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>267,367.19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Fund 16 Total:**

<table>
<thead>
<tr>
<th>Budget Code</th>
<th>Description</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-016.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 10/4/2019 4:00:03 PM | Page 5 of 11 |
Call to Order and Roll Call
Chair Berg called the October 2, 2018 board meeting of the Lafayette City Center General Improvement District to order at 9:12 p.m. in the Library Meeting Room, 775 W. Baseline Rd., Lafayette, Colorado. Those present and answering roll call were Chair Christine Berg, Vice Chair Jamie Harkins and Directors Alexandra Lynch, Chelsea Behanna, Merrily Mazza, Stephanie Walton, and JD Mangat.

Others included City Administrator Gary Klaphake, Finance Director Steve McFarland, Police Chief Rick Bashor, City Attorney Dave Williamson, and City Clerk Susan Koster.

Approval of Minutes
A motion was made by Director Lynch and seconded by Director Walton to approve the minutes of the October 17, 2017 meeting as written. The motion passed unanimously.

Resolution No. 2018-01 / Approving the 2019 Budget
Finance Director McFarland introduced Resolution No. 2018-01.

Chair Berg opened a public hearing at 9:12 p.m. and invited interested parties to speak. Seeing no one, she closed the hearing.

A motion was made by Director Lynch and seconded by Director Behanna to approve Resolution No. 2018-01 / Approving the 2019 Budget. The motion passed unanimously.

Adjournment
Chair Berg adjourned the meeting at 9:13 p.m.

ATTEST:      CITY OF LAFAYETTE, COLORADO

___________________________   _________________________________
Susan Koster, CMC       Chair Alexandra Lynch
City Clerk

City Clerk

The minutes herein are a summary of the business conducted at this meeting, not a verbatim transcription. Only the actions taken and text appearing within quotation marks are verbatim.
A RESOLUTION

BY THE LAFAYETTE CITY COUNCIL, SITTING EX OFFICIO AS THE BOARD OF DIRECTORS OF THE LAFAYETTE CITY CENTER GENERAL IMPROVEMENT DISTRICT, CITY OF LAFAYETTE, COLORADO, ADOPTING A BUDGET, MAKING APPROPRIATIONS FOR THE BUDGET YEAR 2020 AND APPROVING A MILL LEVY.

WHEREAS, the Lafayette City Center General Improvement District (the “District”) was created by Ordinance No. 98-15, Series 1998 (the “Ordinance”), and the Ordinance recognized the Council of the City of Lafayette as the Board of Directors of the District (the “Board of Directors”), pursuant to § 31-25-609, C.R.S.; and

WHEREAS, the Ordinance established a District Advisory Board (the “Advisory Board”), comprising representatives of key agencies of the City and the individual signatories to the Petition for organization of the District, and specified that such Advisory Board should, subject to the approval of the Board of Directors, conduct and manage all affairs of the District as the authorized agent of the Board of Directors, including its financial and legal affairs; and

WHEREAS, in accordance with the Ordinance, the Advisory Board will prepare, deliver and recommend to the Board of Directors, at least once a year, a proposed Budget (describing the major activities and contracts to be undertaken by the District for the next succeeding fiscal year); and appropriations and a designated mill levy for the budget year 2019; and

WHEREAS, the Board of Directors is authorized to approve the Budget; and

WHEREAS, the Advisory Board has thereby prepared, reviewed and recommended to the Council for its approval a District Budget Resolution for the 2020 Budget Year, with its accompanying exhibits, all as set forth therein; and

WHEREAS, the eligible electors of the District have approved ballot issues authorizing the collection, retention and spending of the property tax and other revenues in the amounts specified in the proposed budget.

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LAFAYETTE, IN ITS EX OFFICIO CAPACITY AS THE BOARD OF DIRECTORS OF THE LAFAYETTE CITY CENTER GENERAL IMPROVEMENT DISTRICT:
Section 1. That the Budget for the District attached hereto and incorporated herein as Exhibit A is hereby adopted and approved for the Budget Year 2020. That the estimated revenues and expenditures for the District’s General Fund, the Debt Service Fund and the Capital Projects Fund for fiscal year 2020, as more specifically set forth in the Budget, are adopted and approved.

Section 2. That the following sums are hereby appropriated from the revenues of the District, for the purposes stated:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Fund</td>
<td>$1,600</td>
</tr>
</tbody>
</table>

Total Fund Appropriations $1,600

Section 3. That the amount of money necessary to be raised from property taxes for the purpose of the District’s General Operating Expenses is $5,219 and for Debt Service is $0; that the total valuation for assessment in the District is $5,219,423; that a levy of 1.000 mills upon each dollar of the total valuation for assessment of all taxable property within the District is hereby approved and certified for levy and collection by Boulder County, Colorado in accordance with law.

Section 4. That the Clerk of the City of Lafayette, acting ex officio as the Secretary of the Board of Directors of the District, shall attest and affix the seal of the District to this resolution.

APPROVED THIS 15TH DAY OF OCTOBER, 2019 BY THE LAFAYETTE CITY COUNCIL, SITTING EX OFFICIO AS THE BOARD OF DIRECTORS OF THE LAFAYETTE CITY CENTER GENERAL IMPROVEMENT DISTRICT:

By: ____________________________
Chairman

ATTEST:

By: ____________________________
City Clerk
## Budget Worksheet - Lafayette

### Account Summary

For Fiscal: 2020 Period Ending: 12/31/2020

<table>
<thead>
<tr>
<th>Fund: 14 - Lafayette City Center GID</th>
<th>2018 Total Activity</th>
<th>2018 Total Budget</th>
<th>2019 Total Activity</th>
<th>2019 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division: 101 - REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category: 50 - TAXES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14-101-500100 PROPERTY TAX</td>
<td>108,264.23</td>
<td>25,978.00</td>
<td>25,982.48</td>
<td>96,904.00</td>
<td>5,219.00</td>
<td>-79.91 %</td>
</tr>
<tr>
<td>Budget Notes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Code</td>
<td>2020</td>
<td>2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Note:</strong> Paid in 2018, so only collect up to 5,000 mills**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prelim (08/33/19): 5,219 x 1,000 mills = 5,219</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14-101-500300 SPECIFIC OWNERSHIP TAX</td>
<td>5,774.13</td>
<td>4,500.00</td>
<td>896.30</td>
<td>4,000.00</td>
<td>5,700.00</td>
<td>26.67 %</td>
</tr>
<tr>
<td>Budget Notes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Code</td>
<td>2020</td>
<td>2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>specific vehicle ownership taxes are based on the year of manufacture and the original taxable value (manufacturer's suggested retail price); for trucks the taxable value is 75 percent of the MSRP.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owners</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Category: 50 - TAXES</td>
<td>114,038.31</td>
<td>30,476.00</td>
<td>25,878.78</td>
<td>100,904.00</td>
<td>10,919.00</td>
<td>-64.17 %</td>
</tr>
<tr>
<td>14-101-570100 MISC REVENUE</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00 %</td>
</tr>
<tr>
<td>14-101-570500 INTEREST INCOME</td>
<td>2,553.47</td>
<td>315.00</td>
<td>392.27</td>
<td>732.00</td>
<td>2,500.00</td>
<td>695.65 %</td>
</tr>
<tr>
<td>Category: 57 - OTHER REVENUE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14-101-599999 USE OF SURPLUS FUNDS</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00 %</td>
</tr>
<tr>
<td>Category: 59 - USE OF SURPLUS FUNDS</td>
<td>116,591.78</td>
<td>30,793.00</td>
<td>27,271.05</td>
<td>101,636.00</td>
<td>13,419.00</td>
<td>-56.42 %</td>
</tr>
<tr>
<td>Division: 101 - REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>116,591.78</td>
<td>30,793.00</td>
<td>27,271.05</td>
<td>101,636.00</td>
<td>13,419.00</td>
<td>-56.42 %</td>
</tr>
</tbody>
</table>

### Expense

Division: 103 - NON-DEPARTMENTAL

<p>| Category: 80 - SERVICES             |                     |                   |                     |                 |                  |                 |
| 14-103-300000 LEGAL SERVICES        | 0.00                | 1,500.00          | 0.00                | 1,500.00        | 500.00           | -66.67 %        |
| 14-103-814000 COUNTY TREASURER FEES | 1,623.97            | 391.00            | 389.73              | 1,398.00        | 100.00           | -74.42 %        |
| Budget Notes                        |                     |                   |                     |                 |                  |                 |
| Budget Code                         | 2020                | 2020              |                     |                 |                  |                 |
| Description                         |                     |                   |                     |                 |                  |                 |
| 2020 est p-tax 5,219 x 1.5% county treasurer fee = 78. Use 100 | | | | | | |
| 14-103-877900 BOND PRINCIPAL        | 70,000.00           | 0.00              | 0.00                | 75,000.00       | 0.00             | 0.00 %          |
| 14-103-877900 BOND INTEREST         | 4,025.00            | 0.00              | 0.00                | 12,938.00       | 0.00             | 0.00 %          |
| 14-14-14-14 BOND FEES               | 400.00              | 800.00            | 0.00                | 800.00          | 0.00             | -100.00 %       |</p>
<table>
<thead>
<tr>
<th>Category: 80 - SERVICES</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10,000.00</td>
<td>2,394.00</td>
<td>0.00</td>
<td>10,000.00</td>
<td>1,000.00</td>
<td>-58.23%</td>
</tr>
<tr>
<td>Description</td>
<td>debt paid - 10k reduced by mill rate reduction %</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Division: 103 - NON-DEPARTMENTAL</th>
<th>2018 Total Activity</th>
<th>2019 Total Budget</th>
<th>2019 Total Activity</th>
<th>2016 Projection</th>
<th>2020 Total Budget</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>86,048.97</td>
<td>5,085.00</td>
<td>389.73</td>
<td>101,636.00</td>
<td>1,600.00</td>
<td>-68.53%</td>
</tr>
<tr>
<td>Expense</td>
<td>86,048.97</td>
<td>5,085.00</td>
<td>389.73</td>
<td>101,636.00</td>
<td>1,600.00</td>
<td>-68.53%</td>
</tr>
<tr>
<td>Fund 14 Total:</td>
<td>30,542.81</td>
<td>25,708.00</td>
<td>26,881.32</td>
<td>0.00</td>
<td>11,819.00</td>
<td>-54.03%</td>
</tr>
</tbody>
</table>
CITY OF LAFAYETTE
EXEMPLA GENERAL IMPROVEMENT DISTRICT
March 5, 2019

Call to Order and Roll Call
Chair Lynch called the March 5, 2019 board meeting of the Exempla General Improvement District to order at 5:34 p.m. in the City Council Chamber at 1290 S. Public Road, Lafayette, Colorado. Those present and answering roll call were Chair Alexandra, and Directors Carolyn Cutler, Chelsea Behanna, Merrily Mazza, Stephanie Walton, and JD Mangat.

Others included City Administrator Fritz Sprague, Finance Director Steve McFarland, Police Chief Rick Bashor, City Attorney Dave Williamson, and City Clerk Susan Koster.

Approval of Minutes
A motion was made by Director Walton and seconded by Director Mazza to approve the minutes of the October 17, 2017 meeting as written. The motion passed unanimously.

Resolution No. 2019-01 / Use of Property Taxes for Debt Service. Finance Director McFarland said the resolution authorizes the refund of certain property taxes and revises the 2019 Budget.

Chair Berg opened a public hearing at 9:13 p.m. and invited interested parties to speak. Seeing no one, she closed the hearing.

A motion was made by Director Behanna and seconded by Director Mazza to approve Resolution No. 2018-01 / Approving the 2019 Budget. The motion passed unanimously.

Adjournment
Chair Berg adjourned the meeting at 5:42 p.m.

ATTEST: CITY OF LAFAYETTE, COLORADO

_______________________________  _____________________________
Susan Koster, CMC       Chair Alexandra Lynch
City Clerk
EXEMPLA GENERAL IMPROVEMENT DISTRICT

RESOLUTION 2019-02

INTRODUCED BY BOARD MEMBER ___________________________

A RESOLUTION

BY THE LAFAYETTE CITY COUNCIL, SITTING EX OFFICIO AS THE
BOARD OF DIRECTORS OF THE EXEMPLA GENERAL IMPROVEMENT
DISTRICT, CITY OF LAFAYETTE, COLORADO, ADOPTING A BUDGET,
MAKING APPROPRIATIONS FOR THE BUDGET YEAR 2020, AND
CERTIFYING A MILL LEVY.

WHEREAS, the Exempla General Improvement District (the “District”) was
created by Ordinance No. 19, Series 2002 (the “Ordinance”), and the Ordinance
recognized the Council of the City of Lafayette as the Board of Directors of the District
(the “Board of Directors”), pursuant to § 31-25-609, C.R.S.; and

WHEREAS, the Ordinance established a District Advisory Board (the “Advisory
Board”), comprising representatives of key agencies of the City and the individual
signatories to the Petition for organization of the District, and specified that such
Advisory Board should, subject to the approval of the Board of Directors, conduct and
manage all affairs of the District as the authorized agent of the Board of Directors,
including its financial and legal affairs; and

WHEREAS, in accordance with the Ordinance, the Advisory Board will prepare,
deliver and recommend to the Board of Directors, at least once a year, a proposed Budget
(describing the major activities and contracts to be undertaken by the District for the next
succeeding fiscal year); and appropriations and a designated mill levy for the budget year
2019; and

WHEREAS, the Board of Directors is authorized to approve the Budget; and

WHEREAS, the Advisory Board has thereby prepared, reviewed and
recommended to the Council for its approval a District Budget Resolution for the 2020
Budget Year, with its accompanying exhibits, all as set forth therein; and

WHEREAS, the eligible electors of the District have approved ballot issues
authorizing the collection, retention and spending of property taxes, assessments, and
other revenues in the amounts specified in the proposed budget.

NOW THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF
LAFAYETTE, IN ITS EX OFFICIO CAPACITY AS THE BOARD OF
DIRECTORS OF THE EXEMPLA GENERAL IMPROVEMENT DISTRICT:
Section 1. That the Budget for the District attached hereto and incorporated herein as Exhibit A is hereby adopted and approved for the Budget Year 2020. That the estimated revenues and expenditures for the District’s General Fund, the Debt Service Fund and the Capital Projects Fund for fiscal year 2020, as more specifically set forth in the Budget, are adopted and approved.

Section 2. That the following sums are hereby appropriated from the revenues and fund balance of the District, for the purposes stated:

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service Fund</td>
<td>$3,188</td>
</tr>
<tr>
<td>Total Fund Appropriations</td>
<td>$3,188</td>
</tr>
</tbody>
</table>

Section 3. That the amount of money necessary to be raised from assessments for the purpose of the District’s General Operating Expenses is $0; that the amount of money necessary to be raised from property taxes for the purpose of the District’s General Operating Expenses is $12,523; that the total valuation for assessment in the District is $25,045,424; that a levy of 0.500 mills upon each dollar of the total valuation for assessment of all taxable property within the District is hereby approved and certified for levy and collection by Boulder County, Colorado in accordance with law.

Section 4. That the Clerk of the City of Lafayette, acting ex officio as the Secretary of the Board of Directors of the District, shall attest and affix the seal of the District to this resolution.

APPROVED THIS 15TH DAY OF OCTOBER, 2019 BY THE LAFAYETTE CITY COUNCIL, SITTING EX OFFICIO AS THE BOARD OF DIRECTORS OF THE EXEMPLA GENERAL IMPROVEMENT DISTRICT:

By: ____________________________
Chairman

ATTEST:

By: ____________________________
City Clerk
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STAFF REPORT

TO: Fritz Sprague, City Administrator
FROM: Monte Stevenson, Director of Parks, Recreation and Open Space
DATE: October 15, 2019
SUBJECT: Final Draft Approval of the 2019 PROS T Master Plan

Recommendation: Approve the final draft of the 2019 Parks, Recreation and Open Space (PROS - formerly PROST) Master Plan

Background: On September 17th, 2019 GreenPlay, LLC presented a draft version of the PROS (PROST) Master Plan to City Council. The objective of the presentation was to allow City Council the opportunity to provide feedback or updates before finalizing the document. Members of Council provided some recommendations which staff and GreenPlay have incorporated into the final draft plan. The recommendations were:

- Change the title of the plan from PROST to PROS, eliminating the reference to “trails” in the title of the plan
- Add to Goal #4 – work with Communities Who Care
- Add recommendation that Parks, Recreation & Open Space work closely with Transportation Planning
- Add recommendation that Parks, Recreation & Open Space align its goals with the City’s sustainability efforts.
- Include in the plan an annual review of the department’s Integrated Pest Management policies.

Staff recommends the final adoption of the Parks, Recreation and Open Space (PROS) Master Plan. The final plan is available for public viewing by visiting www.cityoflafayette.com/PROS.

Fiscal Impact: None

Attachments: PROS Master Plan Final Draft
Parks, Recreation & Open Space
Master Plan
Master Plan Outcomes
Presentation to City Council
October 15, 2019
Celebrating Lafayette’s Updated PROS Master Plan
Planning Process

4 Stages of Public Engagement

1. Information Gathering
   - Needs Assessment
   - Staff
   - Stakeholders
   - Public Meetings
   - Focus groups
   - Interviews
   - Surveys
   - Online engagement
   - Inventory
   - All Assets
   - All Program Locations
   - Other Providers
   - Level of Service Analysis
   - GIS component-based mapping
   - Quality, Quantity, Functionality
   - Community Profile
   - Historical & Planning Context
   - Demographics
   - Trends

2. Findings & Visioning
   - Presentation/Feedback Sessions
   - Staff
   - Stakeholders
   - Decision Makers
   - What We Have Discovered
   - Key Issues Matrix
   - Key Ideas and Themes for Improvement
   - Analysis
   - Programming
   - Operations
   - Maintenance
   - Marketing & Communications
   - Financial Resources

3. Draft Recommendations
   - Summary Findings
   - Strategies
   - Long-Term Vision
   - Short-Term Action
   - Implications
   - Financial
   - Operational
   - Maintenance
   - Recommendations
   - Action Plan
   - Tasks
   - Timing
   - Costs
   - Review & Revisions

4. Final Plan
   - Review
   - Staff
   - Public
   - Decision Maker
   - Distribute/Post

Implementation
- Action Plan
- Annual Review

Typically our Strategic/Master Plans include a 5-year focus on operations, 10-year focus on capital, and 20 year strategic vision. Other elements and tools are added as needed for a community-specific plan.
Excellent community involvement!

• 156 participants in six community input sessions
• 837 completed surveys
• 3 sessions with Lafayette Open Space Advisory Committee members
5 Realistic, Feasible Goals

- GOAL 1: MAINTAIN WHAT WE HAVE
- GOAL 2: PROVIDE CAPITAL AND OPERATIONAL IMPROVEMENTS TO MEET COMMUNITY NEEDS
- GOAL 3: CONTINUE OPEN SPACE SYSTEM MATURATION
5 Realistic, Feasible Goals

• GOAL 4: CONTINUE ATTENTION ON ADVANCING A HEALTHY AND “ACTIVE LAFAYETTE”

• GOAL 5: CONTINUE TO ADVANCE BEST MANAGEMENT PRACTICES
Focus on Maintaining Existing System while Improving Connections

Updated Open Space-Specific Goals and Objectives

Prioritized Actions for Improving Operations

- Process for addressing affordability and subsidy levels
- Space planning & consolidated maintenance facilities
- Organizational structure evaluation
- Coordinated, thorough marketing plan
Thank you!

Your GreenPlay Project Manager
Keri Konold, CPRP
Direct: 720-891-6663
kerik@greenplayllc.com
Parks, Recreation, and Open Space Master Plan Update
September 2019
ACKNOWLEDGMENTS

Mayor and City Council
Chelsea Behanna
Carolyn Cutler
Mayor Pro Tem Jamie Harkins
Mayor Alexandra Lynch
JD Mangat
Nicole Samson
Stephanie Walton

Administration
Fritz Sprague, City Administrator

Lafayette Open Space Advisory Committee
Luke Arrington
Dave Belin, Chair
Erin Frazier
Allison Hamm
Josh Kuhn
Brent Lutz, Vice Chair
Lynn Riedel

Lafayette PROS Project Team
Rob Burdine, Open Space Superintendent
Dan Finn, Parks Superintendent
Ben Mazal, Assistant to the Director
Monte Stevenson, Director
Tammy Tucker, Recreation Superintendent
Debbie Wilmot, Public Information Officer

Consultant Team
GreenPlay, LLC
Design Concepts
RRC Associates

For more information about this document, contact GreenPlay, LLC
At: 1021 E. South Boulder Road, Suite N, Louisville, Colorado 80027, Telephone: 303-439-8369
Email: info@greenplayllc.com www.greenplayllc.com
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EXECUTIVE SUMMARY

For Lafayette residents, the City’s Parks, Recreation and Open Space (PROS) Department plays an elemental role in providing and maintaining a wide variety of valuable services that contribute to their quality of life. To do this in a manner that is in alignment with the community’s needs, and with national parks and recreation standards, the City periodically employs a planning process that involves the public and delivers realistic goals for the future. This 2019 Parks, Recreation, and Open Space (PROS) Master Plan Update leverages changes within the PROS Department structure with current and predicted future conditions to set an operational framework for the Department over the next ten years.
Lafayette Parks, Recreation, and Open Space operates:

- 20 parks
- 20 miles of trails
- Park shelter rentals
- Bob L. Burger Recreation Center
- The Great Outdoors Waterpark
- Two cemeteries
- Two community gardens
- Senior Services
- 332 acres of solely-owned Open Space
- 1,134 acres of jointly-owned Open Space
- Indian Peaks Golf Course
- Select streetscapes

DEMOGRAPHICS

Source: U.S. Census Bureau; 2028 to 2032 Projected Population Estimates based on 2018 – 2023 growth rate of 2.04 percent
THE CITY’S POPULATION...

- is filled with residents covering a diverse range of ages.
- is anticipated to gradually shift to an increase in the older population.
- has 20% of its residents who identify as being of Hispanic or Latino origin.

PUBLIC INVOLVEMENT

Through the PROS Master Plan Update process, community members confirmed the importance of quality of life services PROS provides on a consistent basis. In total:

- PROS staff hosted six Community Input Sessions in late February 2019 with a total of 156 community member attendees;
- Staff expanded engagement to include members of the Latino community by providing translation services at various stages throughout the process; and
- 598 statistically valid community surveys and 239 open link surveys were completed and received in Spring 2019.

Residents say top priorities include:

- Maintaining existing parks, facilities, Open Spaces, and trails.
- Continuing to improve trail connections, amenities at facilities, and providing safe public spaces and connections throughout Lafayette and beyond.
- Continuing to provide healthy lifestyle programs.

LEVEL OF SERVICE HIGHLIGHTS

- 96% of residents live within one mile of at least one PROS service offerings.
- 76% of residents live within one mile of an indoor recreation amenity.
- Findings from the level of service analysis indicate that PROS services reflect the City’s emphasis on supporting active, healthy lifestyles.
KEY RECOMMENDATIONS AND ACTIONS

To address the issues and opportunities identified as key, this PROS Master Plan Update constructs a vision for PROS and how it can provide services to the Lafayette community over the next decade. The goals within the PROS Master Plan Update describe the guiding direction for PROS. The objectives and specific strategies provide best practices and management approaches for achieving the goals. The goals, objectives, and strategies were created with staff and community member input. The Open Space-related items were refined with guidance from Lafayette Open Space Advisory Committee (LOSAC) members and City Council. The goals and objectives intended to advance PROS over the next ten years are summarized as follows.

GOAL 1: MAINTAIN WHAT WE HAVE
Objective 1.1: Improve Capacity for Maintenance and Operations
Objective 1.2: Refine Volunteer Opportunities and Management

GOAL 2: PROVIDE CAPITAL AND OPERATIONAL IMPROVEMENTS TO MEET COMMUNITY NEEDS
Objective 2.1: Continue to Improve Trail Connections
Objective 2.2: Enhance and Expand the Bob L. Burger Recreation Center
Objective 2.3: Address Sports Field Needs
Objective 2.4: Address Additional Needs at Existing Outdoor Facilities
Objective 2.5: Add Additional Amenities and Services to Meet Needs and Close Service Gaps

GOAL 3: CONTINUE OPEN SPACE SYSTEM MATURATION
Objective 3.1: Continue to Acquire and Improve Open Space Holdings
Objective 3.2: Enhance Operations and Management Resources for Open Space
Objective 3.3: Implement the Specific Guidance Given in the Open Space Specific Goals, Objectives, and Strategies (Section III, B)
GOAL 4: CONTINUE ATTENTION ON ADVANCING A HEALTHY AND “ACTIVE LAFAYETTE”
Objective 4.1: Enhance Focus and Resources for Promoting, and Progressing Awareness of, the Value of Healthy Living and Wellness Services
Objective 4.2: Provide Healthy Living Offerings that Fill Identified Service Gaps
Objective 4.3: Adopt Additional Healthy Living Policies and Guidelines
Objective 4.4: Maintain Social Services, and Provide Programs, to the 55+ Community

GOAL 5: CONTINUE TO ADVANCE BEST MANAGEMENT PRACTICES
Objective 5.1: Follow Systematic Processes and Methodologies
Objective 5.2: Address Affordability Issues by Completing a Pricing, Cost Recovery, and Revenue Analysis and Policy
Objective 5.3: Continue Lafayette’s Image as a Safe Community
Objective 5.4: Promote Integration of Lafayette Schools (BVSD) as a Key Partner
Objective 5.5: Follow Sustainable Management Processes, Practices and Methodologies
A. AN UPDATED PLANNING VISION

In January 2019, the Parks, Recreation, and Open Space Department (PROS) hired GreenPlay, LLC, a national management consulting firm headquartered in Colorado, to assist with updating the April 2013 Parks, Recreation, and Open Space (PROS) Master Plan. It was important that the City use a planning process that involved the public to measure and understand the community’s needs. Also, it was essential that this updated Plan provide realistic and implementable goals and recommendations for the future without compromising service delivery.

Upon commencing the planning process, the PROS Project Team met with GreenPlay Team Members to confirm the project’s vision as stated above and to determine Critical Success Factors and Performance Measures for the Planning Project.

Critical Success Factors

- Identify recreation programming needs is key due to current stagnation in program services.
- Include Lafayette’s Latino community in the process.
- Leverage existing information for informing the outcomes of the plan.
- Consider whether recreation facilities are efficiently and effectively being utilized.
- Gauge the community’s interest in program trends like Pickleball.
- Strongly represent the Open Space Program in the planning process and outcomes so that additional, specific planning efforts are well-supported.
- Evaluate community needs and existing ordinances for alignment (i.e., ebikes, scooters, drones).
In addition to a wide-reach of recreation and environmental education programs, the City of Lafayette Parks, Recreation and Open Space (PROS) Department oversees the maintenance and enhancements of many facilities and amenities including:

- 20 parks
- 20 miles of trails
- Park shelter rentals
- Bob L. Burger Recreation Center
- The Great Outdoors Waterpark
- Two cemeteries
- Two community gardens
- Senior Services
- 332 acres of solely owned Open Space, and 1,134 acres of jointly owned Open Space
- Indian Peaks Golf Course
- Select streetscapes
To provide services to the public, PROS operates with five divisions – Golf Course Maintenance, Golf Course Clubhouse, Open Space, Parks, and Recreation. It is key to point out that the facilities management sub-division and both golf-related divisions and were not included in this PROS Master Plan Update.

In 2019, PROS (golf course excluded) had a total operating and capital expenditure budget of $9.98 million which was 11 percent of the City’s total expenditure budget. Supporting PROS’ operations are 32 full-time employees (one additional FTE is budgeted for in 2019). PROS also utilizes seasonal employees and volunteers to operate.

**CAPRA Accredited Agency**

In 2013, PROS joined the ranks of the elite park and recreation agencies and departments across the country by earning accreditation through the Commission for Accreditation of Park and Recreation Agencies (CAPRA) and the National Recreation and Park Association (NRPA).

As part of the accreditation process, Lafayette had to demonstrate compliance with 144 recognized standards and document all policies and procedures. The process also helped identify efficiencies and heighten areas of accountability, all of which translated into higher-quality services and operations in benefit to the community.

The process for accreditation involved a self-assessment, a formal application, a site visit by a team of trained visitors that results in a written report, and a hearing with the commission to grant accreditation. Now accredited, PROS must uphold the standards and will be reviewed again in upcoming years.

All aspects of the Department benefit from the accreditation standards. Staff are held to high standards and continue to be proud of the opportunities they help provide to the Lafayette community.

**C. INTEGRATION OF RELATED PLANNING EFFORTS**

**Comprehensive Plan**

Lafayette’s current Comprehensive Plan was originally developed in 1987, updated in 1997, and went through a major review and update in 2003. In 2013, the Comprehensive Plan was partially updated with changes to the land use map. Beginning in March 2019, the City underwent the process to develop a new, contemporary Comprehensive Plan. Key findings and recommendations from this PROS Master Plan Update were shared with the Consultant for the Comprehensive Plan project, Rick Engineering.
2013 PROST Master Plan

In April of 2013, Lafayette City Council approved the City of Lafayette Parks, Recreation, Open Space, and Trails (PROST) Master Plan. The plan provided a tool to help the City implement its parks, recreation, Open Space and trails vision with strategic recommendations. It also complemented the existing Comprehensive Plan while providing more specific guidance on future Open Space and trail needs and implementation strategies. The 2013 PROST Master Plan update and replace the revised Open Space and Trails Master Plan and the 1997 Parks, Recreation and Trails Master Plan. In the 2013 PROST Master Plan, some elements of the Open Space and Trails Master Plan that remained applicable and were not updated (e.g., Objective and Strategy Recommendations and Open Space Management guidelines).

This 2019 PROS Master Plan Update has taken into consideration input from City Leaders, LOSAC, and public input to make revisions and additions to the Open Space specific strategies (see Section III, B).

Nature Kids Jovenes De La Naturaleza Community Engagement Report

Nature Kids is a collective impact project managed by Thorne Nature Experience with support from 31 collaborating and 6 supporting organizations, one of which is the City of Lafayette. The key findings from the community engagement that ensued in 2016 was used by Lafayette to determine a suite of capital construction projects and programming opportunities that can be implemented to inspire Lafayette residents, specifically low-income and Latino youth and their families, to appreciate, enjoy, and develop a sense of stewardship for nature and the outdoors in their community and beyond. It is recommended that the City continue to pursue the capital and programming opportunities identified in the NKJN Community Engagement Report.

D. PLANNING PROCESS METHODOLOGY

The update to the PROS Master Plan began with a Strategic Kick-Off meeting with the City’s Project Team and the Consultant Team in January 2019. The City’s Project Team consisted of the key administration, Open Space, parks, and recreation staff in PROS. Together, the consultant team and City project team created this collaborative plan that seamlessly integrates industry knowledge and expertise of the consultants with institutional knowledge and understanding provided by the City. The following methodologies were used to develop the plan.
Community and Stakeholder Engagement
A comprehensive “Information Gathering” process, which included community input sessions, a public forum, and staff and City Leader interviews ensued. A statistically-valid survey, mailed to 3,500 households in Lafayette, gathered feedback on citizen satisfaction levels, needs, and willingness to pay for parks, Open Space, recreation, and trails services.

Demographics/Trends/Past Planning Analysis
Important analysis explored local, state, and national trends with regard to the services PROS delivers. Existing City plans were reviewed to determine commonalities and to provide guidance to the outcomes of this Master Plan update.

Findings Compilation and Visioning Workshops
In July 2019, a draft “Findings Presentation” was conducted, summarizing all information gathered to date. Visioning workshops with City Council, the Project Team, and Lafayette Open Space Advisory Committee (LOSAC) were held to further identify suggestions and to collect input on the recommendations and potential strategies coming from this project.

Key Issues, Goals, and Action Plan
Based on the analysis conducted and the findings determined, key issues were identified and compiled with Project Team members and presented to LOSAC and City Council in public meetings. Recommended goals and strategies were then developed.
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This PROS Master Plan process included analyzing a sizeable amount of community input and data as well as assessments of current conditions relating to PROS services. As a result, a number of key issues and priority recommendations were identified.

It is important to highlight that the PROS Department functions well and does a commendable job at providing services to the diverse Lafayette community. Community input supports these notions and residents are generally quite satisfied with the Department’s service delivery levels. However, there is a concern for the Department’s ability to sustain these high-quality facilities, amenities and programs over time should growth projections become realized.

**RECOMMENDATION #1 – MAINTAIN WHAT WE HAVE**

Continuing to maintain the quality of the City’s PROS assets and facilities is of key importance to Lafayette’s citizens and taxpayers, more so than building new facilities. Overall, stakeholders involved in this planning process rated the quality of parks, recreation facilities, Open Space, and trails to be generally well-maintained. However, reports indicated that while maintenance operations are working well overall, staff are at full capacity.

A full facilities assessment has identified a list of outdoor components that need attention (see Appendix E). Reports and observations indicate that inefficiencies in operations exist due to the separation of Parks and Open Space maintenance facilities. Also, it is apparent Parks and Open Space that staff do not have additional available capacity to increase attention to deficiencies or to take on additional duties as the system continues to grow.
Objective 1.1: Improve Capacity for Maintenance and Operations

PROS facilities and amenities are fundamental to Lafayette’s identity. Maintaining the current service level should be a continued focus of the Department as the city grows in population. Divisions responsible for buildings, Parks, and Open Space maintenance should be adequately staffed to accommodate the ability to keep facilities maintained well. Additional financial resources will likely be required over the next 10 years to fund additional staffing.

Since 2013, the City of Lafayette has increased the number, and types, of outdoor recreation facilities provided. Yet the number of personnel dedicated to maintenance has remained level. Additionally, maintenance facilities are based out of three separate facilities which are geographically spread out across the City. Additionally, none of these spaces are designed for, nor ideal for, the large amounts of equipment, repairs, logistics, or management of this type of personnel. At these sites, there is minimal meeting space for staff meetings or meeting with contractors and vendors. The lack of a centralized operations center prevents the realization of efficiencies in maintenance operations. It is suggested that the Department participate in any City-wide space planning efforts and seek to consolidate maintenance operations. This will help address staff-capacity issues, which can be partially relieved by gaining efficiencies.

Also, in recent years the Department has experienced changes in its leadership structure. It is recommended that a comprehensive evaluation of each work division’s staffing structure be analyzed and aligned to match demonstrable needs so that the high-quality services the Department provides remains unchanged.

Both the public and City Leaders rate the quality of services provided by PROS to be well-maintained and to be meeting their needs overall. Should the City experience growth as projected, it will be elemental that PROS find ways to continue the ability to supply lands, facilities, and services at current levels. To assist with doing this, the Department should establish baseline data to identify and respond to notable changes.
Objective 1.2: Refine Volunteer Management and Opportunities

While volunteer opportunities for businesses, individuals, families and other groups exist, these opportunities could be expanded to help maintain the high level of quality services the City strives to provide. Examples of expandable programs include Adopt-a-Trail Program, Volunteer Naturalists, Citizen Science, Senior Skill-Builders. There is also an opportunity to work with City Leadership to combine Department resources and have one City Volunteer Coordinator who manages all elements of volunteering within the entirety of the City. This role should involve assessing and meeting the City’s needs through the recruitment, placement, and retention of volunteers.

RECOMMENDATION #2 - PROVIDE CAPITAL AND OPERATIONAL IMPROVEMENTS TO MEET COMMUNITY NEEDS

Objective 2.1: Continue to Improve Trail Connections

The public considers trails, trail connectivity in the City and to surrounding areas, and safe routes to key destinations as some of the most important components of the PROS system (as do members of most communities in the U.S). There is strong evidence that having a connected, safe, complete trail system in a community enhances individual and public health. These features also contribute positively to the economy of Lafayette.

Lafayette’s trail system is meeting the general needs of the community and has expanded since 2013. Recent improvements include a connection from Powerline Trail to Hecla Lake and a connection from Public Road to Round Table Drive.

While the PROS Department is not the driver of transportation planning, the Department has opportunities within the properties it manages to influence connections and safe routes. It is recommended that representatives from PROS participate in any City-wide Multi-Modal Transportation Plan or regional efforts to improve connectivity within, and around, Lafayette.
Objective 2.2: Enhance and Expand the Bob L. Burger Recreation Center

The Bob L. Burger Recreation Center is the only public recreation center servicing Lafayette residents. A redesign, move, and expansion of the facility’s main entrance, along with an expansion to the northwest portion of the building will allow for much better access from parking areas, dedicated access for children’s programming participants at the current entrance and significantly improve patron/participant safety and operations. A project of similar scope was completed in 2009 with the southeast addition to the recreation center which added much needed family changing rooms. A project on the northwest side of the building would be constructed on unutilized city owned land and would emulate this previous project by continuing the welcoming radius wall aesthetic. Increasing space would also be accomplished for guest services, drop-in child care, and all programs which are currently limited by lack of existing program space. Additionally, this project would increase much needed parking, further alleviate congestion, and improve traffic flow throughout the Bob Burger Recreation Center/City Park Complex.

Full concept and construction plans will need to be completed and will provide detailed information to the City in determining actual costs, final inclusions, and potential best funding mechanisms. The Department should hire an architect to conduct pre-project concept plans and cost estimates for this long-term center renovation and overall site improvement strategy. Once plans are complete and funding is identified, the Department should oversee the completion of improvements for BBRC. Care should be paid to making arrangements to reduce the impact on current users as much as possible, communicate changes to the public, and ensure that appropriate staffing for fitness areas and programs are available when the expanded spaces are opened.

Objective 2.3: Address Sports Field Needs

An understood shortage of ballfields exists in Lafayette relative to the current and future populations and demand. A variety of options have been explored internally, with potential partners, and with neighboring communities, to try and address these needs. By addressing these needs, PROS could accommodate both existing increase in usage as well as possible tournament facilities. The City field inventory would benefit by pursuing cooperative partnerships as a feasible way to meet continually growing field needs with limited resources in terms of land and capital. Joint efforts have proven to be an ideal way to coordinate space and program needs in other areas such as the successful joint-use agreement with Boulder County at Josephine Commons. Additionally, as renovation opportunities occur in parks, the use of artificial turf should be considered for multi-purpose fields as a way to expand usage throughout the year and as way to reduce maintenance labor hours required of personnel.

Objective 2.4: Address Additional Needs at Existing Outdoor Facilities

The inventory process for the PROS Master Plan included rating components throughout the system based on their functionality. Components whose functionality is below expectations were identified and scored with a “one.” A list of these has been extracted from the
inventory dataset and is available in Appendix D. By raising the score of a component, the level of service is also raised in the community. Strategies supporting this goal include a systematic assessment and determination of improvements to be added to the City’s Capital Improvement Plan, budgets, and workplans.

As opportunities arise, Parks Staff should continue to consider upgrading park landscaping, including:

• Removal of vegetation that poses a nuisance or a public safety hazard
• Replacement of annual plantings with xeric perennials as appropriate
• Use of native grasses in suitable areas

The 2019 inventory should be considered a snapshot in time. While some of the low-scoring components may be addressed as part of regular maintenance, all components in the system should continue to be regularly monitored for current functionality.

**Objective 2.5: Add Additional Amenities and Services to Meet Needs and Close Service Gaps**

It should be positively noted that results of the Master Plan Update process revealed that there are no significant priority needs for facilities and amenities. The City has done a good job of accomplishing the strategies outlined in the 2013 PROST Master Plan to address the then recognized capital needs.

This planning process therefore revealed that there are few facilities that need to be addressed as significant priorities – a positive finding. In general, Lafayette is meeting community needs on the facilities rated most important. However, indoor aquatic facilities, the Waneka Lake facilities, Festival Plaza, and weight room & cardio, and fitness program spaces could be considered priorities for attention based on the results of the community survey.

The City continues to be proactively addressing needs and should continue to do so. During the Master Plan Update process PROS began remodeling the Bob L. Burger Recreation Center to address the fitness and weight room space issue. Additionally, the City was in the process of completing the first phase of a signage project which enhanced wayfinding and the branding of Parks and Open Spaces during this planning process.

Possible facility and service needs to be addressed in the future include:

• A nature center
• Exploring creative land use ideas that support economic development
• Monitoring gaps in services (northwest and east sides of town) and coordinate filling said gaps as demand for services increases
• Adding Nature Play features at parks and Open Space locations, depending upon community needs in a specific location
• Providing comfort amenities such as picnic tables, shelters, and restrooms along trails and at other public facilities to encourage the use of outdoor spaces
RECOMMENDATION #3: CONTINUE OPEN SPACE SYSTEM MATURATION

Lafayette’s Open Space System continues to mature. Conservation opportunities focus on filling-in pieces to the Open Space system. Opportunities to fill in missing links in the trails system exist as well. *Figure 1* illustrates the recommended areas for focus to continue the enhancement of the Open Space and trails systems.

**Figure 1: Potential Open Space**

As shown in *Figure 1*, areas are identified for potential Open Space conservation and trail corridors. It is important to note that the “areas” identified are deliberately vague and are drawn to encompass the Open Space values that they contain (e.g., wildlife habitat, trail potential, visual quality, community buffer, system connectivity) rather than specific parcel boundaries, to help protect future acquisition opportunities.
Objective 3.1: Continue to Acquire and Improve Open Space Holdings

Potential Open Space areas were evaluated for this plan and ranked according to the resource and land use criteria identified in the ranking model by LOSAC in Spring 2019. The top 10 ranking areas were the following:

1. Area L  
2. Area X1  
3. Area A  
4. Area K  
5. Area M  
6. Area X2  
7. Area E  
8. Area X8  
9. Area X4  
10. Area N

It is important to note that these priority rankings are intended to provide LOSAC and the City with a decision-support tool, and that other factors need to be considered when weighing Open Space conservation options. Such factors may include unique conservation opportunities, opportunities requiring swift action, available funding, and partnership opportunities.

Objective 3.2: Enhance Operations and Management Resources for Open Space

The Open Space Division currently has a “working” Superintendent and one Open Space Technician. These two full-time positions perform all planning, management, maintenance, improvements, and programs duties with occasional assistance from other divisions. Typically, two seasonal laborers provide critical maintenance assistance during the warmer months. Department administrative staff members assist Open Space staff as needed. Contractual labor provides environmental education programming. The 2019 City Budget allows for one full-time Open Space Ranger to be hired to assist with law enforcement on Open Space.

As lands continue to be assembled and managed for the public, the demand for environmental education programming has increased. Like the Parks Division, additional resources are needed to help manage growing assets and priorities. There are a variety of strategies that can help focus these resources in the coming years. Assessing and assigning additional staff as determined through the Departmental staffing distribution evaluation is one such strategy.

Objective 3.3: Implement the Specific Guidance Given in the Open Space Specific Goals, Objectives, and Strategies

Section III. B outlines in detail Open Space specific goals, objectives and strategies for carrying out the purpose of the Open Space Program. Topics addressed in this Section include habitat conservation, general management issues such as wildlife management and weed management, recreation on Open Space, funding resources, and administration of the program.
Since 2013, LOSAC has reviewed and confirmed necessary modifications to the strategies based on existing conditions. These modifications by LOSAC have been incorporated into **Section III. B.** Alterations to strategies based on findings resulting from this planning process have also been made. Changes of note can be found in the following areas:

- **Objective 3.6 Permitted Open Space and Trail Uses**
  - National trends like ebikes, drones, nature play, and the Lafayette public’s desire for alternate transportation options and access to nature have resulted in suggested changes to Section III, B, 3.6.2. It is recommended that any allowable passive recreation uses should be codified.

- **Objective 4.1 Open Space Funding**
  - During the planning process it became apparent that PROS as a Department should increase its focus on creating awareness of its services and of the value those services bring to the community. These include economic benefits and a variety of health benefits. Staff were provided with Staff Resource Materials that included information regarding these benefits for use in a future marketing program. It is suggested that the Open Space Division work collaboratively with the PROS Divisions to develop a marketing plan and program.
  - The planning process revealed an interest by the public for a foundation as a possible mechanism for funding PROS services and projects. A foundation could accept donations and contributions whereby donors and contributors would be able to receive a charitable contribution deduction. It is suggested that if a foundation is created that it be established so that the Parks, Open Space, and Recreation and Facilities Maintenance Divisions are all able to benefit from any funding received by the foundation.

- **Objective 4.2 Open Space Staffing**
  - Reports from Open Space staff and LOSAC indicate that there is a need for additional staffing resources to support the Open Space Program. Some City Council members stressed the importance of maintenance of existing facilities and amenities and providing programs at an appropriate level to the public. It is suggested that a Department-wide assessment of current staffing distribution levels be evaluated in the short-term. This would demonstrate a justifiable need for any additional staffing. Additionally, it is recommended that the Open Space Division, as well as the other divisions, track and monitor data that would support any changes in service levels over time.

- **Objective 5.4 Objective 5.4 Wildlife Conservation and Urban Interface Wildlife Issues**
  - In 2019 the Open Space Division with the support of LOSAC and the Parks Division will develop a Wildlife Plan to address habitat conservation and issues stemming from known, and possible, issues stemming from the interface of urban development and wildlife habitat. It is recommended that Colorado Parks and Wildlife be invited to participate as a member of the project team given their charge to manage wildlife within the State of Colorado and their access to data and research.
RECOMMENDATION #4: CONTINUE ATTENTION ON ADVANCING A HEALTHY AND “ACTIVE LAFAYETTE”

Since 2013, the City has done well to promote and develop the “Active Lafayette” culture. Noteworthy accomplishments include, but are not limited to:

- Walk and Wheel Program
- Collaborating on Boulder Area Trails, an app managed by Boulder County
- Strong Recreation Programs like Zumba and Swimming Lessons
- Increased Environmental Education Programming
- Sanchez Nature Discovery Zone and Inspire Trail
- Great Outdoors Waterpark
- Silver Creek Park

Overall, PROS should continue to deepen the “Active Lafayette” culture by giving specific attention to marketing efforts, honing in on filling identified service gaps, adopting policies and guidelines that support healthy living options, and identifying services and programs to the 55+ community that are appropriate given this target segment’s needs.

Objective 4.1: Enhance Focus and Resources for Promoting, and Progressing Awareness of, the Value of Healthy Living and Wellness Services

Findings during the planning process revealed a gap in awareness of PROS services within the general public. Additionally, the programs and services analysis noted an opportunity to further understand the market within which PROS operates. The Recreation Marketing Plan has done well to identify target markets; however, it is recommended that a more in-depth evaluation of the City of Lafayette, private sector and surrounding communities programming offerings take place. This will better position staff to determine who to target, how best to target and what modifications, and/or enhancements to programming offerings can take place. In addition to this, it is recommended that staff evaluate the 2012 Recreation Programming Objectives as well as those stated in the 2019 Recreation Programming Plan and make necessary changes to better align with existing and future competition, resources, and assets. This will allow the Department to better address underserved populations - elder populations, Spanish-speakers, 11-14-year-olds, economically-challenged individuals and families, and differently-abled individuals. It is recommended that the Parks, Recreation and Facilities Maintenance, and Open Space Divisions all participate in the development of a Departmental Marketing Plan. It is also suggested that once a marketing plan is in-place that a Marketing Specialist, or contractual staff be hired to fulfill the outcomes of the plan.
As the Department defines its role in the provision of services, understanding where gaps exist will allow the Department to better develop future program portfolios and narrow its focus on providing healthy living and wellness services.

**Objective 4.2: Provide Healthy Living Offerings that Fill Identified Service Gaps**

As the Department defines its role in the provision of services (an outcome of developing a more robust marketing plan), programs and service supervisors can use the understanding of PROS’ market position to determine what gaps should be filled as they develop program portfolios. As part of developing program portfolios, it is highly recommended that a Services Assessment be conducted annually to determine how, or if, programs should be provided.

Once PROS understand its role in the market, staff should consider the priority programs identified by the public during this planning process. These are community events*, fitness and well-being programs, environmental education programs, and arts and cultural programs. It should also be noted that families with children at home highly-rated swimming programs as a priority need. Also, worth considering is allowing teens to drive what programs are provided so that they have ownership and pride in those programs.

*It is important to note that the Department currently does not have a focus on providing community events although the Open Space Division does hold a number of annual events including Migratory Bird Day and Open Space Day. It is recommended that the City determine its role in providing community events. Should the City determine that it will have a primary role in hosting large-scale events open to the general public, it is highly suggested that the City centralize their management, including the marketing, funding and staffing of events, and that PROS act to support the City.

**Objective 4.3: Adopt Additional Healthy Living Policies and Guidelines**

As Lafayette continues to grow, it is important to create additional policies that address health and active living beyond the focus on recreation and assets management. Strategies that address key national and regional management and health trends, such as adopting a smoke-free and vape-free public spaces policy, can feature Lafayette as contributing to addressing current health issues and outdoor recreation trends. Working with local partners such as Communities That Care to accomplish shared goals is optimal.

**Objective 4.4: Maintain Social Services, and Provide Programs, to the 55+ Community**

Programming staff should understand that population projections indicate an increase in residents over the age of 60 within the coming years. Related to this, trends suggest that younger Baby Boomers are seeking programs that allow them to seek self-fulfillment, healthy pleasure, and a feeling of nostalgic youthfulness rather than traditional older-adult activities like Bingo. It is suggested that programming staff understand the preferences of target customers (as identified in the marketing plan and through services assessments) to narrow the focus of services provided to the 55+ community.
Related to this, the use of the Senior Center should be monitored over time to determine best uses of this City resource. It may be that the space could be renovated to better suit community needs – whether for the 55+ community or for the general public.

**RECOMMENDATION #5: CONTINUE TO ADVANCE BEST MANAGEMENT PRACTICES**

**Objective 5.1: Follow Systematic Processes and Methodologies**

In addition to the other strategies highlighted throughout the recommendations (the Services Assessment, the Pyramid Methodology for Cost Recovery, etc.), it is notable that the PROS Department continues to mature in its adoption of processes and methodologies. It is important to ensure that objective, systematic, proactive practices are continually implemented across all Divisions. Doing this will provide the support structures necessary so that the Department can adapt to subtle, and more obvious, conditions.

**Objective 5.2: Address Affordability Issues by Completing a Pricing, Cost Recovery, and Revenue Analysis and Policy**

During the planning process members of the community and City Leaders vocalized the need for attention to be given to the affordability of facilities and programs. Reports from Recreation and Facilities Maintenance staff indicate that there is a general need for pricing and cost recovery to be revisited. It is strongly recommended that PROS fully engage in updating the existing cost recovery philosophy and policy by engaging the services of an objective third-party. All PROS Divisions are recommended to participate in this exercise.

The City should utilize a systematic approach, such as the Pyramid Methodology, to evaluate all pricing, cost recovery expectations, and fee structures, across all offerings. Goals should include:

- Review of current revenue streams and their sustainability, including fees and fee structures for parks, rentals, natural areas, trails, programs, and indoor recreation facilities.
- Determination of streamlined pricing structure that is simplified but allows for various uses across PROS, and allows consistency and competitiveness with industry standards.
- Shift service subsidy/tax funding to priorities that benefit the community as a whole, and increase cost recovery goals for services that benefit individuals more than the community.
- Determine and define direct and indirect costs and develop a cost recovery philosophy for the City through a public participation process to educate the citizens and obtain buy in.
- Continue the objective and easily utilized “reduced rate” program for those residents who have lower incomes, including identification of funding for availability, an objective qualifying program, and strong communications of the opportunity to participate or utilize public facilities regardless of ability to pay.
Staff was provided with a resource document describing the benefits of, and process for, completing a cost recovery process.

**Objective 5.3: Continue Lafayette’s Image as a Safe Community**

The Community Survey indicated that with the exception of walking and bicycling around town, and across some major arterial crossings and roadways, residents generally feel safe in Lafayette. That said, there is, of course, crime in, and near, Lafayette (as in any community). Two specific locations identified were Flagg Park and LaMont Does Park. This planning process included input from the Police Department (PD). A good relationship between the PROS and PD should continue to be supported by holding the annual check-in meeting with PD and collaborating with PD Community Relations Officers in support of youth relations and educational programming. As the Open Space Ranger is brought on-board the relationship with the Police Department and with the Boulder County Sheriff’s Office should continue to be developed. It is also recommended that activating areas where perceived and/or real crime is present can help minimize safety issues.

**Objective 5.4: Promote Integration of Lafayette Schools as Key Partners**

Boulder Valley School District (BVSD) provides many amenities in the City that are also publicly funded. BVSD can help meet the need for additional amenities if they are included as partners and their separate mission (education) is acknowledged. In reality, the public does not care whether amenities are owned by schools or parks agencies; they just know that these amenities are funded by their tax dollars. Key components that can be shared, if managed well, include playgrounds, outdoor classrooms, sports fields, gyms, aquatics facilities, and indoor classroom and meeting spaces. The City would do well to continue to focus efforts on identifying the key agents within BVSD and establishing a culture and protocols for strong and well-managed partnerships for facilities and programs.

**Objective 5.5: Follow Sustainability Management Processes, Practices and Methodologies**

In recent years, the issue of sustainability has become an expected mode for local governments with regard to operating and planning. Sustainable practices often include those relating to finance, maintenance, and design. In Lafayette, all of these practices are currently (and should continue to be) kept in the forefront as PROS delivers services to the community. It is recommended that the Department participate in any City-wide sustainability planning efforts and partner closely with Sustainability Staff. Sustainability recommendations made in the Master Plan Update should be carried forward into those planning efforts and adopted by the City as a whole.
A. STRATEGIC PLAN, COST ESTIMATES AND PRIORITIZATION

The following Goals, Objectives, and Strategic action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the master planning process with a primary focus on maintaining, sustaining, and improving City of Lafayette parks, recreation, Open Space, and trails. All cost estimates are in 2019 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:
- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

Goal 1: Maintain What We Have

<table>
<thead>
<tr>
<th>Objective 1.1: Improve Capacity for Maintenance and Operations</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.a Consolidate maintenance operations into one centralized operations center</td>
<td>Staff/Department Head/City Leaders</td>
<td>Short-Term</td>
<td>TBD based on site</td>
</tr>
<tr>
<td>1.1.b Participate in city-wide space planning efforts</td>
<td>Staff/Department Head</td>
<td>Short-Term</td>
<td>Staff Time</td>
</tr>
<tr>
<td>1.1.c Conduct an evaluation to determine if current PROS’ staffing distribution can be realigned to better suit operational needs</td>
<td>Staff/Department Head/Human Resources/Consultant</td>
<td>Short-Term</td>
<td>Staff Time/$20K-$30K</td>
</tr>
<tr>
<td>1.1.d Utilize labor-related data to inform staffing level adjustments</td>
<td>Department Head</td>
<td>Ongoing</td>
<td>Staff time</td>
</tr>
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</table>
### Objective 1.1: Establish Maintenance-Related Baseline Measurements

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Responsibility</th>
<th>Timeframe</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.e Establish maintenance-related baseline measurements to identify and respond to significant changes (i.e., track labor hours associated with regular operating tasks such as mowing or weed management)</td>
<td>Staff/Department Head/Administration</td>
<td>Short-Term</td>
<td>Staff Time</td>
</tr>
<tr>
<td>1.1.f Utilize measurable data to explain changes in maintenance quality or to describe shifts in resource needs</td>
<td>Staff/Department Head/Administration</td>
<td>Ongoing</td>
<td>Staff Time</td>
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### Objective 1.2: Refine Volunteer Opportunities and Management

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe</th>
<th>Funding Implication</th>
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</thead>
<tbody>
<tr>
<td>1.2.a Support the need for a Citywide Volunteer Coordinator position</td>
<td>Staff/Department Head/LOSAC</td>
<td>Mid-Term</td>
<td>Staff Time</td>
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<tr>
<td>1.2.b Contribute appropriately allocated funding toward a Citywide Volunteer Coordinator position</td>
<td>Department</td>
<td>Mid-Term</td>
<td>% of additional cost for 1 FTE</td>
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</table>

### Goal 2: Provide Capital and Operational Improvements to Meet Community Needs

#### Objective 2.1: Continue to Improve Trail Connections

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.a Work with other City Departments to complete a detailed Multi-Modal Transportation Plan</td>
<td>City Transportation Planner</td>
<td>Short-Term</td>
<td>$15K-$25k for PROS-related portion</td>
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<tr>
<td>2.1.b Enact system-wide priority trail connection improvements</td>
<td>Staff/LOSAC</td>
<td>Short-Term</td>
<td>Capital - grants/other</td>
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#### Objective 2.2: Enhance and Expand the Bob L. Burger Recreation Center

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.a BBRC entrance &amp; northwest lawn radius expansion</td>
<td>Recreation/Department Head/Consultant</td>
<td>Long-Term</td>
<td>TBD/May increase cost recovery</td>
</tr>
</tbody>
</table>
### Objective 2.3: Address Sports Field Needs

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3.a Pursue Harney-Lastoka Field Complex partnership project</td>
<td>Staff</td>
<td>Mid-Term</td>
<td>TBD/May increase cost recovery</td>
</tr>
<tr>
<td>2.3.b Evaluate undeveloped park lands</td>
<td>Staff/Consultant</td>
<td>Mid to Long-Term</td>
<td>TBD/May increase cost recovery</td>
</tr>
<tr>
<td>2.3.c Consider artificial turf fields when renovation opportunities arise</td>
<td>Parks</td>
<td>Mid to Long-Term</td>
<td>TBD based on site</td>
</tr>
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### Objective 2.4: Address Additional Needs at Existing Outdoor Facilities

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
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<tbody>
<tr>
<td>2.4.a Address existing low-scoring components (See Appendix E for site-specific low-scoring outdoor facility recommendations)</td>
<td>Staff</td>
<td>Immediate</td>
<td>TBD - see detail</td>
</tr>
<tr>
<td>2.4.b Address other specific existing outdoor facility improvements as they arise</td>
<td>Staff</td>
<td>Short to Mid-Term</td>
<td>TBD - see detail</td>
</tr>
<tr>
<td>2.4.c. Continue upgrading park landscaping, when opportunities arise, to include:</td>
<td>Parks Staff</td>
<td>Ongoing</td>
<td>Variable depending on site</td>
</tr>
<tr>
<td>• Removal of vegetation that poses a nuisance or a public safety hazard</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Replacement of annual plantings with xeric perennials as appropriate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Use of native grasses in suitable areas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.4.d Partner with groups like Historic Preservation Board to coordinate and standardize historic references and interpretive signage</td>
<td>Staff/LOSAC</td>
<td>Ongoing</td>
<td>TBD based on specific projects</td>
</tr>
</tbody>
</table>
### Objective 2.5: Add Additional Amenities and Services to Meet Needs and Close Service Gaps

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5.a Consider development of a nature center to promote Lafayette’s Open Space Program</td>
<td>LOSAC/Department Head/City Leaders</td>
<td>Long-Term</td>
<td>$350K-$500K dependent upon program needs and location</td>
</tr>
<tr>
<td>2.5.b Continue to explore unique land use ideas that could aid economic development</td>
<td>Inter-departmental Team</td>
<td>Ongoing</td>
<td>TBD/May increase cost recovery</td>
</tr>
<tr>
<td>2.5.c Monitor indoor and outdoor recreation service gaps, particularly on the northwest and east parts of the city</td>
<td>Administration</td>
<td>Ongoing</td>
<td>Staff time</td>
</tr>
<tr>
<td>2.5.d Consider Public-Private Partnerships for Filling Service Gaps</td>
<td>Administration</td>
<td>Long-Term</td>
<td>Staff time</td>
</tr>
<tr>
<td>2.5.e Continue implementation of signage project for wayfinding and branding purposes</td>
<td>Staff</td>
<td>Mid-Term</td>
<td>$100K-$175K</td>
</tr>
<tr>
<td>2.5.f Provide comfort amenities such as picnic tables, shelters, and restrooms along trails and at other public facilities to encourage the use of outdoor spaces by all populations</td>
<td>Staff</td>
<td>Mid-Term</td>
<td>TBD based on specific location needs</td>
</tr>
<tr>
<td>2.5.g Continue to include nature play opportunities at appropriate parks and/or Open Space sites</td>
<td>Parks/OS Staff/LOSAC</td>
<td>Ongoing</td>
<td>Variable costs, dependent upon site and needs</td>
</tr>
</tbody>
</table>

### Goal 3: Continue Open Space System Maturation

### Objective 3.1: Continue to Acquire and Improve Open Space Holdings

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.a Continue to conserve identified conservation areas</td>
<td>Staff/LOSAC</td>
<td>Ongoing to Long-Term</td>
<td>Variable costs for acquisition and maintenance</td>
</tr>
<tr>
<td>3.1.b Improve Open Space buffer areas</td>
<td>OS Staff/LOSAC</td>
<td>Short to Mid-Term</td>
<td>Variable costs for acquisition and maintenance</td>
</tr>
</tbody>
</table>
3.1.c Utilize level of service maps to influence decisions regarding acquisition of Open Space for the purposes of connecting trail corridors and/or natural resource preservation

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.c Utilize level of service maps to influence decisions regarding</td>
<td>OS Staff/ LOSAC</td>
<td>Short to Mid-Term</td>
<td>Variable costs for acquisition, trail construction, and</td>
</tr>
<tr>
<td>acquisition of Open Space for the purposes of connecting trail</td>
<td></td>
<td></td>
<td>maintenance</td>
</tr>
<tr>
<td>corridors and/or natural resource preservation</td>
<td></td>
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</tr>
</tbody>
</table>

**Objective 3.2: Enhance Operations and Management Resources for Open Space**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.a Assess and assign ongoing staffing resources for Open Space</td>
<td>Department Head/City Leaders</td>
<td>Short-Term</td>
<td>Additional cost of 1-2 FTEs</td>
</tr>
<tr>
<td>3.2.b Utilize various tools for acquiring Open Space parcels (i.e., trail easements and partnerships)</td>
<td>Staff, City Leaders, LOSAC</td>
<td>Ongoing</td>
<td>Variable; could reduce some costs</td>
</tr>
</tbody>
</table>

**Objective 3.3: Implement the Specific Guidance Given in the Open Space Specific Goals, Objectives, and Strategies (Section III, B)**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.a Preserve and enhance significant natural areas and wildlife habitat, as well as the ecological integrity of the greater Lafayette region, while applying a strategic approach to Open Space conservation</td>
<td>OS Staff/ LOSAC</td>
<td>Ongoing</td>
<td>Variable depending on actions</td>
</tr>
<tr>
<td>3.3.b Provide an effective and balanced approach to Open Space management that protects and enhances environmental values</td>
<td>OS Staff/ LOSAC</td>
<td>Ongoing</td>
<td>Variable depending on actions</td>
</tr>
<tr>
<td>3.3.c Provide, where appropriate, high-quality outdoor recreation and trail opportunities that are consistent with the values of Open Space lands, provide high-quality access between Open Space, parks, and community destinations, and minimize adverse impacts to the environment</td>
<td>OS Staff/ LOSAC</td>
<td>Ongoing</td>
<td>Variable depending on actions</td>
</tr>
<tr>
<td>3.3.d Administer the Open Space Program in a manner that is effective, efficient, and responsive to the ever-changing management needs of Open Space and trails</td>
<td>OS Staff/ LOSAC</td>
<td>Ongoing</td>
<td>Variable depending on actions</td>
</tr>
</tbody>
</table>
3.3.e Develop, manage, and maintain the city's Open Space and trails in a manner that is sensitive to, and respectful of, adjacent landowners, land uses, and communities

<table>
<thead>
<tr>
<th>Lead Responsibility</th>
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</thead>
<tbody>
<tr>
<td>OS Staff/ LOSAC</td>
<td>Ongoing</td>
<td>Variable depending on actions</td>
</tr>
</tbody>
</table>

**Goal 4: Continue Attention on Advancing a Healthy and “Active Lafayette”**

**Objective 4.1: Enhance Focus and Resources for Promoting, and Progressing Awareness of, the Value of Healthy Living and Wellness Services**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.a Expand the Marketing Plan to include Recreation Services, Parks, and Open Space divisions</td>
<td>Recreation Staff/Consultant</td>
<td>Short-Term</td>
<td>$15K-$20K</td>
</tr>
<tr>
<td>4.1.b Deepen the Marketing Plan’s Evaluation of Market Conditions to determine what gaps should be filled by the Department</td>
<td>Recreation Staff/Consultant</td>
<td>Short-Term</td>
<td>See 4.1.a</td>
</tr>
<tr>
<td>4.1.c Review the Marketing Plan every other year to continually understand the Department’s market position and what services to provide</td>
<td>Recreation Staff/Consultant</td>
<td>Ongoing</td>
<td>Staff time/$8K-$12K</td>
</tr>
<tr>
<td>4.1.d Consider adding a Marketing position or contracting services to support the Department</td>
<td>Department Head/City Leaders</td>
<td>Short-Term</td>
<td>Additional cost of 1 FTE or $40-$55K/year</td>
</tr>
<tr>
<td>4.1.e Regularly update web content and the Department’s social media presence to publicly position PROS offerings</td>
<td>Staff</td>
<td>Immediate</td>
<td>Staff time</td>
</tr>
</tbody>
</table>

**Objective 4.2: Provide Healthy Living Offerings that Fill Identified Service Gaps**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.a Use Information from the Department’s Marketing Plan to identify and focus resources on providing gap-filling programs like swimming lessons</td>
<td>Staff</td>
<td>Short-Term</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.2.b Annually conduct a services assessment</td>
<td>Staff</td>
<td>Immediate</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.2.c Conduct regular program evaluations that measure effectiveness of goal achievement as part of services assessment data collection</td>
<td>Recreation and Open Space Staff/Contractor</td>
<td>Immediate</td>
<td>Staff Time</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>4.2.d converse with targeted customer groups/participants to understand client preferences</td>
<td>Recreation Staff/ Open Space Staff/ Contractor</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.2.e Design fitness and wellness program portfolios that respond to services assessment outcomes</td>
<td>Recreation Staff</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.2.f Design Cultural and Arts Programs in conjunction with the Arts and Cultural Resources Department that respond to services assessment outcomes</td>
<td>Recreation Staff/Open Space Staff/ Contractor/ Cultural Arts</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.2.g When appropriate, formalize partnerships with organizations which share values to maximize resources</td>
<td>Staff/City Leaders</td>
<td>Ongoing</td>
<td>Staff Time/ May Increase Partner Investment</td>
</tr>
<tr>
<td>4.2.h Work with City departments to support city-wide events</td>
<td>Staff/Other Departments</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.2.i Allow teens to influence teen-oriented programs</td>
<td>Recreation and Open Space Staff</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.2.j Work with other City Departments to identify spaces for community events</td>
<td>Inter-departmental Team</td>
<td>Mid-Term</td>
<td>TBD/May Increase Cost Recovery</td>
</tr>
</tbody>
</table>

**Objective 4.3: Adopt Additional Healthy Living Policies and Guidelines**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3.a Adopt a shade policy</td>
<td>Department Head/City Leaders</td>
<td>Immediate</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.3.b Adopt a Vape-Free, Smoke-Free Public Spaces Policy</td>
<td>Department Head/City Leaders</td>
<td>Immediate</td>
<td>Staff Time</td>
</tr>
<tr>
<td>4.3.c Adopt an Electronic Device Usage Policy that covers emerging technology such as e-bikes, e-scooters, and other battery-operated devices</td>
<td>Department Head/City Leaders</td>
<td>Immediate</td>
<td>Staff Time</td>
</tr>
</tbody>
</table>
4.3.d Consider Encouraging and Permitting the Use of Technology (i.e., Drones, Augmented Reality Devices) within Select Public Spaces

| Department Head/LOSAC/ City Leaders | Immediate | Staff Time |

4.3.e Leverage opportunities to work with local agencies such as Communities That Care to accomplish shared goals

| Administration | Short-Term | Staff Time |

**Objective 4.4: Maintain Social Services, and Provide Programs, to the 55+ Community**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.4.a Position 55+ Programs and the Senior Center by Understanding Use Preferences</td>
<td>Recreation Staff</td>
<td>Short-Term/ Ongoing</td>
<td>None/May increase cost recovery</td>
</tr>
<tr>
<td>4.4.b Monitor Visitation to the Senior Center to Evaluate Future Use of the Facility</td>
<td>Recreation Staff</td>
<td>Immediate/ Ongoing</td>
<td>None/May increase cost recovery</td>
</tr>
</tbody>
</table>

**Goal 5: Continue to Advance Best Management Practices**

**Objective 5.1: Follow Systematic Processes and Methodologies**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.a Appoint One or Two Staff Persons as the Primarily Responsible Position(s) for Managing the Reaccreditation Process and Include this in Their Position Description</td>
<td>Department Head/Human Resources</td>
<td>Short-Term</td>
<td>Staff Time</td>
</tr>
<tr>
<td>5.1.b Delineate and Document the Process for Delivering Data in a Timely Manner to the City’s GIS Coordinator when New or Modified Data is Available</td>
<td>Staff/ Administration</td>
<td>Mid-Term</td>
<td>Staff Time</td>
</tr>
<tr>
<td>5.1.c Use Maintenance Management Software to Track and Prioritize Maintenance Schedules and Workflow</td>
<td>Staff</td>
<td>Long-Term</td>
<td>$60K-$80K, plus annual costs</td>
</tr>
<tr>
<td>5.1.d Update the Field Use Policy and Ensure it is in Alignment with City Inclusivity Goals and Policies</td>
<td>Recreation Staff</td>
<td>Mid-Term</td>
<td>Staff Time</td>
</tr>
<tr>
<td>5.1.e Schedule Updates to the Master Plan for Every 5-8 Years</td>
<td>Staff/LOSAC</td>
<td>Long-Term</td>
<td>Staff Time/ Plan Cost</td>
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</tbody>
</table>
5.1.f Perform an ADA Self-Evaluation of PROS to determine modifications needed in order to comply with ADA issues  

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.f Perform an ADA Self-Evaluation of PROS to determine modifications needed in order to comply with ADA issues</td>
<td>Staff</td>
<td>Ongoing</td>
<td>Staff Time</td>
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</table>

5.1.g Work with other City Departments to develop an appropriate Transition Plan which addresses non-compliant issues  

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<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.g Work with other City Departments to develop an appropriate Transition Plan which addresses non-compliant issues</td>
<td>Staff/Other Departments</td>
<td>Short-Term</td>
<td>Plan Cost</td>
</tr>
</tbody>
</table>

**Objective 5.2: Address Affordability Issues by Completing a Pricing, Cost Recovery, and Revenue Analysis and Policy**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.a Design and implement a Cost Recovery Methodology and Policy</td>
<td>Staff/Consultant</td>
<td>Short-Term</td>
<td>Staff Time/ $30K-$40K/ May increase cost recovery</td>
</tr>
<tr>
<td>5.2.b Prioritize Any adjustments identified resulting from a Cost Recovery Public Process</td>
<td>Staff</td>
<td>Short-Term</td>
<td>Staff Time</td>
</tr>
</tbody>
</table>

**Objective 5.3: Continue Lafayette’s Image as a Safe Community**

<table>
<thead>
<tr>
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<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.a Incorporate formal practices related to safety and perception of safety, particularly at known areas of concern (i.e., LaMont Does Park and Flagg Park)</td>
<td>Staff/City Leaders</td>
<td>Immediate</td>
<td>Staff Time</td>
</tr>
<tr>
<td>5.3.b Consider activating Flagg Park with a Creative Use such as a Nature Play Area</td>
<td>Open Space/ LOSAC</td>
<td>Mid-Term</td>
<td>$60K-$80K dependent upon site-specific variables</td>
</tr>
</tbody>
</table>

**Objective 5.4: Promote Integration of Lafayette Schools (BVSD) as a Key Partner**

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
<th>Funding Implication</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4.a Continue to identify specific school sites for formal partnerships and collaboration</td>
<td>Staff</td>
<td>Short-Term/ Ongoing</td>
<td>Staff Time</td>
</tr>
</tbody>
</table>
### Objective 5.5: Follow Sustainable Management Processes, Practices and Methodologies

<table>
<thead>
<tr>
<th>Actions</th>
<th>Lead Responsibility</th>
<th>Timeframe to Complete</th>
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</thead>
<tbody>
<tr>
<td>5.5.a Utilize sustainable design practices when designing facilities and methods for operating (i.e., holding zero waste events)</td>
<td>Staff</td>
<td>Ongoing</td>
<td>Staff time</td>
</tr>
<tr>
<td>5.5.b Participate in the development of a Citywide Sustainability Plan</td>
<td>Staff</td>
<td>Short-Term</td>
<td>Staff Time</td>
</tr>
<tr>
<td>5.5.c Reference the NRPA Green Infrastructure in Parks Resource Guide when enhancing public lands</td>
<td>Staff/Department Head/LOSAC/Planning Department</td>
<td>Ongoing</td>
<td>Staff Time/Time of others</td>
</tr>
<tr>
<td>5.5.d Regularly seek information on sustainable management practices using NRPA resources, professional trainings, and peer agency networks</td>
<td>Staff</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
<tr>
<td>5.5.e Continue to use a preventative maintenance approach</td>
<td>Staff</td>
<td>Ongoing</td>
<td>May reduce costs over time</td>
</tr>
<tr>
<td>5.5.f Incorporate green stormwater infrastructure such as bioswales and green roofs in new projects and renovation projects</td>
<td>Staff/Department Head/LOSAC</td>
<td>Ongoing</td>
<td>TBD based on project</td>
</tr>
<tr>
<td>5.5.g Work with City Departments to coordinate and seek grant project opportunities</td>
<td>Staff/Department Head</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
<tr>
<td>5.5.h Support a City-wide Grant Coordinator position</td>
<td>Department Head/LOSAC</td>
<td>Ongoing</td>
<td>% of additional cost for 1 FTE</td>
</tr>
<tr>
<td>5.5.i Partner closely with Sustainability Staff on an ongoing basis to integrate relevant management practices</td>
<td>Staff</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
<tr>
<td>5.5.j Conduct an annual Staff review of the Integrated Pesticide Management Plan and make revisions as necessary</td>
<td>Parks and Open Space Divisions</td>
<td>Ongoing</td>
<td>Staff Time</td>
</tr>
</tbody>
</table>
B. OPEN SPACE-SPECIFIC GOALS, OBJECTIVES, AND STRATEGIES

The following objective and strategy recommendations were developed as part of the 2005 Open Space and Trails Master Plan. These objectives and strategies were not updated in detail during the 2013 PROST Master Plan process. They have since been updated by LOSAC for this 2019 PROS Master Plan Update and are provided as a reference with only minor substantive changes.

Goals, objectives, and strategies are the philosophical core of the Master Plan, providing specific guidance that will assist the City of Lafayette and LOSAC as they develop a high-quality network of Open Space and trails. Goals were outlined in the Introduction, and are re-stated below along with more specific objectives and strategies for their implementation. These elements are defined as follows:

- **OS Goal**: A descriptive statement of desired future conditions for a particular topic pertaining to Open Space (OS).
- **Objective**: A concise statement of what the City wants to achieve for a particular resource or issue.
- **Strategy**: A specific action, technique, or tool that should be used to meet objectives.

**OS Goal 1: Habitat Conservation**

Preserve and enhance significant natural areas and wildlife habitat, as well as the ecological integrity of the greater Lafayette region, while applying a strategic approach to Open Space conservation.

**Objective 1.1 Open Space conservation**

Preserve and protect lands that benefit wildlife and represent the Open Space values of the greater Lafayette community.

**Strategies:**

1.1.1. Use the Open Space ranking model described to identify high-priority areas for conservation.
1.1.2. Complete a continuous network of Open Space that includes conservation areas, buffer areas, and trail corridors identified in the Open Space Recommendations.
1.1.3. Continue to consider the Open Space criteria that are presented in the Open Space Ranking Model to target and conserve Open Space.
1.1.4. Continue to target Open Space acquisitions in a way that is consistent with guidelines and objectives of the City’s Comprehensive Plan.
1.1.5. Where appropriate, incorporate areas within the 100-year floodplain of Rock Creek and Coal Creek into the Open Space system.
1.1.6. Consider the long-term conservation of agricultural lands surrounding Lafayette that are currently protected by Intergovernmental Agreements.
Objective 1.2. Inter-jurisdictional Collaboration
Collaborate with Boulder County, the City and County of Broomfield, and the Cities of Louisville and Erie on the conservation and management of Open Space areas of mutual interest.

Strategies:
1.2.1. Maintain frequent contact with Open Space staff from nearby jurisdictions to coordinate Open Space needs and identify partnership opportunities.
1.2.2. Identify opportunities to collaborate with public or private entities, such as other jurisdictions or a land trust, to identify creative solutions to complex Open Space conservation arrangements.

Objective 1.3. Land Dedication
Work closely with the Lafayette Planning Department to coordinate land dedication requirements that will enhance the overall network of Open Space and trails.

Strategies:
1.3.1. Continue to work with the Planning Department to review development proposals and make recommendations on the appropriateness and location of Open Space dedications.
1.3.2. Work with the Planning Department to review development proposals for mixed use areas to capitalize on opportunities to conserve appropriate Open Space areas and trail corridors.
1.3.3. Avoid pursuing the dedication of lands to Open Space that are not suitable for Open Space or cannot be managed as part of an integrated Open Space system.

Objective 1.4. Conservation Tools
Consider ways to pursue Open Space acquisitions using a variety of tools, including fee title purchases, conservation easements, trail easements, bargain sales, reserved life estates, and others.

Strategies:
1.4.1. Consider a wide range of conservation strategies to maximize the value of Open Space conservation opportunities.
1.4.2. Continue to build a collaborative relationship with Boulder County Open Space, neighboring jurisdictions, land developers, and others to identify and help implement creative conservation strategies.
1.4.3. Increase the use of third-party representatives to initiate, broker, or complete Open space transactions on behalf of the city. This may include county Open Space staff, non-profit conservation organizations, or private consultants who specialize in conservation transactions.
OS Goal 2: Open Space Management

Provide an effective and balanced approach to Open Space management that protects and enhances environmental values.

Objective 2.1. Weed management
Develop and implement a comprehensive weed management strategy for Open Space areas and trails.

Strategies:
2.1.1. Update the Integrated Noxious Weed Management Plan on a regular basis (at least every 5-7 years) to reflect changing conditions. The current plan is in need of updating and should be addressed within the next four years.
2.1.2. Implement outcomes of the Integrated Noxious Weed Management Plan.
2.1.3. Fund any weed management contracts that exist.
2.1.4. Continue visual and photo monitoring of weed infestations to document the success or failure of weed suppression and eradication efforts.
2.1.5. Update weed surveys on Open Space land every five years.
2.1.6. Eradicate new weed infestations quickly to keep them from spreading and to help minimize the expense of long-term weed management.
2.1.7. Meet with maintenance staff annually to identify weed management issues and improve weed management practices.
2.1.8. Encourage maintenance staff to minimize the spread of weeds by washing mowers and vehicles between working in infested and non-infested areas.
2.1.9. Coordinate weed management efforts with ecological restoration and revegetation efforts described in Objective 2.6.
2.1.10. Work with Boulder County to develop and distribute education and outreach materials to inform the public about the importance of weed management on Open Space.

Objective 2.2. Agricultural Stewardship
Develop a strategy for the management and long-term stewardship of agricultural lands in the Open Space system.

Strategies:
2.2.1. In conjunction with the Parks Division, review the agreement with Josephine Roche for future use compatibility with community needs.
2.2.2. Identify existing and proposed agricultural Open Space lands that are not suitable for production. Consider restoring those areas to native grasslands.
2.2.3. If agricultural Open Space is used at all for recreation, design and develop trails and other facilities in a manner that does not interfere with agricultural operations or compromise public safety.
2.2.4. Do not allow grazing or livestock use of Open Space lands, unless it is allowed as part of a conservation agreement or used individually for specific stewardship purposes (such as goats being utilized as a weed control method).
2.2.5. Work with City Council to allow the use of goats on designated Open Space for weed control.

Objective 2.3. Wildlife Management
Develop a strategy for the management of prairie dogs, coyotes, raptors, and other wildlife species that create public or management concerns on Open Space lands (as well as other City-owned, public lands).

Strategies:
2.3.1. Complete a Wildlife Plan that provides guidelines for dealing with specific wildlife conflicts (e.g., prairie dogs, coyotes) as well as general guidelines for the management and protection of a variety of wildlife species.
2.3.2. Update the current prairie dog policy and management strategies to reflect current conditions and preferred methods. Carry Prairie Dog Advisory Working Group (PDAWG) recommendations to City Council for consideration as changes to the existing prairie dog policy.

Objective 2.4. Wildlife Preserve Designation
Continue to establish a wildlife preserve designation for portions of Open Space lands that provide high-quality, rare, or otherwise sensitive wildlife habitat.

Strategies:
2.4.1. Continue to identify and designate certain portions of Open Space lands as Wildlife Preserves. Currently existing Wildlife Preserve designations in the City are: Greenlee Wildlife Preserve and Confluence Wildlife Preserve.
2.4.2. Minimize human disturbance of Wildlife Preserves.
2.4.3. Prohibit through trails and other facilities in Wildlife Preserves. Spur trails into these areas may be appropriate for wildlife observation and educational opportunities.
2.4.4. Aggressively close and revegetate all social trails through Wildlife Preserves.

Objective 2.5. Riparian Habitat Preservation
Protect the quality, continuity, and ecological integrity of riparian habitat areas in Lafayette.

Strategies:
2.5.1. Pursue Open Space acquisitions that protect riparian habitat areas.
2.5.2. Locate trails and facilities, to the extent practicable, outside of riparian habitat areas and protect large patches of contiguous habitat areas.
2.5.3. Minimize trail crossings to avoid fragmenting habitat. However, a single trail crossing is preferable to a trail that runs through the riparian area for a long distance.
2.5.4. Design trails to provide reasonable opportunities to view or access riparian areas or streams to limit the proliferation of social trails.
2.5.5. Focus weed management (Objective 2.1) and ecological restoration (Objective 2.6) efforts on riparian areas to protect and enhance the scenic and wildlife habitat values.
Objective 2.6. Ecological Restoration and Enhancement
Identify and implement opportunities to restore and enhance native plant communities on Open Space lands.

Strategies:
2.6.1. Develop an annual list of prioritized habitat enhancement and restoration projects on Open Space lands.
2.6.2. Identify opportunities to protect and restore native shortgrass prairie on Open Space lands.
2.6.3. Work with the Urban Drainage and Flood Control District to identify opportunities for drop structures, wetland plantings, or other measures to raise the water table in riparian areas, stabilize streambanks, and improve water quality on Rock Creek, Coal Creek, and Bullhead Gulch.
2.6.4. Identify and remove unnecessary culverts or stream crossings and restore those areas to a native riparian community.
2.6.5. Revegetate using native grassland and riparian species to the greatest extent possible. In some cases, non-invasive non-native annual species may be appropriate in the early stages of grassland restoration.
2.6.6. Meet annually with Open Space maintenance staff to coordinate and facilitate habitat enhancement and restoration projects.
2.6.7. Employ weed management (Objective 2.1) and agricultural stewardship (Objective 2.2) to identify agricultural lands to be restored to native prairie.

OS Goal 3. Open Space Recreation
Provide, where appropriate, high-quality outdoor recreation and trail opportunities that are consistent with the values of Open Space lands, provide high quality access between Open Space, parks, and community destinations, and minimize adverse impacts to the environment.

Objective 3.1. Trail System
Develop a multi-tiered trail network on Open Space lands and throughout the city that provides reasonable, environmentally sensitive access to Open Space resources and community destinations.

Strategies:
3.1.1. Continue to use the existing trail system, Map J – General Access to Open Space & Potential Open Space, and any subsequent city-wide multi-modal transportation plan to inform trail-related decision and to provide a well-connected trails system.
3.1.2. Design trails in a manner that avoids fragmenting or impacting riparian habitat or other environmentally sensitive areas, as directed in Objective 2.5, Riparian Habitat Protection.
3.1.3. Design trails with a reasonable buffer when adjacent to residential neighborhoods.
3.1.4. Design trails to minimize impacts on the existing landscape. This can be done by following the existing contours of the land and avoiding native, mature vegetation.
3.1.5. Utilize sustainable trail materials and construction techniques to minimize erosion and maintenance.
3.1.6. Design road crossings in a manner that is safe for trail users, using signalized intersections or below-grade crossings to the greatest extent possible.
3.1.7. Work with adjacent communities to design and develop consistent and continuous trail facilities beyond Lafayette’s city limits.

Objective 3.2. On-Street Bicycle Facilities
Work with the Public Works Department to develop a network of safe and efficient on-street bicycle facilities that complement the off-street trail system.

Strategies:
3.2.1. Contribute to the development of a multi-modal transportation plan that includes detailed recommendations for on street bicycle facilities.
3.2.3. Work with adjacent communities to design and develop consistent and continuous on street bicycle facilities beyond Lafayette’s city limits.

Objective 3.3. Trailheads
Develop additional trailhead facilities to provide access to and information about Lafayette’s Open Space and trail system.

Strategies:
3.3.1. Utilize existing parking areas wherever possible for use as a trailhead. An example is the existing parking lot at Exempla Medical Center near the Rock Creek Trail.
3.3.2. Maintain existing trailhead facilities at the Great Park, Flagg Park, and Thomas Open Space.

Objective 3.4. Open Space Facilities Maintenance
Maintain Open Space facilities, including trails and trailheads to ensure user safety and long-term viability.

Strategies:
3.4.1 All trails should be cleared of vegetation or other obstacles that are located within the zone of clearance.
3.4.2 Periodic maintenance may require temporary trail closures. Adequate signage and potential trail detours are helpful in conveying information to the public and keeping user safety in mind.
3.4.3 Concrete trails should be periodically swept and plowed of snow. Any cracked or damaged concrete should be replaced as soon as possible. The shoulders should be periodically mowed.
3.4.4 Crusher fines trails should be periodically fine graded to smooth out any ruts or irregularities. Weed control is often unnecessary if the trails receive significant use but may be required on some trails. Crusher fines trails should be inspected regularly for signs of erosion. Erosion should be repaired as soon as practically possible. In areas of consistent erosion, products such as “stabilizer” can be added to help prevent further erosion or segments of the trail can be replaced with concrete when practical.

**Objective 3.5. Dogs on Open Space**
Maintain existing dog restrictions on Open Space lands while supporting creative strategies and facilities that will allow dog owners to enjoy appropriate Open Space lands without infringing on the enjoyment of others or degrading wildlife habitat.

**Strategies:**
3.5.1 In accordance with existing policy, enforce leash requirements for all Open Space and trails.
3.5.2 Restrict all dogs, including leashed dogs, from designated Wildlife Preserves.
3.5.3 Support the Parks Department in the development of additional dog parks at appropriate locations throughout the City.
3.5.4 Provide environmentally friendly pet pick-up bags and trash receptacles at all prominent trail access points.
3.5.5 Develop signage and outreach to educate dog owners about dog use policies, and the environmental impacts of dogs in sensitive areas.
3.5.6 Work with the Police Department and Animal Control to maintain a presence on open space trails, educate visitors about on-leash regulations, and take enforcement action when necessary.

**Objective 3.6. Permitted Open Space and Trail Uses**
Public use of Open Space and trails should continue to be limited to passive uses.

**Strategies:**
3.6.1 Continue to allow appropriate public uses, including pedestrian use and bicycle use on all Open Space and trails.
3.6.2 Consider new Open Space and trail uses such as permitting e-bikes and wading in water as they arise. Any new, permissible passive uses should be codified, and signage should be modified to reflect allowable uses.
3.6.3 Use a variety of means, including signs, enforcement, and outreach to manage prohibited uses of Open Space and trails.
3.6.4 Monitor equestrian use along the portions of Rock Creek Trail where it is permitted, and evaluate such use on other portions of the City trail system on a three-year basis.
3.6.5 Designate and sign areas that are closed to public use because of management needs (agriculture) or natural resource protection.
3.6.6 Any exceptions to system-wide use policies (such as equestrian use) should be clearly signed and demarcated.
3.6.7. Continue to allow those uses that are appropriate and consider prohibiting those that cause excessive resource or facility damage or unnecessary user conflicts.

Objective 3.7. Off-Trail Use of Open Space
Allow reasonable off-trail use of Open Space while designing trails and other facilities to minimize the need for Open Space users to leave designated trails.

Strategies:
3.7.1 Design and develop a trail system that provides reasonable, formalized access to viewpoints, streams, and other features to minimize off-trail use and social trails.
3.7.2 Restrict off-trail access in Wildlife Preserves or other environmentally sensitive areas through signage, and if necessary, fencing.
3.7.3 Monitor Open Space areas for increases in social trails or damage from off-trail use.
3.7.4 Close and revegetate problematic social trails or damaged areas through signage, physical obstructions (such as rocks and tree limbs), or if necessary, fencing.
3.7.5 Maintain an awareness of organized off-trail users (such as geocaching groups) and if possible, work with those users to minimize impacts to Open Space resources.

Objective 3.8. Education and Outreach
Increase the awareness and appreciation of the environment, its natural systems, and Open Space resources through the education and outreach guidance outlined in the Education and Outreach Master Plan.

Strategies:
3.8.1 Continue to update and implement the recommendations of the Education and Outreach Master Plan.
3.8.2 Develop interpretive kiosks along trails to educate trail users about the ecology of wildlife preserves, the purpose of certain use restrictions, the history of Lafayette, and the greater Open Space and trails system.
3.8.3 Should the Services Assessment reveal the need at a given point in time, consider expanding environmental education programming either through contractual services or with part-time and/or full-time staff.

Objective 3.9. Historical Interpretation
Increase the awareness of historical sites and structures within the City’s Open Space system.

Strategies:
3.9.1 Designate a LOSAC representative to work with the Lafayette Historic Preservation Board to identify historical sites and interpretation opportunities on Open Space lands.
3.9.2 Incorporate historical sites and context into future revisions of the Education and Outreach Master Plan (see Objective 3.8).
3.9.3 Work with the Historic Preservation Board to design and construct interpretive signs and kiosks at key locations to represent the living history of Lafayette.
3.9.4 Consider opportunities to accommodate the relocation of historic structures on Open Space land when budget has been allocated for the on-going maintenance of said structures.

OS Goal 4: Open Space and Trail Administration
Administer the Open Space and trails program in a manner that is effective, efficient, and responsive to the ever-changing management needs of Open Space and trails.

Objective 4.1. Open Space Funding
Develop and use financial resources for Open Space and trails in a manner that is efficient and equitable and balances the Open Space needs of the community with the ability to generate municipal revenues.

Strategies:
4.1.1 Prepare an annual Open Space budget and a capital improvement plan and program to fund Open Space facilities, maintenance, and programs.
4.1.2 Coordinate Open Space and trail acquisitions, development, and redevelopment with available funding programs.
4.1.3 Maintain reserve funds for maintenance and expansion of Open Space and trails projects.
4.1.4 Evaluate future taxes based upon expected zoning, future development and associated revenues.
4.1.5 Dedicate a portion of the existing Open Space sales tax to issue revenue bonds against the income stream.
4.1.6 Support a City-wide Grant Manager who actively seeks state, federal, and local grants for Open Space acquisition and trail/facility development.
4.1.7 Strategically employ a variety of conservation tools and partnerships to improve the efficiency and value of Open Space conservation (see Objectives 1.1-1.4).
4.1.8 Regularly monitor and review Open Space tax revenue and expenditures.
4.1.9 Create awareness for the economic and health-related benefits of Open Space preservation to residents and City leaders (i.e., stress-reduction, appeal of Open Space characteristics to businesses and developers, access to nature).
4.1.10 Establish a program to secure donations and contributions for the maintenance and/or acquisition of Open Space.

Objective 4.2. Open Space Staffing
Designate and fund an appropriate level of Open Space staffing infrastructure to facilitate ongoing development and sound management of the growing Open Space and trails system.

Strategies:
4.2.1 Consider creating and funding an additional Open Space staff position to support and implement Open Space and trails programs in Lafayette.
4.2.2 Evaluate Open Space and trail maintenance capacity as the system grows.
4.2.3 Work with Open Space maintenance staff and other City departments to continually improve the maintenance of existing Open Space and trails.

**Objective 4.3. Intra-Governmental Cooperation**
Support ongoing cooperation between Parks, Open Space and Golf, LOSAC, and other City departments to foster support for the Open Space Program and efficiency in Open Space and trail implementation and management.

**Strategies:**
4.3.1 Periodically brief other city departments about the Open Space and trails system, its status, issues, and implementation goals.
4.3.2 Work with other city departments to identify shared project goals and partnership opportunities.
4.3.3 Identify opportunities for the sharing and updating of Open Space data and information, including Geographic Information Systems (GIS) with other city departments.

**OS Goal 5: Open Space and Trail Management**
Develop, manage, and maintain the City’s Open Space and trails in a manner that is sensitive to and respectful of adjacent landowners, land uses, and communities.

**Objective 5.1. Good Neighbor Approach**
Manage existing Open Space lands and pursue additional Open Space land in a manner that is cognizant and respectful of the privacy and rights of neighboring landowners.

**Strategies:**
5.1.1 Create and maintain a record of citizen complaints and concerns and their resolution.
5.1.2 Respond to or address citizen complaints in a timely and consistent manner.
5.1.3 Initiate periodic meetings with neighborhood groups that are in close proximity of Open Space areas to identify issues and solicit feedback on current Open Space and trail management and future system expansions.

**Objective 5.2. Encroachment**
Work with Lafayette citizens, maintenance staff, and other city departments to reduce encroachment onto Open Space lands.

**Strategies:**
5.2.1 Remove and document encroachment problems as they arise.
5.2.2 Track areas where encroachment is a recurring problem.
5.2.3 Conduct outreach activities (such as flyers, newsletters, or targeted mailings) to inform citizens about encroachment issues and its enforcement.
5.2.4 Work with the Lafayette Police Department and Code Enforcement Division to help them understand encroachment issues and to develop a protocol for enforcement.
Objective 5.3. Security
Design and manage trail and other Open Space facilities in a manner that protects the safety and security of Open Space users and adjacent landowners.

Strategies:
5.3.1 Design and implement an interconnected trail system that will improve and increase the public use and presence in the system.
5.3.2 Locate and implement trails in a manner that does not leave trail users stranded in an unsafe area.
5.3.3 To the extent possible, locate trails and other facilities a reasonable distance from private property.
5.3.4 Design trails to have appropriate sight distances and visual access to improve security for trail users and adjacent property owners.
5.3.5 Consider the placement of security lighting at trailhead and road crossings.
5.3.6 Ensure that the Open Space Ranger, Lafayette Police Department, and other law enforcement officials are familiar with the Open Space and trails system, as well as potential problem areas.
5.3.7 Enforce prohibitions of motorized use on trails.
5.3.8 Track all reports of suspicious behavior, personal attacks, or property damage and share that information with the Police Department.
5.3.9 In problem or remote areas, consider the installation of emergency call boxes.

Objective 5.4. Wildlife Conflicts
Cooperate with adjacent landowners and trail users to minimize wildlife conflicts.

Strategies:
5.4.1 Protect an interconnected network of wildlife habitat areas to help reduce the occurrence of wildlife conflicts.
5.4.2 Educate residents on how to coexist with wildlife and how to modify habits to reduce possible conflicts.
5.4.3 Create and maintain a record of wildlife-related landowner complaints, and evaluate whether the City can assist addressing those complaints.
5.4.4 Identify and manage recurring wildlife conflict issues on Open Space land.
5.4.5 Establish and maintain a working relationship between Open Space staff and the Boulder County Cooperative Extension Service.
5.4.6 Provide information to help landowners manage and reduce wildlife conflicts on their property. If appropriate, refer them to Colorado Parks and Wildlife (CPW).
5.4.7 Create a Wildlife Plan in collaboration with other PROS Divisions, CPW and other regional partners.
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For educated planning to have occurred, it was elemental to understand current data on Lafayette, including an accurate profile of those who live here. By analyzing this information, insights emerge that can inform decision making and resource allocation strategies for the provision of parks, recreation, Open Space, and trails management.

A. DEMOGRAPHIC PROFILE

This demographic profile was compiled in May 2019 from a combination of sources including the Esri Business Analyst, American Community Survey, and U.S. Census. An overview of key facts is listed below in Figure 2 with a snapshot of economic, educational, and occupational information.

Figure 2: 2018 Lafayette Demographic Overview

Population Projection

In 2018, Esri Business Analyst estimated that the population in Lafayette was 30,928, up about 6,000 residents from 2010. In 2023 and beyond, that number is anticipated to increase significantly. In 2032, the projected population is expected to reach 41,546 people.
**Figure 3: Population Estimates, 2000-2032**

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>23,283</td>
</tr>
<tr>
<td>2010</td>
<td>24,452</td>
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<tr>
<td>2018</td>
<td>30,928</td>
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<td>2023</td>
<td>34,211</td>
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<tr>
<td>2028</td>
<td>37,701</td>
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<tr>
<td>2032</td>
<td>41,546</td>
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### Age Distribution

As shown in **Figure 4** below, there is a wide distribution of age ranges in Lafayette. This suggests that the Department, and the City overall, serves people within a wide age-range. Looking toward 2023, the primary change to note is that people aged 60 and above is projected to continue to increase. This is important for Staff to be aware of with regards to PROS programs, facilities, and amenities.

**Figure 4: Estimated Age Distribution in 5 Year Increments, 2010 through 2023**

Source: Esri Business Analyst
Racial and Ethnic Diversity

**Figure 5** reflects the approximate racial/ethnic population distribution. According to the U.S. Census Bureau, 20 percent of the population in Lafayette identify as being of Hispanic or Latino origin and 84 percent of the population in Lafayette identify as white. The largest minority group of Lafayette identified as a race that was not listed on the U.S. Census.

When comparing this data, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census Bureau note that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish are included in all of the race categories.

**Figure 5: 2018 Racial and Ethnic Diversity Within Lafayette**

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<thead>
<tr>
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<th></th>
<th></th>
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<tbody>
<tr>
<td>Lafayette City, CO</td>
<td>84.19%</td>
<td>1.24%</td>
<td>0.89%</td>
<td>4.01%</td>
<td>0.05%</td>
<td>6.07%</td>
</tr>
<tr>
<td>Colorado</td>
<td>79.68%</td>
<td>4.27%</td>
<td>1.15%</td>
<td>3.22%</td>
<td>0.16%</td>
<td>7.60%</td>
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<tr>
<td>USA</td>
<td>69.95%</td>
<td>12.87%</td>
<td>0.93%</td>
<td>5.68%</td>
<td>0.19%</td>
<td>6.90%</td>
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</tbody>
</table>

Source: U.S. Census Bureau

**B. COMMUNITY INPUT SESSIONS**

Six community input sessions, a joint interview with the Mayor and City Administrator, and a public forum were conducted during February 27-28, 2019. These meetings were held at various locations throughout the City. To solicit participation in these opportunities, Staff used a variety of communication tools including direct emails, City News, and a project webpage. The goal of these sessions was to gather information that would guide the development of the PROS Master Plan needs assessment survey. A total of 156 attendees and participants included:

- Community Members
- Partners and Peer Agency Representatives
- PROS Department and City Staff
A great deal of qualitative information was collected during these input sessions. The full summary memo details the many strengths, challenges, opportunities, and external conditions the session participants identified. Collectively there were eight main themes that arose.

### Key Themes from Community Input Sessions

- Sustainability
- Inclusivity
- Acquisition of designated Open Space
- Accessibility
- Awareness & communication
- Capacity
- Safety at public spaces, and of bike/ped routes
- Connectivity & walkability

### C. COMMUNITY SURVEY SUMMARY

In mid-April 2019, a community survey was conducted using three primary methods:

1. a mailed survey to 3,500 households in Lafayette
2. an online, password protected invitation website
3. an open link survey for all other residents who were not included in invitation sample

The invitation survey (mailed and password protected survey) is considered the statistically-valid survey for this study. Approximately two weeks after the invitation survey arrived at mailboxes, the open link survey was initiated and publicized by PROS Staff. Open link results are kept separate from the invite survey throughout the report. It was promoted widely using multiple techniques including social media, emails, project webpage, etc. The open link survey was made available for those in the area who had not been selected for the statistically valid invitation survey. The invitation survey received a sample size of 598 surveys (margin of error +/- 3.9%) and represents a 17 percent response rate overall – which should be considered by the City an accomplishment. The sample size for open link survey was 239.
For the purposes of this Plan, only a select set of key data points are addressed in this section. However, Appendix A refers to the complete survey report supplied by RRC Associates and can be resourced for details which may be helpful to staff, LOSAC, and City leaders.

Respondent Demography

The age distribution of survey respondents was weighted based on U.S. Census data and well represents the Lafayette community. Most invite respondents were couples with children at home (40%), couples without children (21%), and single without children (14%).

About 15% of invitation respondents identify as Hispanic/Latino/Spanish origin with 4% open link self-identifying in this way. In total, 92% of respondents identified as White, 3% Asian, 3% American Indian/Alaskan Native, 1% Black or African American, 1% Native Hawaiian or Other Pacific Islander, and 4% as Some other race.
Communication Preferences

For the purposes of marketing and creating awareness of services, questions regarding methods of receiving information were asked. E-mail from the City and the Lafayette Recreation Activity Guide rated as top choices as the best ways to receive information on PROS services.

GreenPlay has found that a question frequently asked across the United States in recent years is about language preference for communications from an agency. In Lafayette, the Project Team was similarly interested in obtaining information about this topic. Therefore, the question was asked “In what language would you prefer to receive information from the City of Lafayette?” Almost all respondents (99%) indicated English as their preferred language of choice for receiving information. It is understood that this information represents a sampling of the community and that there likely are community members who prefer Spanish or another language.
Importance – Performance Matrix

Survey results from the questions about the importance and the need of current PROS facilities were combined in a graphic illustration (Figure 8) that shows the “importance” of facilities on the Y-axis and the “needs met” ratings on the X-axis. These matrices provide a means to evaluate potential capital priorities based on the survey data.
Once again, the City has opportunity to acknowledge the good work the Department has done to date. There are few facilities in the upper left quadrant, a positive finding. In general, Lafayette is meeting community needs on the facilities rated most important. Whilst true, indoor aquatic facilities, Waneka Lake facilities, Festival Plaza, and weight room spaces could be considered future priorities for attention.

I think Lafayette does a great job for our household’s needs but always room for improvement. Keeping oil/gas drilling away from our schools/neighborhoods/parks/Open Space is important to me. Keeping our outdoors accessible to and encouraging use by a diverse population (ethnic/socio-economic etc.) is also very important to me.
“Trails and trail connections” along with “Open Space/natural areas” are very important but are considered to be meeting the needs well of Lafayette. Respondents indicate a desire for more trails and Open Space which suggests the need for Lafayette to continue investing in these services, facilities, and amenities.

**Key Survey Findings**

**Trails and Open Space are very important and serving Lafayette well. However, residents desire more throughout the community.**

Trails and Open Space are continually noted throughout the report as very important and critical to the future of the community. Although the City is currently perceived as doing a great job with these facilities/amenities, residents desire more options throughout the region.

**Key Survey Findings**

**Familiarity among both invite and open link respondents is high for PROS services, indicating an engaged community in parks and recreation.**

On a scale where 1=“Not at all familiar” to 4=“Very familiar,” about 75% of invite and 81% of open link respondents rated their familiarity with PROS services either a 3 or 4. These results suggest the greater Lafayette community perceives PROS facilities and services as important to their household.

**Key Survey Findings**

**An equal balance of “preservation/protection” and “passive outdoor recreation” for the future of Lafayette is desired by most respondents in the study.**

Respondents highlighted that “natural resource protection/preservation” and “passive outdoor recreation” were important for the future. However, slightly more respondents prefer natural resource protection over recreation if they did not choose “an equal balance.”
Communication is effective in Lafayette for parks and recreation information, but there is some room to improve among parts of the community. About 54% of invite and 50% of open link respondents rated Lafayette’s effectiveness in communication either a 4 or 5 on a 5-point scale. A smaller, but important, share of respondents (32% invite and 34% of open link) are only moderately familiar.

Respondents are most likely to support a marijuana tax, grants or philanthropic efforts, or support from the Lafayette Foundation as means to fund parks and recreation services and improvements. Support for marijuana tax (78% would support), grants/philanthropic efforts (71% would support), and the Lafayette Foundation (72% would support) received the strongest support from invite and open link respondents. Paid parking (77% would not support), new/increased user fees (53% would not support), and increased property (44% would not support) and sales taxes (36% would not support) received low support from invite and open link respondents.

Respondents identified “safer biking and walking route connections,” “more park amenities,” and “improved communication” as the areas to address in order to increase use of PROS facilities and services. The top two areas among both invite and open link respondents are “safer biking and walking route connections (51% invite and 45% open link)” and “more park amenities (45% invite, 43% open link).” “Improved communication about offerings,” “more restrooms,” and “more programs/community events” were also listed as likely to increase participation.
Respondents prefer Lafayette focus on acquiring “lands that provide regional trail corridors to connect cities and towns” and “ecologically sensitive lands” for the future.
Both invite and open link respondents prioritized “lands that provide regional trail corridors to connect cities and towns” and “ecologically sensitive lands;” however, “community buffers, or Open Space lands between our cities and towns” received a relatively high priority as well.

Community events/festivals, environmental/nature programs, and fitness and wellness programs are high priority programs in Lafayette.
Invite and open link respondents attributed the highest level of priority to these three program types, but cultural and arts programs and aquatic programs were prioritized highly among both groups.

Open-ended comments provide unique insights into respondents’ thoughts about Lafayette PROS and the amenities/services they are provided. Overall comments were positive with a focus on balancing development and Open Space.
When asked to share their thoughts, respondents praised PROS and Lafayette for its efforts and suggest continued improvements to keep up with growth and development.
D. PLACE-BASED COMMENT TOOL SUMMARY

To expand the input reach into the Lafayette community, the Department used an interactive mapping tool called Community Remarks April 26 – May 19, 2019. This online place-based tool allowed for comments to be given in real-time to collaboratively discuss issues relating to PROS services. Use of the tool was marketed by Staff via email, verbally during the Community Input Sessions, and through the project webpage. Just over 50 comments from the general public were collected.

The geographical distribution of remarks suggested that there were no “hot spot” areas that caused a dramatic sense of priority. Rather, the specific comments assisted in further bringing to light issues such as connectivity, public safety, and opportunities for improving awareness of PROS services.

<table>
<thead>
<tr>
<th>General</th>
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</thead>
<tbody>
<tr>
<td>• <strong>Flagg Park safety concerns</strong></td>
</tr>
<tr>
<td>• Lack of awareness on how to use</td>
</tr>
<tr>
<td>Wilson Community Garden</td>
</tr>
<tr>
<td>• Lack of awareness of paved &amp; unpaved routes</td>
</tr>
<tr>
<td>• Offer community clean-up days</td>
</tr>
<tr>
<td>• Lack of sidewalks and sidewalks in poor condition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Parks</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Smaller parks are appreciated, and more are desired</strong></td>
</tr>
<tr>
<td>• STEM-themed Romero Park</td>
</tr>
<tr>
<td>• Request more historic information</td>
</tr>
<tr>
<td>• LaMont Does Park is perceived as unsafe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Open Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish waterways as wildlife corridors</td>
</tr>
<tr>
<td>• Future flood concerns along Coal Creek</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Connections</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Safe routes strongly desired</strong></td>
</tr>
<tr>
<td>• Baseline is an important corridor</td>
</tr>
<tr>
<td>• East-west crossings of 287</td>
</tr>
<tr>
<td>• 95th between Baseline &amp; Arapahoe</td>
</tr>
<tr>
<td>• Downtown – LaMont Does Park</td>
</tr>
<tr>
<td>• <strong>Wayfinding signage could be improved</strong></td>
</tr>
<tr>
<td>• Crosswalks desired</td>
</tr>
<tr>
<td>• Recent work on South Public Road may not be bike-friendly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trails/Pathways Dead Ends</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Goat heads (weeds) are not bike-friendly</td>
</tr>
<tr>
<td>• Bike policing requested along paths</td>
</tr>
<tr>
<td>• 111th underpass doesn’t continue to Silver Creek Park</td>
</tr>
<tr>
<td>• Griffiths pathway to Merlin Rd.</td>
</tr>
<tr>
<td>• Make Harrison bikeable (reroute from South Public Road)</td>
</tr>
<tr>
<td>• Roosevelt to Waneka Parkway</td>
</tr>
</tbody>
</table>
Many of the comments collected were most relevant to the City’s Comprehensive Plan. These comments were provided to the Comprehensive Plan Project Consultant, Rick Engineering.

**E. NATIONAL AND LOCAL PARKS, RECREATION, AND OPEN SPACE INFLUENCING TRENDS**

Understanding the participation levels of the Lafayette residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks, recreation, Open Space, and trails. This information on participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving the community. A full listing of relevant trends is included as Appendix B.

**Ecosystem Services and Conservation Practices**

As stated by the National Parks and Recreation Association (NRPA), “parks and public lands serve an essential role in preserving natural resources and wildlife habitats, protecting clean water and clean air, and providing Open Space for current and future generations. Parks provide an essential connection for Americans of all ages and abilities to the life-enhancing benefits of nature and the outdoors.”

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Public lands are known to improve the quality of life for people across the nation. Additionally, the benefits of conservation and environmental stewardship are many, including:

- Providing carbon-reducing sustainable landscapes that cleanse air and water, replenish aquifers, reduce stormwater runoff, and protect wildlife habitat
- Offering the public access to safe, affordable, and healthy ways to experience and appreciate nature
- Contributing significantly to the economic well-being of communities through energy and resource conservation and providing many economic benefits to communities derived from outdoor recreation

Managing and protecting Open Space, providing opportunities for people to connect with nature, and educating communities about conservation are all incredibly important. One of the key components of conservation is addressing climate change. Local parks and recreation can help by building climate resilient communities through water management, green infrastructure, and sustainability.

A report by NRPA in 2017 titled “Park and Recreation Sustainability Practices” surveyed over 400 park and recreation agencies and found the top five ways that local departments are taking action on conservation and climate change include:

- Alternative Transportation – 77% reduce carbon footprint through offering transportation alternatives
- Watershed Management – 70% adopt protective measures for watershed management
- Air Quality – 53% plant and manage tree canopy that improves air quality
- Sustainable Education – 52% educate the public about sustainability practices
- Stormwater Management – 51% proactivity reduce stormwater through green infrastructure

**Technology**

In our tech-driven society, most of us have come to expect a certain amount of access to what is now basic technology. The vast majority of Americans (roughly 95%) own a cellphone of some kind, and 77% own smart phones. That means that more than three-quarters of the country have phones with touch screen technology (interactive digital displays), GPS, gyroscopes, and mobile access to the internet (either 3G, 4G, or WiFi). They are ready, willing, and able to interact with a wide range of “smart” applications.

While recreational drones have not become widely accepted amongst public land visitors, they are becoming increasingly accepted in these settings. Public land management agencies still, however, are concerned with privacy intrusions and safety concerns. All this aside, the use of drones in conducting public safety missions and improving security in areas that cannot be continually monitored continue to make this technology intriguing.3

Electric Assist Bikes, or e-bikes, e-scooters, and other batter-operated devices are becoming commonplace on both paved and non-paved surfaces. For commuters, this option allows for a quick, convenient, and environment-friendly method of transportation. Within the last year Jefferson County and the City of Fort Collins have both passed ordinances allowing class 1 and class 2 e-bikes on multi-use trails. E-bikes are also allowed in all Colorado State Parks.

**Physical Activities**

According to the U.S. Census, fitness participation amongst adults in Lafayette is similar to the State of Colorado. Walking for exercise is the most common form of exercise in Lafayette. Swimming, weight lifting, and yoga were also popular fitness activities.

**Figure 10: Adult Participation in Fitness Activities**

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3 “Using Technology in Parks & Recreation,” John Rainey
Aquatics and Water Recreation

According to the National Sporting Goods Association (NSGA), swimming ranked second nationwide in terms of participation in 2018. Nationally, there is an increasing trend toward indoor leisure and therapeutic pools. Swimming for fitness is the top aspirational activity for “inactives” in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 “Sports, Fitness and Leisure Activities Topline Participation Report,” representing a significant opportunity to engage inactive populations.

Alternative Transportation and Cycling

Nationally there has been a gradual trend of increasing bicycling and walking to work since 2005. Infrastructure to support biking communities is becoming more commonly funded in communities. Bike share systems, making bicycles available to the public for low-cost, short-term use, have been sweeping the nation since 2010. Twenty of the most populous U.S. cities have a functional bike share system.

The design of a community’s infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy.

Figure 11: Lafayette Commute Profile

Source: Esri

4 “2018 Sport Participation Snapshot,” National Sporting Goods Association, 2018
**Trail Recreation**

For trail-related recreation activities such as hiking, bicycling, and running, the 2016 “Outdoor Recreation Topline Report” indicates a positive three-year trend for trail running, running/jogging, hiking, mountain biking and BMX biking, as shown on Table 1. Additionally, participation in trail running and BMX biking is up significantly over the recent three-year period.

Table 1: Cycling and Trail Recreation Participation by Activity (Ages 6+)

<table>
<thead>
<tr>
<th>Activity</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>3-Year Average Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMX Bicycling</td>
<td>2,168</td>
<td>2,350</td>
<td>2,690</td>
<td>7.5%</td>
</tr>
<tr>
<td>Bicycling (Mountain/Non-Paved Surface)</td>
<td>8,542</td>
<td>8,044</td>
<td>8,316</td>
<td>2.8%</td>
</tr>
<tr>
<td>Bicycling (Road/Paved Surface)</td>
<td>40,888</td>
<td>39,725</td>
<td>38,280</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Hiking (Day)</td>
<td>34,378</td>
<td>36,222</td>
<td>37,232</td>
<td>2.6%</td>
</tr>
<tr>
<td>Running/Jogging</td>
<td>51,127</td>
<td>49,408</td>
<td>48,496</td>
<td>-2.3%</td>
</tr>
<tr>
<td>Trail Running</td>
<td>6,792</td>
<td>7,531</td>
<td>8,139</td>
<td>10.7%</td>
</tr>
</tbody>
</table>

Source: 2016 Outdoor Recreation Participation Topline Report

**Understanding Recreation Preferences**

As demographics are experiencing an age and ethnic shift, so too are people’s daily lifestyles and habits. To effectively and efficiently provide services, agencies should understand customer recreation preferences. It can be helpful to realize the top motivations of identified target markets to understand potential barriers. Also, family and individual recreation patterns and preferences are strongly shaped by cultural influences.

**Baby Boomers**

Baby Boomers are predicted to redefine the meaning of recreation and leisure programming for mature adults. Boomers are second only to Generation Y and Millennials in participation in fitness and outdoor sports.5

Boomers will look to park and recreation professionals to provide opportunities to enjoy many life-long hobbies and sports. When programming for this age group, a customized experience to cater to the need for self-fulfillment, healthy pleasure, nostalgic youthfulness, and individual escapes will be important. Recreation trends will shift from games and activities that boomers associate with senior citizens. Ziegler suggests that activities such as bingo, bridge, and shuffleboard will likely be avoided because boomers relate these activities with old age.

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According to the 2018 “Outdoor Participation Report” by the Outdoor Industry Association, there are a variety of reasons why people do and do not participate. Many of those reasons are similar regardless of demographics, but it is helpful to look at the top motivations of various races to understand potential barriers. Below is a compiled list of the motivations and reasons that various races participate, as well as the top activities that each group participates in.

**Racial and Ethnic Diversity**
Moving forward parks and recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds. According to the 2018 “Outdoor Participation Report,” participation rates among diverse groups is evolving quickly. As communities like Lafayette experience growth, it is important to understand what motivators and barriers exist for various demographic groups in order to provide relevant programs and services.
African Americans

Top Five Reasons to Get Outside:
- Get Exercise (61%)
- Be with Family and Friends (53%)
- Keep Physically Fit (52%)
- Be close to nature (40%)
- Observe Scenic Beauty (33%)

Top Five Reasons not to Participate
- I do not have anyone to participate with (21%)
- Too Busy with Family Responsibilities (20%)
- Outdoor Recreation Equipment is Expensive (19%)
- I do not have the skills or abilities (18%)
- I do not have enough information (15%)

Asian Americans

Top Five Reasons to Get Outside:
- Get Exercise (65%)
- Be With Family and Friends (59%)
- Observe Scenic Beauty (52%).
- Keep Physically Fit (50%)
- Enjoy the Sights and Smells of Nature (50%)

Top Five Reasons not to Participate
- Outdoor Recreation Equipment is Expensive (21%)
- I do not have anyone to participate with (21%)
- I do not have the skills or abilities (20%)
- Too Busy with Family Responsibilities (19%)
- Too busy with other recreation activities (12%)
### Caucasians

**Top Five Reasons to Get Outside:**
- Get Exercise (57%)
- Be with Family and Friends (47%)
- Keep Physically Fit (44%)
- Be Close to Nature (42%)
- Observe Scenic Beauty (37%)

**Top Five Reasons not to Participate:**
- Too busy with family responsibilities (24%)
- Outdoor recreation equipment is expensive (18%)
- I do not have anyone to participate with (18%)
- I do not have the skills or abilities (15%)
- I have a physical disability (11%)

### Hispanics

**Top Five Reasons to Get Outside:**
- Get Exercise (61%)
- Keep Physically Fit (45%)
- Be with Family and Friends (39%)
- Observe Scenic Beauty (33%)
- Be Close to Nature (32%)

**Top Five Reasons not to Participate:**
- Too Busy with Family Responsibilities (19%)
- Outdoor Recreation Equipment is Expensive (18%)
- I do not have anyone to participate with (16%)
- Places for Outdoor Recreation are Far Away (13%)
- Places for Outdoor Recreation are Expensive (13%)
**F. ORGANIZATIONAL ANALYSIS**

**Organizational Changes**

One of the major changes since the 2013 PROST Master Plan was the merging of the Parks, Open Space, and Golf Department and the Recreation and Facilities Management Department in 2016. This combining of the two Departments caused major shifts in roles and responsibilities for a number of staff as well as created opportunities for operations to function in new ways.

**Figure 12: 2019 PROS Department Structure Chart**
This change in structure has now been in place for some time and is need of re-evaluation in terms of appropriate staffing distribution based on roles and responsibilities. A finding was that the Department should work with the City’s Human Resources Department and/or a Consultant to conduct an evaluation to determine if any changes in Divisional staffing levels should be considered.

**Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**

In February 2019, GreenPlay met with a group of PROS Staff to learn about aspects of the Department relevant to this Plan. The input received from staff is illustrated below.

**PROS Staff SWOT Details**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Great Outdoors Waterpark</td>
<td>• Recreation Center needs more space, able to increase programming, fitness limited all programs</td>
</tr>
<tr>
<td>• Better than average athletic fields safer, lot of time and effort, conditions</td>
<td>• Separation of Recreation and Senior Centers</td>
</tr>
<tr>
<td>• Dedicated and talented staff who have freedom to try new programs</td>
<td>• Parking at Waneka Lake Park, Senior Center, and Recreation Center</td>
</tr>
<tr>
<td>• Aquatic programs, all ages, swim lessons, water fitness</td>
<td>• Parking at Great outdoor Park</td>
</tr>
<tr>
<td>• City Trail System, maintenance, trail building, in house</td>
<td>• Parks and Open Space Needs own maintenance facility, more efficient, able to share equipment, equipment damage, appropriate storage at facilities</td>
</tr>
<tr>
<td>• Rec Center 30 years old, renovated to address current trends</td>
<td>• Park designs do not take maintenance into account, landscaping and material plantings</td>
</tr>
<tr>
<td>• Safety, low accidents, internal and external</td>
<td>• Janitorial could be improved</td>
</tr>
<tr>
<td>• Safety coordinator efforts very effective</td>
<td>• Approach to technology, access, barriers</td>
</tr>
<tr>
<td>• Loyal customer base, lots of return business</td>
<td>• Shop space - not enough, need a better shop</td>
</tr>
<tr>
<td>• Competitive Pricing</td>
<td>• Staffing shortages, full-time skilled staff, added two parks recently</td>
</tr>
<tr>
<td>• Silver Creek Park</td>
<td>• Brand inconsistency, no media or graphic person for Department</td>
</tr>
<tr>
<td>• Waneka Boat House</td>
<td>• Collaboration in general, two separate entities, need to unite</td>
</tr>
<tr>
<td>• Strong presence in Silver Sneakers</td>
<td></td>
</tr>
<tr>
<td>Opportunities</td>
<td>Threats</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>• Goat yoga</td>
<td>• Changing demographics</td>
</tr>
<tr>
<td>• Target teenagers – more interactive space</td>
<td>• Managing population growth</td>
</tr>
<tr>
<td>• Obstacle course</td>
<td>• Growth internally</td>
</tr>
<tr>
<td>• Before school program</td>
<td>• Hiring seasonal staff</td>
</tr>
<tr>
<td>• Arts, jewelry, classes</td>
<td>• Properly maintaining existing infrastructure before adding new</td>
</tr>
<tr>
<td>• Artificial turf</td>
<td>• Large population of seniors, hold them in high regard</td>
</tr>
<tr>
<td>• Climbing wall</td>
<td>• Passing on Institutional knowledge</td>
</tr>
<tr>
<td>• Recreation Center with Senior Center</td>
<td>• Paying attention to the surrounding communities’ efforts</td>
</tr>
<tr>
<td>• Youth Center</td>
<td>• Private fitness operations</td>
</tr>
<tr>
<td>• Fieldhouse</td>
<td></td>
</tr>
<tr>
<td>• Therapy pool</td>
<td></td>
</tr>
<tr>
<td>• Swimming pool for fitness only</td>
<td></td>
</tr>
<tr>
<td>• Renovate existing splash area for better use</td>
<td></td>
</tr>
<tr>
<td>• Recreation Access to the Starkey Building</td>
<td></td>
</tr>
<tr>
<td>• Theater</td>
<td></td>
</tr>
<tr>
<td>• Bring water to Greenlee Reservoir year-round, create boardwalks</td>
<td></td>
</tr>
<tr>
<td>• Disc Golf from 9-hole to 18-hole</td>
<td></td>
</tr>
<tr>
<td>• Bike park</td>
<td></td>
</tr>
<tr>
<td>• Separate location for soccer fields (eliminate use of baseball field outfields) – Multi-purpose field complex needed</td>
<td></td>
</tr>
<tr>
<td>• Rental facility at Waneka</td>
<td></td>
</tr>
<tr>
<td>• Electricity at all of the pavilions</td>
<td></td>
</tr>
<tr>
<td>• Separate Disc Golf course on grass</td>
<td></td>
</tr>
<tr>
<td>• Band Shell</td>
<td></td>
</tr>
<tr>
<td>• Renovate in-line hockey rink – pickle ball court or parking</td>
<td></td>
</tr>
<tr>
<td>• Non-resident rates</td>
<td></td>
</tr>
<tr>
<td>• Addressing sustainability</td>
<td></td>
</tr>
<tr>
<td>• Operational procedures should be revisited</td>
<td></td>
</tr>
<tr>
<td>• Keeping the same warm and welcoming feeling</td>
<td></td>
</tr>
</tbody>
</table>
It should be noted that many of the observations and thoughts of staff were in alignment with those comments and responses garnered from the public through the various input methods. General themes of sustainability, addressing growth concerns, providing uncompromised services, and improving awareness are examples of the shared comments.

G. PROGRAMS AND SERVICES ANALYSIS

Overview

PROS provides a very large and diverse program offering. Taken from the 2013 CAPRA Self-Assessment report, the City of Lafayette’s program recreation services were grouped into the following large program areas.

2013 CAPRA Self-Assessment - Recreation Programming Categories

- General Recreation Programs
- Child/Youth Programs
- Fitness/Weight Training Programs
- Senior Programs
- Aquatics Programs
- Athletics Programs for Youth
- Athletics Programs for Adults
- Special Event Athletic Programs
- Special Events
- Parks programs/services
- Open Space Programs/services
- Golf programs/services

The Recreation Programming Objectives previously guided staff in developing recreation programs and services over the past six years.

2013 CAPRA Self-Assessment - Recreation Programming Objectives

- Skill and ability development
- Fitness and exercise
- Socialization
- Increasing self-worth/creativity
- Education
- Competition
- Family togetherness
- Nature/Outdoor Appreciation
- Relaxation

Recently, Recreation staff completed a Recreation Marketing Plan and a Recreation Programming Plan. These two plans provide insight to challenges in providing a quality, diverse, and economically sound recreation program portfolio. The 2019 Recreation Programming Plan revisited the program categories and overall programming strategies which now include the following objectives.
2019 Recreation Programming Plan Objectives

- Provide a wide variety of quality, reasonably priced recreational opportunities for all ages based on community needs
- Offer diverse programming that encourages specific skill-building
- Provide adequate opportunities for public input through participant surveys

The Recreation program offerings are extensive but, to remain competitive, efforts should continue to be made to better serve the participant. Although the City has strong brand recognition amongst its current customers, a focus should be placed on the development of a program portfolio (as a whole Department) that distinguishes the City from its competitors.

**Recreation Programs**

According to a RecTrac Activity Bottom Line Report, in 2018 the Recreation Division offered 1,496 programs that served 8,932 participants. When comparing 2017 data to 2018 data, fewer classes were held in 2017 and more individuals participated in those classes. Less than two percent of individuals were waitlisted in 2017 and 2018 which is within an acceptable level within the Parks and Recreation profession. It is suggested that the Division monitor this data over time to help inform the annual Services Assessment exercise.

**Figure 13: Recreation Participations Comparison, 2017 and 2018**

Source: Staff-provided Reports Extracted from RecTrac
Overall, a wide variety of recreation programs are offered within the categories outlined above although aquatics programs, particularly swim lessons, and programs designed for customers 55+ makeup a noticeable portion of classes. Waitlist numbers are generally spread across the portfolio with the exception of 835930 Day Camp 7:30-6:00 which had 30 percent of the total wait list individuals in 2018.

Senior Services and Programs

The Senior Services Sub-Division offers adults aged 55+, their families, and caregivers a comprehensive series of services and programs in the following four areas: Advocacy, Recreation, Resources, and Nutrition. In addition, the Senior Advisory Board works to advise City Council on matters pertaining to the 55+ population in Lafayette. The Senior Services Center is staffed by three full-time employees. A number of monthly and weekly drop-in activities are held at Senior Services Center. In addition to services and programs available through the Senior Services Center, a wide-variety of registration-based programs such as day trips and AARP classes are offered.

Open Space/Environmental Education Programs

It is important to distinguish that environmental education programs are managed within the Open Space Division. Also, these programs are provided through contractual services provided by Entrepreneurial Earth. The annual series of programming and educational activities that assist the public in understanding Lafayette’s natural surroundings.

Examples of programs offered in 2019 are:

- Put Your Heart into Open Space
- Reptiles and Amphibians of Boulder County
- Bird Watching and Bird Appreciation for Families, Kids and Youth
- Mother’s Day Outing on Coal Creek
- Lafayette Birds
- Hidden Stories of Waneka Lake
- World Migratory Bird Day

In addition to specific programs designed for a variety of target markets, educational trailhead stations were setup along Coal Creek Trail on the 1st Saturday and 4th Sunday of each month, late April through October.

Since the 2017 Nature Kids Jovenes de la Naturaleza (NKJN) project (http://naturekidslafayette.org/home/), the City has emphasized its effort to provide Open Space/environmental education programs through local schools. Varying degrees of success has been found at Alicia Sanchez Elementary School, Ryan Elementary School, Angevine Middle School, and Centaurus High School. The NKJN project recommendations have also begun to be addressed by the Open Space Division with projects like the Alicia Sanchez Elementary Nature Kids Discovery Zone.
H. MARKETING ANALYSIS

The existing Recreation Marketing Plan has identified target markets but has not taken into consideration other key factors such as private sector providers (alternate providers) and nearby communities' program offerings. Staff is aware of the current challenges and opportunities which were also identified during the Information Gathering Phase of this project. Staff, in particular Recreation Division Staff, have indicated an interest in revisiting the overall evaluation of Recreation Objectives, Cost Recovery, target marketing strategies and customer service feedback methods. Although the current environment lends itself to some experimentation on new programming efforts, a more focused approach in program portfolio development is needed. Combining a cost recovery philosophy and policy update with a Services Assessment will allow PROS to develop a well-informed, and therefore, more effective, marketing plan.

2019 Recreation Marketing Plan Analysis Findings

Programs
Analysis of registrations for programs from 2014-2018 indicates that 88 percent of program registrations are from participants under 18. The largest market segment for registrations is for children ages 6-11, which averaged nine percent of all registrations for each respective age within that range, with a total of 52 percent of all registrations in our programs occurring within the 6-11 age range.

Memberships
Analysis of pass memberships from 2014-2018 indicates that the largest age group of pass holders are ages 18-54, with 45 percent of all membership (including Silver Sneakers Memberships and 2018 Water Park Memberships) on average. Membership is much more varied than historical program registration, and those aged 55-76 come in a close second at 34 percent of all pass holders.

I. FINANCIAL ANALYSIS

Current Circumstances
The City’s General Fund provides financial support for all PROS services covered in this Master Plan Update. (Funding for Indian Peaks Golf Course is not included in this analysis.) In 2019, the total operating expenditures budgeted within the General Fund for PROS is $7.9 million, a slight increase from the 2018 General Fund budget. In 2019, the General Fund is budgeted to fund $773,000 in Capital Outlay projects.
General Fund budgets for Department operations are comprised of the following areas:

- 420 Parks, OS & Golf Administration
- 425 Cemeteries
- 430 Parks
- 435 Open Space Maintenance
- 440 Streetscapes
- 520 Recreation & Facility Maintenance Administration
- 530 Water Park
- 555 Building Maintenance

**Figure 14: PROS General Fund Operating Expenditures**


Increases in 2019 General Fund expenditures relate to the reallocation of salary dollars precipitated by a 2018 departmental restructuring and professional services contracts. Other funds for various aspects of PROS services include Legacy Fund, POST Fund, and Conservation Trust Fund. Fund balances for each in recent years are healthy as in the Tables below. Given the community and City Leaders’ desires to maintain what currently exists for PROS services at the current level, these funds, in addition to General Fund resources, should be utilized to focus on keeping existing facilities in good condition.
Table 2: POST Fund Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$90,643</td>
</tr>
<tr>
<td>2016</td>
<td>$338,097</td>
</tr>
<tr>
<td>2017</td>
<td>$651,358</td>
</tr>
<tr>
<td>Projected 2018</td>
<td>$466,006</td>
</tr>
<tr>
<td>Projected 2019</td>
<td>$526,742</td>
</tr>
</tbody>
</table>

Table 3: Legacy Fund

<table>
<thead>
<tr>
<th>Year</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$4,056,836</td>
</tr>
<tr>
<td>2016</td>
<td>$5,209,234</td>
</tr>
<tr>
<td>2017</td>
<td>$4,284,088</td>
</tr>
<tr>
<td>Projected 2018</td>
<td>$4,982,369</td>
</tr>
<tr>
<td>Projected 2019</td>
<td>$5,758,431</td>
</tr>
</tbody>
</table>

Table 4: Conservation Trust Fund Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$212,913</td>
</tr>
<tr>
<td>2016</td>
<td>$388,963</td>
</tr>
<tr>
<td>2017</td>
<td>$586,388</td>
</tr>
<tr>
<td>Projected 2018</td>
<td>$578,027</td>
</tr>
<tr>
<td>Projected 2019</td>
<td>$414,061</td>
</tr>
</tbody>
</table>

Source: 2019 City of Lafayette Budget Summary

LEGACY Open Space FUND
Revenues for this fund accumulate from a 0.25 percent sales tax. In 2017, voters passed Ballot Issue 2A – Open Space Tax Extension which converted the Legacy Open Space Tax into a permanent source of revenue by extending the tax indefinitely. It is dedicated to Open Space acquisition and maintenance.

PARKS, Open Space, AND TRAILS (POST) FUND
This fund was established in 1993 with the adoption of the first Open Space sales and use tax of 0.25 percent. This tax is permanently in effect and is dedicated for POST acquisition and maintenance. This fund is primarily for support of parks and Open Space maintenance.

CONSERVATION TRUST FUND
The purpose of this fund is to account for lottery revenues allocated to the City by the Colorado State Lottery. Annual proceeds have been stable over the past few years at nearly $300,000, and are required to be used for recreation-related purposes.
The support these three additional funding sources provide to PROS should be noted as they provide substantial financial support to PROS. Between 2017 and 2019, these three sources will fund between $2.9-3.2 million dollars in operating and capital expenditures.

**Figure 15: Legacy Fund, POST Fund and Conservation Trust Fund Expenditures, 2017-2109**

![Bar chart showing expenditures from Legacy Fund, POST Fund, and Conservation Trust Fund from 2017 to 2019.](https://www.cityoflafayette.com/DocumentCenter/View/24686/BUDGET-for-General-Budget-link)

Source: 2019 Budget Summary - 10/2/18- FINAL https://www.cityoflafayette.com/

In addition to the funding sources mentioned above, the City also has the ability to utilize Land Dedication and Park Impact Fees. On occasion, the City may negotiate with a developer to accept cash-in-lieu of land dedication. In these cases, monies are collected and distributed to PROS-related budgets.

**Cost Recovery Philosophy**

The cost recovery goal as stated in the Department’s 2013 CAPRA document is to recover hard cost of materials, staffing etc. It is recommended that PROS update its cost recovery philosophy and policy so that program saturation, price sensitivity, product substitution sensitivity, and economic barriers are taken into consideration. Through this effort, a more in-depth pricing comparison can take place with private sector and surrounding communities to better understand the City’s pricing landscape.

**Appendix C** provides PROS with foundational information regarding GreenPlay’s Pyramid Methodology for the creation of a cost recovery and subsidy allocation philosophy and policy. This methodology uses a 10-step process whereby City Leaders (i.e., City Council, City Administration, and advisory bodies), citizens, and staff support the outcomes. In doing
this, the City can then better determine scholarship programming needs, information to help shape a marketing plan, and pricing structures.

**Alternative Funding Mechanisms**

In the Community Survey, a question was asked regarding support for various funding mechanisms that the City should consider in the future. Ranking highest on the list was support for a marijuana tax followed by the pursuit of grants and other philanthropic efforts, including the notion of a foundation in support of parks and recreation.

**Figure 16: Funding and Fees Survey Results**

![Funding and Fees Survey Results](chart)

**Grants**

In the years since the 2013 PROST Master Plan, PROS has been successful at seeking grant funding. Without grant funding, several projects within the Department would likely have taken longer to complete. The Department should continue to strategically seek grant opportunities. To do so most effectively, the Department should work with other City Departments to coordinate grant project opportunities. Ideally, the City would centrally coordinate grant administration and the PROS Department could appropriately support the position budgetarily.

As the City knows grants often supplement or match funds that have already been received. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding. Types of grant opportunities available are described below.
Facilities and Equipment Grants
These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant’s current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

General Purpose or Operating Grants
When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

Management or Technical Assistance Grants
Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

Program-Related Investments (PRIs)—In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Matching Grants
Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Planning Grants
When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.
Private Grant and Philanthropic Agencies
Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: http://www.tgci.com.

Public-Private Partnerships
Public-private partnerships (PPPs) in the Parks and Recreation industry can allow for improved management and operations of facilities and amenities. By allowing partners to bring their strengths together, and clearly defining roles and responsibilities, the weaker aspects of the entities are lessened. Memorandum of Understandings (MOUs) can be a tool for creating PPPs. The Department currently has PPPs in place (ex: fitness and wellness classes and environment education programs contracted to private individuals and businesses). There may be additional opportunities to refine and deepen the use of PPPs to maintain the role of the Department while increasing capacity in operations and management.

As an example, one agency that has utilized the PPP model is Houston Parks and Recreation Department (HPRD - https://www.houstontx.gov/parks/).

Foundations/Gift
These dollars are received from tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, etc.

Friends Associations
These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

Gift Catalogs
Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to an agency.
Volunteer Programs/In-Kind Services
This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

Adopt-a-Park/Adopt-a-Trail
Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park’s vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

Neighborhood Park Watch
As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency’s facilities.

Gifts in Perpetuity

Irrevocable Remainder Trusts
These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates
This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person’s death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

Maintenance Endowments
Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements, and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.
5

INVENTORY AND LEVEL OF SERVICE ANALYSIS

A. EXISTING INVENTORY OF PROS FACILITIES AND AMENITIES

Inventory Methods and Process

A complete geo-spatial inventory was completed as part of the 2013 inventory. This plan updated the inventory and revised the Level of Service (LOS) analysis.

In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, facilities, and other public spaces as parts of a system. This system allows people to exercise, socialize, connect with nature, and maintain a healthy physical, mental, and social wellbeing. It is made up of components that support this goal. A component is a feature that people go to a park or facility to use that serves as an intended activity or destination. Components include assets such as playgrounds, picnic shelters, sport courts, athletic fields and other that allow a park and recreation system to serve its users.

A standardized list of components and modifiers was used to classify each asset in the system, and a range of information was collected:

- Component type and location
- Component functionality
- Site design and ambiance
- General comments
- Site photos

Each component was evaluated to ensure it was serving its intended function within the system. Any components in need of refurbishment, replacement, or removal were noted. Site comfort and convenience amenities called modifiers were also recorded such as shade, drinking fountains, and restrooms.

The update to the 2013 Lafayette PROST Plan involved field visits to all sites to catalog improvements and assess the entire system. A detailed GIS (Geographic Information System) inventory of parks and recreation facilities was assembled and approved by the City of Lafayette in June 2019. The inventory was based on data used in the 2013 GRASP® Level of Service Analysis updated to reflect the current status of every City park, Open Space, or recreation property.
The update for this plan was completed in a series of steps. City staff reviewed the previous site inventory and provided a current list of sites to include. All component data for included sites were then updated to the latest GRASP component list and definitions. A park tour was conducted with staff to provide context to the project team followed by field visits by the project consultant to confirm or revise preliminary component data, add new data, make notes in regard to sites or assets, and develop a complete understanding of the system. The dataset was updated then reviewed and approved by Lafayette staff for use in Level of Service analysis.

Example of inventory map and data sheet submitted to City staff for review and approval.

### Summary of 2019 Lafayette PROS Inventory

The 2019 City of Lafayette Inventory includes the following properties and facilities:
- 52 City of Lafayette park or Open Space sites
- 7 school properties
- 5 City indoor facilities
- 224 total outdoor components
- 53 miles of trails

### Outdoor Locations

For the purpose of discussion, the following classifications loosely apply to the City of Lafayette PROS system.
Community Parks
Community parks are large sites, typically greater than 10 acres, with wide ranging recreation options intended to serve the community at large as well as visitors from nearby. Waneka Lake Park, City Park, Whitetail Park, and Lamont Does Park are all community parks with a variety of activities and dedicated on-site parking areas.

Neighborhood Parks
Neighborhood parks are intended to serve an entire neighborhood or local area of the city. In Lafayette they are typically 1-5 acres in size. Playgrounds are typically provided, and occasionally shelters, with open turf areas. Silver Creek, Autumn Ash, and Cherrywood are good examples of neighborhood parks.

Pocket Parks
Pocket parks are intended for very localized use. They are typically smaller than .5 acre with limited offerings that may include a playground, shelter, and/or a small open turf area. Simpson Mine Park and Spruce Park are good examples of pocket parks.

Schools
School properties provide opportunity for recreation such as playground and schoolyard amenities. However, since public access is limited to non-school hours school sites are included in the level of service analysis with a 50% discount in value. This discount also accounts for the fact that the quality of improvements and maintenance may not always be consistent with City standards.

Open Space Areas
Open Space properties in Lafayette vary greatly in size and natural resource value but include great ecological variety with riparian corridors, prairie grasslands, transitional zones, agricultural properties, and a nature discovery educational area. Conservation lands and Open Space areas with restricted public access are also included in the inventory and analysis for inherent value in urban planning and quality of life. The Open Space Program is discussed in greater detail next section, Section B.

Trails
The City has more than 50 miles of trails included in the project, comprised of hard surface multi-use paths as well as soft surface trails. Proposed trails were included in the project if planned with dedicated funding. Street sidewalks and on-street bicycle lanes were excluded. The location of trails dictates which Division is responsible for their management (e.g., trail components in a park such as Whitetail Park are managed by the Parks Division).
### 2019 Outdoor Inventory

The following outdoor sites were included in the update:

<table>
<thead>
<tr>
<th>City of Lafayette, Colorado</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adler Fingru Open Space</td>
</tr>
<tr>
<td>Angevine Middle School</td>
</tr>
<tr>
<td>Annas Farm Open Space</td>
</tr>
<tr>
<td>Autumn Ash Park</td>
</tr>
<tr>
<td>Beaufrez Barn</td>
</tr>
<tr>
<td>Blue Heron Park</td>
</tr>
<tr>
<td>Bullhead Gulch Open Space</td>
</tr>
<tr>
<td>Centaurus High School</td>
</tr>
<tr>
<td>Cherrywood Park</td>
</tr>
<tr>
<td>City Park</td>
</tr>
<tr>
<td>Coal Creek Memorial Cemetery</td>
</tr>
<tr>
<td>Coal Creek Open Space</td>
</tr>
<tr>
<td>Cottonwood Park</td>
</tr>
<tr>
<td>Cross Ridge Park</td>
</tr>
<tr>
<td>Echternacht Open Space</td>
</tr>
<tr>
<td>Esmail Open Space</td>
</tr>
<tr>
<td>Festival Plaza</td>
</tr>
<tr>
<td>Flagg Park</td>
</tr>
<tr>
<td>Forest Park</td>
</tr>
<tr>
<td>Great Bark Dog Park</td>
</tr>
<tr>
<td>Great Outdoor Water Park</td>
</tr>
<tr>
<td>Great Park</td>
</tr>
<tr>
<td>Greenlee Wildlife Preserve</td>
</tr>
<tr>
<td>Harney Lastoka Open Space</td>
</tr>
<tr>
<td>Heron Lake Open Space</td>
</tr>
<tr>
<td>Inspire Trail and Nature Discovery Area</td>
</tr>
<tr>
<td>John Breaux Park</td>
</tr>
<tr>
<td>Kneebone Open Space</td>
</tr>
<tr>
<td>Lafayette Cemetery</td>
</tr>
<tr>
<td>Lafayette Elementary School</td>
</tr>
<tr>
<td>Lafayette Skate Park</td>
</tr>
<tr>
<td>LaMont Does Park</td>
</tr>
<tr>
<td>Lindenwood Park</td>
</tr>
<tr>
<td>Lowes Waneka Open Space</td>
</tr>
<tr>
<td>Mayhoffer Farm Open Space</td>
</tr>
<tr>
<td>Mayhoffer Open Space</td>
</tr>
<tr>
<td>Nyland Open Space</td>
</tr>
<tr>
<td>Ofelia Miramontes Park</td>
</tr>
<tr>
<td>Outdoor Classroom</td>
</tr>
<tr>
<td>Peak to Peak Charter School</td>
</tr>
<tr>
<td>Pioneer Elementary School</td>
</tr>
<tr>
<td>Powerline Trail Corridor</td>
</tr>
<tr>
<td>Prana Park</td>
</tr>
<tr>
<td>Red Oak Park</td>
</tr>
<tr>
<td>Rock Creek Open Space</td>
</tr>
<tr>
<td>Romero Park</td>
</tr>
<tr>
<td>Rothman Open Space</td>
</tr>
<tr>
<td>Ryan Elementary School</td>
</tr>
<tr>
<td>Sanchez Elementary School</td>
</tr>
<tr>
<td>Silver Creek Park</td>
</tr>
<tr>
<td>Simpson Mine Park</td>
</tr>
<tr>
<td>Spruce Park</td>
</tr>
<tr>
<td>Sunset Maple Park</td>
</tr>
<tr>
<td>The Farm</td>
</tr>
<tr>
<td>Thomas Open Space</td>
</tr>
<tr>
<td>Two Creeks Open Space</td>
</tr>
<tr>
<td>Waneka Lake Park</td>
</tr>
<tr>
<td>Waneka Landing Open Space</td>
</tr>
<tr>
<td>Warembourg Open Space</td>
</tr>
<tr>
<td>Whispering Meadows Park</td>
</tr>
<tr>
<td>Whitetail Park</td>
</tr>
<tr>
<td>Wilson Community Garden</td>
</tr>
<tr>
<td>Yarrow Park</td>
</tr>
</tbody>
</table>

The following park project, currently master planned and funded for construction, was included in the 2019 inventory:

Silo Open Space
**Indoor Facilities**
The following Indoor Facilities were included in the GRASP® Inventory and Analysis:
- Arts Collective
- Beauprez Barn
- Bob L. Burger Recreation Center
- Thomas Open Space Barn
- Senior Services Center

**Study Area**
The GRASP® Inventory and Analysis used Lafayette city limits as the project study area, to include all annexations.

**Figure 17: City of Lafayette and Surrounding Communities**
For clarity and ease of reference all analysis maps exclude the Goose Haven Reservoir in the north as this “flagpole” annexation is a working quarry site with no population.

**Figure 18: City of Lafayette Parks, Recreation, Open Space and Trails System**

**Assessment Summary**

Based on field site visits, an orientation tour with City staff, and assessment of site improvements, operations, and maintenance standards the following general observations since 2013 were made:

- Historic community w/character and favorable geography, mountain vistas, mature tree canopy, and various open bodies of water
- Recreation system sites well distributed
- Broad range of options, variety of experiences
- Well-connected trail system clearly a priority
- Notable improvements since 2013
  - Development of Silver Creek Park
  - Acquisition of Mayhoffer Farm Open Space with joint ownership partners
  - Partnership with Boulder Valley School District to provide City managed Open Space in an area of town with limited access to City owned park lands
- Addition of several new trail alignments
- Addition of Highway 7 pedestrian crossing
- Design and Phase 1 installation of new signage family Citywide
- Removal of public safety hazard and/or nuisance landscaping
- Replacement of annual plantings with xeric perennials in select locations
- Expanded use of xeric native grasses

- Does opening The Great Outdoors Waterpark qualify as a significant site improvement?

**Population Density**

When discussing access to recreation it is helpful to understand population density and distribution. In Lafayette, population density is relatively consistent with greater than 1,000 residents per square mile in most developed parts of city. Exceptions are found in the northwest and eastern parts of the city, with fewer than 1,000 inhabitants per square mile.

*Figure 19: City of Lafayette Population Density*

Based on United States Census Blocks.
Areas of higher population density in Map X above are shown in darker tones with less densely populated areas shown lighter in color. Population density in Lafayette reflects single-family home housing stock and suburban development patterns, comparable to that of neighboring communities. Density can be revealing in understanding the impact of parks and recreation service. Particularly in study areas with a wide range of population densities, comparison with the level of service analyses can be illuminating and guide decision making and help prioritize future park and recreation improvements. As higher density housing stock is planned for development in Lafayette, park planning should reflect that dynamic to meet the needs of these incoming residents.

B. OPEN SPACE AND TRAILS PROGRAM

Definition of Open Space

In 2001, the definition of Open Space in the City of Lafayette was codified by the City Council and placed into Section 26-8-1 of the City's Development Code: “Open Space means privately-owned property protected by real covenant, or publicly-owned property protected by real covenant and/or designated by ordinance or resolution of the city council, which real covenant or designation designates the property for use as one (1) or more of the following: a community buffer; a wildlife corridor and habitat area; a wetland; a view corridor; agricultural land; an area of archaeological, historical, geologic or topographic significance; an area containing significant renewable and/or nonrenewable natural resources; and/or other undesignedated, typically non-irrigated, undeveloped land uses. Open Space shall not include parks or developed active recreation areas.”

Section 12.1 of the City Charter specifies that City Council is responsible for the purchase and sale of all City property, and that any property used or held for Open Space or park purposes cannot be leased or sold without the question of such lease or sale being submitted to a vote of the people (City of Lafayette 2004). There have been efforts to officially designate Open Space parcels to ensure that they cannot be sold, and to also ensure that they are distinct from other City-owned "open lands" that are not intended for or managed as Open Space. However, it appears that the Open Space Definition that was approved by City Council and the protections described above in Section 12.1 sufficiently protect existing Open Space from being sold without public consent. It is the City's standard to acquire Open Space land on a willing buyer/willing seller basis, and to pay full market value for the land. This does not preclude the City from pursuing other transaction arrangements on a voluntary basis that reduce costs to the City and may result in tax or other benefits to the seller.
City of Lafayette Open Space Advisory Committee

In 1992, the Lafayette City Council created the City of Lafayette Open Space Advisory Committee (LOSAC). LOSAC was created to serve in an advisory capacity and to make recommendations to the City Council on the following matters:

- To examine the needs of the City for additional Open Space which has not already been identified on the City’s Comprehensive Plan, and to make recommendations to the Planning Commission and City Council with respect to the location and identification of such additional Open Space for inclusion in the City’s Comprehensive Plan
- To assist the City Council in establishing priorities for the acquisition of park and Open Space properties, funds permitting
- To examine and make recommendations to Council with respect to the possible sources of funding for the purchase of land by the City of Lafayette for use as developed parks, preservation of Open Space, establishment of trails, and other similar purposes
- To serve as a citizen Tree Board for the City of Lafayette. The Tree Board shall establish the standards necessary for Lafayette to receive Tree City USA designation from the National Arbor Day Foundation (added in 1994)
- To make recommendations to Council regarding management policies for Open Space and the process by which these policies are assigned to City-owned land (added in 1996)

Our mission is to identify and prioritize potential Open Space acquisitions for the City of Lafayette; to recommend the best possible uses for such properties, and to develop policies for a comprehensive Open Space plan. We strive to increase public awareness of Open Space through education and outreach activities designed for all age groups in the community. Our purpose is to preserve lands for recreational use by Lafayette’s citizens; to protect habitats that are critical to area flora and fauna; and to safeguard areas of historical, archaeological, and topographic significance. It is our intention that these goals work together toward enhancing the quality and uniqueness of Lafayette, while preserving its character and identity.
Financial Information

Lafayette’s Open Space Program began in 1991, with the passage of a permanent 0.25% sales and use tax for Open Space and park land acquisition and for maintenance. This fund is known today as the Parks, Open Space, and Trails (POST) Fund. In 1999, Lafayette voters authorized a 0.25% increase in the City’s sales and use tax rate for the acquisition of land for use as dedicated Open Space. This “Legacy Open Space Tax” was extended by Lafayette voters in 2003 and 2012, and in addition to using the tax funds for Open Space acquisition, voters approved use of the funds for maintenance of Open Space properties. In 2017, voters passed Ballot Issue 2A – Open Space Tax Extension which converted the Legacy Open Space Tax into a permanent source of revenue by extending the tax indefinitely. Doing this allowed the City to finance the purchase of large parcels of Open Space by guaranteeing an on-going revenue stream.

By the end of 2017, the Legacy Fund yielded a fund balance of $4.3 million. To date, the Legacy Open Space Tax has allowed the City to acquire 1,298 acres of Open Space property. Nearly 600 additional acres have been identified for future purchases.

Table 5: Legacy Fund Balance

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<thead>
<tr>
<th>Year</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
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<tr>
<td>2016</td>
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<td>2017</td>
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<td>$4,982,369</td>
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<tr>
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<td>$5,758,431</td>
</tr>
</tbody>
</table>

Source: 2019 City of Lafayette Budget Summary

Also, in support of maintenance of Open Space and trails, alongside the maintenance of parks, a sales tax called the Legacy Open Space tax was approved in 1999. This is a 0.25 percent sales tax that exists in perpetuity.

Table 6: POST Fund Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$90,643</td>
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<tr>
<td>2016</td>
<td>$338,097</td>
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<td>2017</td>
<td>$651,358</td>
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<td>Projected 2018</td>
<td>$466,006</td>
</tr>
<tr>
<td>Projected 2019</td>
<td>$526,742</td>
</tr>
</tbody>
</table>

Source: 2019 City of Lafayette Budget Summary
**Revenue Bonds**

The City of Lafayette is authorized to issue revenue bonds payable by a dedication of the sales tax for the purpose of financing capital improvements. Under Colorado law any issuance of new debt requires a majority vote in a general election (held in November of each year). Once approved by the voters, if the municipality has pledged sales or use tax revenue to a fund for the purpose of capital improvements, the revenue bonds may be authorized and issued by City Council Ordinance. For purposes of debt limitation calculations revenue bonds are not considered when calculating the statutory debt limitations.

**D. LEVEL OF SERVICE UPDATE ASSESSMENT**

**GRASP® Level of Service Analysis**

GRASP® Level of Service Analysis evaluates how parks, Open Space, trails, and school facilities in the City of Lafayette serve the community. Utilizing GIS applications and proprietary methods the GRASP® system builds a model of the Lafayette PROS system to determine service levels. It is a tool to benchmark current access to recreation, identify gaps in service, and serve future planning efforts.

Level of Service may be defined as the extent to which a recreation system provides residents of a community access to recreational assets and amenities. It is indicative of the ability of people to pursue active lifestyles and can have implications for health and wellness, the local economy, and quality of life. Further, GRASP® Level of Service for a recreation system tends to reflect community values. It is often emblematic of the manner and extent to which people are connected to their communities, especially true in Colorado where residents lead active lifestyles focused on outdoor recreation and healthy living.

A further explanation of the methodology used to conduct the GRASP® analysis can be found in *Appendix D*.

**General Access to Outdoor Recreation**

This perspective is intended to capture access to outdoor recreation for users traveling from home or elsewhere to a park or school facility by way of automobile or bicycle. It highlights areas of Lafayette with more or better park and recreation assets available within one mile. Trails are included in this analysis.
The “heat map” created to examine General Access to Recreation shows the central core of Lafayette, including downtown, has the greatest service concentration. Despite this “hot spot” the analysis indicates good service distribution with the entirety of the city within one mile of a recreation of a park and outdoor recreation feature. Access to recreation is more limited at the periphery. Another type of analysis reveals more about these lower service areas.

A variation on the heat map is the “threshold map” which displays the same data based on a minimum standard, or threshold value. This perspective is intended to identify gap areas, parts of the city with opportunity for improvement as compared to other areas of Lafayette that already meet the target standard. For this purpose, only service areas within city limits are included.
For the City of Lafayette GRASP® analysis the minimum standard threshold of 91.0 is the same value used in the 2013 project. This is roughly equivalent to a park or Open Space site with trail access and up to nine standard components. Notable park lands of similar values include Coal Creek Open Space, Festival Plaza, Great Bark Dog Park, Greenlee Wildlife Preserve, or Simpson Mine Park. This threshold value was used as a cut-off above which the standard is met, below which it is not. The results are mapped, charted, and used for additional analysis.

This perspective indicates 87% of the city limits meets or exceeds the threshold value. Service gaps exist on the west and east edge of town in areas that are undeveloped, industrial, or HOA served.
The threshold analysis may be further examined based on population. This can be more illuminating than a service assessment based on city acreage as it reveals service levels where people actually live within Lafayette. For General Access this shows that service is in fact exceptional, with 96% of Lafayette residents living within one mile of recreation that meets or exceed the minimum standard threshold. Most other populated areas do have General Access within one mile but do not meet the threshold.

**Figure 22: General Access to Outdoor Recreation Based on Population**

![Pie chart showing General Access to Outdoor Recreation based on population.](image)

**Walkable Access To Outdoor Recreation**

This perspective examines access to recreation components by walking. One-half mile service areas have been applied to each component and location and represent a ten-minute walk. The walkability analysis also accounts for barriers to non-motorized travel, thus, service areas are limited by these obstacles.

**Barriers**

Walkability can often be limited by environmental barriers that restrict non-motorized travel. Several such obstacles to walkable access, highways and major roads within the City of Lafayette, were identified for the project. These include:

- US Highway 287
- Arapahoe Rd
- Baseline Rd
- 95th St/State Highway 42
- South Boulder Rd
- Empire Rd
- 120th St/119th St

Walkability is a measure of how user-friendly an area is to people travelling on foot. A walkable environment benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability that may not be captured in a GRASP® analysis including the presence or absence and quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety. Walkability is an important factor in provision of recreation as one of every three Americans is unable to drive a vehicle due to youth, advanced age, or disability.
To account for these walkable service areas in the GRASP® Level of Service analysis have been “cut-off” by identified barriers. Barriers define zones that serve as discrete areas of Lafayette within which any facilities are accessible without crossing a major barrier. Due to pedestrian crossings and greater walkability along South Boulder Road near City Hall, this barrier was made porous between US Highway 287 and Saratoga Dr for the GRASP® analysis.

Figure 23: Walkability Barriers
This perspective indicates 95 percent of Lafayette city limits is within a ten-minute walk of at least one recreation opportunity, with pockets of higher service around Waneka Lake, City Park, Lamont Does, and Whitetail Park.
More than half of city limits, at 57 percent, meets the minimum standard threshold, mostly areas in the city core. Upon examination of population data, however, these areas of above threshold walkable service are where 82 percent of residents actually live. Population analysis further indicates that 99 percent of Lafayette residents have walkable access to some form of outdoor recreation. Gap areas identified for walkable access are in parts of the city that are undeveloped, industrial, commercial, or served by HOA providers as indicated by land use patterns.

Barriers do not significantly limit walkable access to recreation in Lafayette. This is an important finding that suggests good connectivity and a very walkable community driven by Lafayette’s well-developed trail system and good distribution of parks and recreation opportunities.
General Access to Indoor Recreation

One further analysis, General Access to Indoor Recreation, shows one-mile access to indoor recreation. Most of the city, at 76 percent, has general access to an indoor recreation site, including both City owned and school facilities that accommodate City programming. This indicates good coverage as an indoor analysis more typically uses 2- or 3-mile service areas. Highest service levels are displayed around Bob Burger Recreation Center with a high concentration in downtown Lafayette. No threshold analysis was conducted due to a lack of a reliable minimum standard for indoor recreation.
Figure 27: General Access to Indoor Recreation
Trails, skate parks, and athletic fields, for example, are rated high with a multiplier (3) due to their inherently active uses and high volume of users. The moderate level rating (2) applies to local playgrounds, open turf areas, and swimming pools. Dog parks and picnic shelters by contrast are ascribed the lowest rating (1) as these types of features have limited inherent active use value.

Service areas of both 1-mile and 1/2-mile are applied in this analysis to account for active transportation options, such bicycling and skateboarding, as well as walkability. This approach is supported by the well-developed trail system and good connectivity in the City of Lafayette. A threshold was also applied that roughly equates to the minimum standard already discussed and the General Access and Walkable Access analyses. For the GRASP® Active analysis these relates to approximately eight moderate rated components. Below threshold areas are also shown that reflect four such components, and one single component respectively.
Results of the GRASP® Active analysis are quite similar to the General Access analysis, with the same gap areas identified. As mentioned, these areas on the west and east edge of the city are in parts of town that are undeveloped, industrial, or HOA served.

Based on population, 93 percent of Lafayette residents have access to active recreation at above-threshold levels. Nearly all residents (99%) have access to at least one active recreation component.

**Figure 29: Lafayette Population with General Access to Active Recreation**
Figure 30: General Access to Existing Open Space and Potential Open Space

The analysis and resulting heat map shows good distribution of Open Space lands throughout the city, with highest concentrations outside of downtown, encircling the city core with particularly high service west of US 287. No threshold analysis was conducted due to a lack of a reliable minimum standard for Open Space.

**Potential Open Space (LOSAC Ranked)**

The consultant team also worked with the Lafayette Open Space Advisory Committee (LOSAC) to identify areas in and around the city to target for potential Open Space acquisition in the future. The results are overlaid on the heat map.
**Utilizing GRASP® Perspectives**

GRASP® perspectives are used to evaluate Level of Service throughout a community from various points of view. Their purpose is to reveal gaps in access to recreation and provide a metric to use in understanding a recreation system.

However, it may not be necessary that all areas of a community be equally served. Target service levels for a particular area may depend on the type of service being analyzed, land use, community need, population density and growth forecasts, and planned future development.

Commercial, institutional, and industrial areas might reasonably be expected to have lower GRASP® Level of Service than residential areas. Access to recreation in high density or low density areas may also vary appropriately. Undeveloped parts of a study area may be prioritized as future opportunities arise. Alternative providers, such as HOAs and local districts, can also supplement public park and recreation provision which may be considered in planning efforts.

GRASP® perspectives are intended to focus attention on gap areas for further scrutiny but must be considered with such factors in mind. Maps, charts, and other GRASP® deliverables provided should be employed as additional tools to assist staff in future planning efforts.

**LOS Summary**

The City of Lafayette currently provides high quality, well-distributed park and recreation service to its residents. This is indicated in each analysis conducted in the 2019 GRASP® Inventory and Level of Service (LOS) Analysis. The LOS findings are summarized below:

- At the time of this analysis, nearly all residents have excellent General Access to parks, Open Space lands, and recreation opportunities with 96% of the population living within one mile of service offerings that meet the minimum standard set specifically for the City of Lafayette. This exceptionally high GRASP® standard, the same used in the 2013 PROST analysis, is comparable to the service provided by Coal Creek Open Space, Festival Plaza, Greenlee Wildlife Preserve, Great Bark Dog Park, or Simpson Mine Park. This finding essentially indicates that 96 percent of residents have access to service levels within one mile from home that meet or exceed that provided at these unique and high-quality showcase properties in Lafayette.
• Walkable Access to recreation is exceptional in Lafayette, as 4 of every 5 residents has walkable access to the minimum standard service level discussed above, even accounting for pedestrian barriers such as highways and major roads. Beyond that nearly every resident, 99% of city population, has walkable access to at least one recreation opportunity within a half mile of home.

• Further, 76% of the population lives within a mile of General Access to Indoor Recreation, impressive as larger service areas of 2 or 3 miles are typically accepted as adequate service for indoor facilities.

• All residents have one-mile General Access to Open Space, of particular importance given the high priority of natural areas and open lands as indicated in the community needs assessment.

• The GRASP® Active Public Health perspective revealed that 99 percent of residents live within one mile of an opportunity for active recreation. More impressive, 93 percent of the population lives in service areas that meet minimum standard set to align with that applied in other analyses, and roughly equates to access to 8 or more active recreation offerings.

• It is notable that gap areas identified for all analyses are in parts of the city that are undeveloped, industrial, commercial, or served by HOA providers as indicated by land use patterns. Population density analysis further supports this assertion as these gap areas overlap with lower density parts of town. This is an important finding. Due to the high service standards, good distribution of park lands and recreation offerings, and an exceptional trail system there are no priority areas recommended for targeted improvement as a result of this Level of Service analysis.

Altogether these findings suggest excellent service in the City of Lafayette, and a bright outlook for residents interested in high quality, conveniently located, well-connected recreation opportunities now and in the future. These findings clearly reflect a community emphasis on active living and a commitment from City staff to well serve the entire community and continue to meet the highest standards for the PROS system.
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City of Lafayette PROS 2019 Survey
Final Report
# Table of Contents

- Intro, Methodology & Key Findings
- Current Participation
- Communication and Vision
- Current Activities and Facilities
- Future Facilities, Amenities, and Programs
- Financial Choices/ Fees
- Suggestions
- Cross-tab Results (Invite)
INTRODUCTION

The purpose of this study was to gather community feedback on the City of Lafayette’s facilities, programs, open space, trails, future planning, communication, and more.

This survey research effort and subsequent analysis were designed to assist the City of Lafayette in developing a plan to reflect the community’s needs and desires.
METHODOLOGY

The survey was conducted using three primary methods: 1) a mailed survey to 3,500 households in Lafayette, 2) an online, password protected invitation website, 3) an open link survey for all other residents who were not included in invitation sample. The invitation survey (mailed and password protected survey) is considered the statistically-valid survey for this study. Approximately two weeks after the since the invitation survey arrived at mailboxes, the open link survey was initiated. Open link results are kept separate from the invite survey throughout the report. It was promoted widely using multiple techniques including social media, emails, etc. The open link survey was made available for those in the region who had not been selected for the statistically valid invitation survey. The invitation survey received a sample size of 598 surveys (margin of error +/- 3.9%) and represents a 17% response rate overall. The sample size for open link survey was 239.

The forthcoming analysis primarily focuses on the “invitation survey” as it is the statistically-valid sample of respondents for Lafayette. However, open link results are compared to invitation results throughout the report.

For the total invitation sample size of 598, margin of error is +/- 3.9 percent calculated for questions at 50% response (if the response for a particular question is “50%”—the standard way to generalize margin of error is to state the larger margin, which occurs for responses at 50%). Note that the margin of error is different for every single question response on the survey depending on the resultant sample sizes, proportion of responses, and number of answer categories for each question. Comparison of differences in the data between various segments, therefore, should take into consideration these factors. As a general comment, it is sometimes more appropriate to focus attention on the general trends and patterns in the data rather than on the individual percentages.
WEIGHTING THE DATA

The underlying data from the invitation data were weighted by age and Hispanic/Latino/Spanish origin to ensure appropriate representation of Lafayette residents across different demographic cohorts in the sample.

Using U.S. Census Data, the age and Hispanic/Latino/Spanish origin distributions in the sample were adjusted to more closely match the population profile of Lafayette.

Due to variable response rates by some segments of the population, the underlying results, while weighted to best match the overall demographics of residents, may not be completely representative of some sub-groups of the Lafayette population.
**KEY FINDINGS**

Trails and open space are very important and serving Lafayette well. However, residents want more throughout the community.

- Trails and open space are continually noted throughout the report as very important and critical to the future of the community. Although the City is currently perceived as doing a great job with these facilities/amenities, residents desire more options throughout the region.

Familiarity among both invite and open link respondents is high for PROST services, indicting an engaged community in parks and recreation.

- On a scale where 1=“Not at all familiar” to 4=“Very familiar”, about 75% of invite and 81% of open link respondents rated their familiarity with PROST services either a 3 or 4. These results suggest the greater Lafayette community perceives PROST facilities and services as important to their household.

An equal balance of “preservation/protection” and “passive outdoor recreation” for the future of Lafayette is desired by most respondents in the study.

- Respondents highlighted that “natural resource protection / preservation” and “passive outdoor recreation” were important for the future. However, slightly more respondents prefer natural resource protection over recreation if they did not choose “an equal balance.”
KEY FINDINGS

Communication is effective in Lafayette for parks and recreation information, but there is some room to improve among parts of the community.

- About 54% of invite and 50% of open link respondents rated Lafayette’s effectiveness in communication either a 4 or 5 on a 5-point scale. A smaller, but important, share of respondents (32% invite and 34% of open link) are only moderately familiar.

Respondents are most likely to support a marijuana tax, grants or philanthropic efforts, or support from the Lafayette Foundation as means to fund parks and recreation services and improvements.

- Support for marijuana tax (78% would support), grants/philanthropic efforts (71% would support), and the Lafayette Foundation (72% would support) received the strongest support from invite and open link respondents. Paid parking (77% would not support), new/increased user fees (53% would not support), and increased property (44% would not support) and sales taxes (36% would not support) received low support from invite and open link respondents.

Respondents identified “safer biking and walking route connections,” “more park amenities,” and “improved communication” as the areas to address in order to increase use of PROS facilities and services.

- The top two areas among both invite and open link respondents are “safer biking and walking route connections (51% invite and 45% open link)” and “more park amenities (45% invite, 43% open link)”. “Improved communication about offerings,” “more restrooms,” and “more programs/community events” were also listed as likely to increase participation.
KEY FINDINGS

Respondents prefer Lafayette focus on acquiring “lands that provide regional trail corridors to connect cities and towns” and “ecologically sensitive lands” for the future.

- Both invite and open link respondents prioritized “lands that provide regional trail corridors to connect cities and towns” and “ecologically sensitive lands;” however, “community buffers, or open space lands between our cities and towns” received a relatively high priority as well.

Community events/festivals, environmental/nature programs, and fitness and wellness programs are high priority programs in Lafayette.

- Invite and open link respondents attributed the highest level of priority to these three program types, but cultural and arts programs and aquatic programs were prioritized highly among both groups.

Open-ended comments provide unique insights into respondents’ thoughts about Lafayette PROS and the amenities/services they are provided. Overall comments were positive with a focus on balancing development and open space.

- When asked to share their thoughts, respondents praised PROS and Lafayette for its efforts and suggest continued improvements to keep up with growth and development.
The majority of invitation respondents are female (56%) with 44% male. Open link respondents include a higher proportion of females (70%). This is not uncommon in surveys females are more likely to participate in this type of research. The age distribution of survey respondents is weighted based on U.S. Census data and it well represents the Lafayette community. Most invite respondents are couples with children at home (40%), couples without children (21%), and singles without children (14%). Open link responses are similar to invitation respondents for household status and slightly older in their age distribution.
About 15% of invitation respondents identify as Hispanic/Latino/Spanish origin with 4% open link self-identifying in this way. In total, 92% of respondents identify as White, 3% Asian, 3% American Indian/Alaskan Native, 1% Black or African American, 1% Native Hawaiian or Other Pacific Islander, and 4% some other race.

Household income is most identified in the $100,000-$149,000 category (29%) with 17% earning $150k-$199k, and 18% earning more than $200,000.
A large portion of both invite and open link respondents are new residents (lived in town 0-5 years) to Lafayette (42% invite, 36% open link), followed by those who have lived in the community for over 20 years (18% and 17% respectively). Among invitation respondents, 7% require ADA-accessible facilities and services. Additionally, 88% of invitation respondents own their home while 12% rent. Similar results yielded for the for open link survey.

<table>
<thead>
<tr>
<th>Length of time in Lafayette</th>
<th>Overall</th>
<th>Invite</th>
<th>Open</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>40%</td>
<td>42%</td>
<td>36%</td>
</tr>
<tr>
<td>6-10 years</td>
<td>18%</td>
<td>17%</td>
<td>21%</td>
</tr>
<tr>
<td>11-15 years</td>
<td>13%</td>
<td>12%</td>
<td>16%</td>
</tr>
<tr>
<td>16-20 years</td>
<td>11%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>21+ years</td>
<td>18%</td>
<td>18%</td>
<td>17%</td>
</tr>
</tbody>
</table>

| Does your household have a need for ADA-accessible (Americans with Disabilities) facilities and services? |
|-------------------------------------------------|----|----|----|
| Yes                                             | 7% | 7% | 7% |
| No                                              | 93%| 93%| 93%|

| Do you own or rent your residence in Lafayette? |
|-----------------------------------------------|----|----|----|
| Own                                           | 88%| 88%| 90%|
| Rent                                          | 11%| 12%| 10%|
| Other                                         | 0% | 1% |    |

Source: RRC Associates and GreenPlay
CURRENT PARTICIPATION
FAMILIARITY WITH PARKS AND RECREATION

On a 4-point scale of familiarity with PROST offerings, residents are quite familiar. Approximately 75% of invitation respondents rated their familiarity either a 3 or 4 with 81% of open link respondents reporting similar levels of familiarity. Roughly 1/5th of invitation and open link respondents are only “somewhat” familiar with 2% of invite and 1% of open link “not at all” familiar. Overall, there is some room to improve awareness, but most respondents are familiar with PROS services.
Respondents were asked to rate how important certain purposes of parks, recreation, open space, and trails. Top rated purpose was “protect environmental resources and preserve land in its natural state (4.6),” followed by “encourage active lifestyles and promote health, wellness, and fitness (4.5),” and “ensure environmental sustainability in park design and maintenance practices (4.4).” Open link had similar results. The following page shows ratings for the importance purposes in the lower tier; they are of relatively lower importance purposes of PROS services and amenities. However, note that all of the identified purposes for PROS are rated somewhat important with over 50% using the 4 or 5 (very important) rating in their evaluation.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>邀请</th>
<th>开放</th>
<th>重要性</th>
<th>参与度</th>
</tr>
</thead>
<tbody>
<tr>
<td>保护环境资源和保留土地的自然状态</td>
<td>74%</td>
<td>74%</td>
<td>4.6</td>
<td></td>
</tr>
<tr>
<td>鼓励活跃生活方式和促进健康、福祉和健身</td>
<td>62%</td>
<td>59%</td>
<td>4.5</td>
<td></td>
</tr>
<tr>
<td>确保公园设计和维护实践的环境可持续性</td>
<td>60%</td>
<td>59%</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>确保公园和娱乐机会可为所有居民提供 (包括安全步行路线、步道连接和交通方式)</td>
<td>68%</td>
<td>64%</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>增强社区形象和融入感</td>
<td>37%</td>
<td>39%</td>
<td>4.1</td>
<td></td>
</tr>
</tbody>
</table>

数据来源：RRC Associates和GreenPlay

1 - 不重要    2 - 弱度    3 - 中等    4 - 重要    5 - 非常重要
PURPOSES OF PROS AMENITIES AND VALUES – PART 2

For the moderate to low PROS purposes, respondents feel the least important purpose is to “offer activities for residents to meet, socialize, and interact (3.6),” and “create economic benefit through attraction of businesses and enhanced property values (3.7).” A more moderate importance purpose is to “provide safe places/activities for youth/teens during non-school hours (4.1).”
EMPHASIS ON NATURAL RESOURCE PRESERVATION AND RECREATION

Respondents were asked to identify the emphasis that should be placed on either “Natural resource preservation / protection,” or “passive outdoor recreation,” or should “an equal balance” be pursued. In general, most respondents in both the invitation and open link sample prefer to have an equal balance of preservation and outdoor recreation (39% invite, 38% open link). For invitation respondents, 38% want a slight or strong emphasis on natural resource preservation/protection, while 23% desire a slight or strong emphasis on passive outdoor recreation. Open link results trend very similarly to invitation results but have a higher share on natural resource protection end of the scale.
Respondents were asked to rate how effective the City of Lafayette is at reaching them with information about parks, recreation, open space, and trails on a five point scale where 1=“Not at all effective” to 5=“Very effective.” For invitation respondents, 54% rated Lafayette’s effectiveness a 4 or 5 compared to 50% of open link respondents. About 32% of invite and 34% open link respondents rated the effectiveness a 3 out of 5, a slightly lower overall rating. Only about 14-15% of respondents rated their familiarity at the low end (1 or 2). Lafayette is moderately to mostly effective with communicating information about PROS-related topics, but there may be some areas for improvement to increase the perceived effectiveness, especially among those providing ratings of 1 to 3.

| How effective is the City of Lafayette at reaching you with information about parks and recreation, open space, and trails (including programs, facilities, and services?) |
|---|---|---|
| 1 - Not At All Effective | 2% | 2% | 2% |
| 2 | 12% | 12% | 13% |
| 3 | 32% | 32% | 34% |
| 4 | 39% | 40% | 36% |
| 5 - Very Effective | 14% | 14% | 14% |

Source: RRC Associates and GreenPlay
METHODS OF RECEIVING INFORMATION

When asked which method of communication is the best, most respondents in the invitation sample highlighted e-mails from the City (56%) or the Lafayette Recreation Activity Guide (54%). Open link respondents reported similar results, but had a higher share of social media as a second choice (44%). The Lafayette Connection Newsletter (39%) and City website (35%) are best for over a third of respondents. Almost all respondents (99%) prefer English as their language of choice for receiving information.
When asked how long the respondent holds onto the mailed Recreation Activity Guide/Brochure, 30% of invitation respondents said they will keep it for up to two weeks. Approximately 27% of invitation respondents hold onto it until the next edition comes out. Roughly 31% will hold onto it at least 3 weeks, but will not keep it until the next edition comes out. Among invitation respondents, 12% will recycle or throw it away immediately. Open link respondents reported very similar behaviors with respect to holding onto the Recreation Activity Guide.
CURRENT ACTIVITIES AND FACILITIES
When asked to rate how important a number of facilities/services are to their household, respondents highlighted trails and trail connections (average of 4.8 on invite survey), open space/natural areas (4.7 invite), parks and playgrounds (4.3 invite), and park maintenance practices (4.3 invite) as most important. The Bob Burger Recreation Center (4.0 invite), and special events (3.9 invite) trailed behind the top amenities/facilities but are also considered relatively important.
The following identified those facilities/amenities rated to be of moderate to low importance. The weight room & cardio fitness space (3.5 invite), Thomas Open Space Farm Stand (3.4 invite), and fitness class space (3.2 invite) are moderate in their importance to households. The Lafayette Skate Park (2.3 invite) and Waneka Lake Disc Golf Course (2.5 invite) are low in overall importance, but likely have a very passionate niche user base.

![Image of survey results showing importance ratings for various facilities and activities.]}
Respondents were then asked to rate how well these facilities/amenities are meeting the needs of Lafayette. Special events (4.2 invite), parks and playgrounds (4.2 invite), open space/natural areas (4.1 invite), and trail and trail connections (4.1 invite) are best meeting Lafayette’s needs. Bob Burger Recreation Center, park maintenance, recreation programs/activities, and Thomas Open Space Farm Stand follow in needs met.
The middle tier of responses in terms of ratings of needs met overall included indoor aquatic facilities (3.9 invite), fitness class space (3.9 invite), and the Waneka Lake Boathouse & rentals (3.9 invite). The Waneka Lake Disc Golf Course (3.7 invite), Great Outdoors Waterpark (3.9 invite), and Wilson Community Garden (3.9 invite) are at the lower end of ratings needs met.

### City of Lafayette PROS 2019 Survey

<table>
<thead>
<tr>
<th>Current Facilities/Activities</th>
<th>Invite</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indoor aquatic facilities</td>
<td>45%</td>
<td>25%</td>
<td>19%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Fitness class space</td>
<td>40%</td>
<td>27%</td>
<td>21%</td>
<td>18%</td>
<td>19%</td>
</tr>
<tr>
<td>Waneka Lake Boathouse &amp; rentals</td>
<td>37%</td>
<td>25%</td>
<td>18%</td>
<td>16%</td>
<td>20%</td>
</tr>
<tr>
<td>Lafayette Skate Park</td>
<td>29%</td>
<td>27%</td>
<td>20%</td>
<td>23%</td>
<td>30%</td>
</tr>
<tr>
<td>Lafayette Senior Center</td>
<td>24%</td>
<td>20%</td>
<td>15%</td>
<td>14%</td>
<td>20%</td>
</tr>
<tr>
<td>Weight room &amp; cardio fitness space</td>
<td>35%</td>
<td>29%</td>
<td>24%</td>
<td>25%</td>
<td>35%</td>
</tr>
<tr>
<td>Athletic courts (basketball, tennis, etc.)</td>
<td>38%</td>
<td>35%</td>
<td>35%</td>
<td>32%</td>
<td>38%</td>
</tr>
<tr>
<td>Wilson Community Garden</td>
<td>43%</td>
<td>44%</td>
<td>30%</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Great Outdoors Waterpark</td>
<td>32%</td>
<td>35%</td>
<td>38%</td>
<td>26%</td>
<td>22%</td>
</tr>
<tr>
<td>Waneka Lake Disc Golf Course</td>
<td>28%</td>
<td>29%</td>
<td>30%</td>
<td>26%</td>
<td>25%</td>
</tr>
</tbody>
</table>
Survey results from the previous questions are combined in a graphic illustration that shows the “importance” of facilities on the Y-axis and the “needs met” ratings on the X-axis. As described below, these matrices provide a means to evaluate potential priorities based on survey data.

**High importance/High needs met**

These amenities are important to most respondents and should be maintained in the future, but are less of a priority for improvements as needs are currently being adequately met.

**Low importance/Low needs met**

These “niche” facilities/programs have a small but passionate following, so measuring participation when planning for future improvements may prove to be valuable.

**Low importance/High needs met**

Current levels of support appear to be adequate. Future discussions evaluating whether the resources supporting these facilities/programs outweigh the benefits may be constructive.

**High importance/Low needs met**

These are key areas for potential improvements. Improving these facilities/programs would likely positively affect the degree to which community needs are met overall.
Note: There are few facilities in the upper left quadrant, a positive finding. In general, Lafayette is meeting community needs on the facilities rated most important. However, indoor aquatic facilities, the Waneka Lake facilities, Festival Plaza, and weight room spaces could be considered priorities for attention.
Note: “Trails and trail connections” along with “open space / natural areas” are very important but are considered to be meeting the needs well of Lafayette. Additionally, respondents are asking for more trails and open space which suggests the need for Lafayette to continue investing in these amenities.
Respondents were asked to indicate whether their household had a need for programs in Lafayette. Among both invite (65%) and open link (74%) respondents, community events were identified as needed followed by fitness and wellness programs (55% invite), cultural and arts programs (52% invite), and environmental / nature programs (51%). Hobby / interest programs (44% invite), outdoor recreation programs (41%) and swim lessons / aquatic programs (35%) followed in the evaluation.
Respondents were then asked to choose three programs to prioritize as most important for their household. Invite and open link respondents identified community events (47% invite), environmental/nature programs (32%) and fitness and wellness programs (30%) as most important. Cultural and arts programs and swim lessons/aquatic programs received relatively high priorities.
FUTURE FACILITIES, AMENITIES, & PROGRAMS
Respondents were asked to rate on a 5-point scale of importance what the greatest needs for facilities and services are in Lafayette over the next 5 to 10 years. Among invitation respondents, trail and pathway connections (4.5 invite), regional trail and pathway connections to other cities and towns (4.4 invite), and additional open space / natural areas (4.3 invite) rated most important. Open link respondents had similar ratings for these top three needs. In a key finding from the research, although open space and trails are noted positively overall (see matrix on slide 28), the community wants more.
The following facilities and services were rated moderate to low in terms of importance. Youth and teen centers, senior/active adult centers, and multi-purpose athletic fields are in the middle tier for importance among both invite and open link respondents. More disc golf courses (2.3 invite), bike park (2.7 invite), and additional weight room and cardio fitness space (3.1 invite) rated near the bottom in terms of importance. However, these users are typically passionate about their activities, but they represent a relatively small segment of residents.
Respondents were then asked to prioritize these needs for the future into top three rankings. Similar to their rated importance levels, trail and pathway connections within Lafayette (44% invite), regional trail and pathway connections to other cities and towns (37% invite), and additional open space/natural areas (32%) received the highest priority. Parks and playgrounds (27%) and indoor aquatic facilities followed, rated relatively lower but are still considered needs for the future.
Respondents were asked how important land acquisition / conservation issues should be prioritized in Lafayette. Among both invite and open link respondents, the top issues were “lands that provide regional trail corridors to connect cities and towns (4.4 invite, 4.5 open link),” and “ecologically sensitive lands (4.4 invite, 4.5 open link)” “Community buffers, or open space between our cities and towns (4.2 invite, 4.4 open link)” were also rated important. Least important were “regional lands generally located within 10 minutes from Lafayette (3.6 invite, 3.7 open link).” However, there is not a large difference across all topics; in general, specific open space efforts are all considered important.
Respondents were then asked to select what the single more important priority from the previous list was for their household. Invite and open link respondents differed slightly. Invite respondents chose “lands that provide regional trail corridors to connect cities and towns (46%)” as their top priority. Open link respondents highlighted “ecologically sensitive lands” as their top priority (39%). Both groups had a similar top three priority, but the order of the items differed slightly.
When asked which areas if addressed would increase the use of parks, recreation facilities, open space, and trails, invitation and open link respondents both identified “safer biking and walking route connections” (51% invite, 57% open link) as the important area to increase participation. “More park amenities” (45% invite, 43% open link), and “improved communication offerings” (28% invite, 25% open link) are also areas to improve that may lead to increased participation by residents in the future.
FINANCIAL CHOICES
The survey asked respondents to indicate their level of support for various funding mechanisms to pay for "operations and maintenance of recreation facilities and services." The marijuana tax saw the strongest support from invite (4.1) and open link (4.1) respondents. Respondents provided similar levels of support to "increased resources towards grants or philanthropic efforts" and the "Lafayette Foundation support parks and recreation." Lower support was given to paid parking (1.9 invite, 2.0 open link), new or increased user fees (2.5 invite, 2.8 open link), increased property tax (2.8 invite, 3.0 open link) and increased sales tax (3.0 invite, 2.9 open link).
Suggestions
ADDITIONAL COMMENTS

Respondents provided additional comments and suggestions to help aid PROS in their future planning and decision-making needs. The top words when comments were analyzed as a whole were 1) “trail,” 2) “space,” 3) “more,” 4) “park,” and 5) “dog.” Comments referenced and praised PROS on their current operations as well.
ADDITIONAL COMMENTS/ SUGGESTIONS

At the end of the survey, respondents were given the opportunity to provide any additional comments about parks and recreation facilities and programs, needs, and opportunities in Lafayette. Themes that came up through the survey were again prominent in this comment field, including praise for current operations, balancing open space and development, specific changes to facilities/parks, and suggestions for programs for youth and teens. A random selection of verbatim responses is shown below. The full listing of responses is provided in the appendix.

- Being a senior on fixed social security income only, any cost increases incurred by my grouping of residents could lock us out of enjoying Lafayette's amenities.
- Thank you for this survey! Would love to see increased/expanded trails, especially connecting to Boulder and Longmont and bike trail along 287 to cut down on commuter cyclists.
- I think Lafayette does a great job for our household's needs but always room for improvement. Keeping oil/gas drilling away from our schools/neighborhoods/parks/open space is important to me. Keeping our outdoors accessible to and encouraging use by a diverse population (ethnic/socio-economic etc.) is also very important to me.
- It would be great to slow down the pace of new construction and stop and think about what we want our community to look like in 20 years or so. Just because people want to live along the front range doesn't mean they want to live in a concrete jungle - and let's face it, homes here will never be 'affordable'!
- I do believe our city has done a good job. Definitely need more trashcans along trails and at ends of trails. Not supportive of increasing taxes, but better use of what we have. As community has grown, revenue has increased. Better attraction of retail businesses help the sales tax base. No need to increase taxes, just attract more businesses.

Thank you for this survey! Would love to see increased/expanded trails, especially connecting to Boulder and Longmont and bike trail along 287 to cut down on commuter cyclists.
CROSS-TAB RESULTS (INVITE)
FAMILIARITY BY AGE

Additional analysis of survey responses was conducted by segmenting (cross tabbing) results. Age and presence of children in household were used to probe the invitation responses. When examining level of familiarity of PROS offerings by age, those that are under 35 years old appear to be somewhat less likely to rate their familiarity a 4 out of 4 (20% vs. 27%- 44%). Those who are 65 or older also are more likely to rate their familiarity lower than a 3 out of 4. Overall, it appears that those who are middle-aged are slightly more familiar than those either under 35 or 65 and older.

Source: RRC Associates and GreenPlay
Communication effectiveness also appears to vary by age. Those under 35 are less likely to rate Lafayette’s communication as effective when compared to those older than them. Nearly 50% of those under 35 rated the effectiveness as 3 out of 5 or less. Some variation exists between other age groups. The most familiar groups are those 35-44 (67% rated 4 or 5) and 55-64 (62% rated 4 or 5), and 65-74 (60% rated 4 or 5).
The desired emphasis on preservation, passive outdoor recreation, or a balance of both differs somewhat by age group. As age increases, so do the number of respondents who prefer an equal balance of both philosophies. In addition, those under 55 years old are more likely to say they want at least some emphasis on passive outdoor recreation. Those 55 and older either prefer a balance of both preservation and recreation or are more likely to desire more preservation and protection of the natural environment.
The following graphs examine ratings by households who have kids at home and those who do not. Those who do not have children at home have a slightly lower familiarity with PROS offerings, but not by a large margin. About 31% of households without kids at home rate their familiarity either 1 or 2, while only 18% of those with kids have the same rating. Thus, there may be other channels to reach out to families without children to inform them of PROS offerings, but the majority of households are familiar to very familiar.

Source: RRC Associates and Green Play
Communication effectiveness by presence of kids does not show much variation between households without kids or with kids at home. Those without kids tended to see communication as slightly more effective with 16% vs. only 8% of those with kids at home. However, the general ratings of communication effectiveness is similar across both groups.
EMPHASIS FOR THE FUTURE BY PRESENCE OF KIDS

Looking at the emphasis on preservation / protection, passive outdoor recreation, or a balance of both by presences of kids, slightly more households without kids at home prefer an equal balance (44% vs. 32%), whereas a larger share of those with kids at home would prefer a slight or strong emphasis on passive outdoor recreation (30% vs. 18%). An equal amount of both groups would prefer a slight or strong emphasis on preservation / protection.

---

**City of Lafayette PROS 2019 Survey**

<table>
<thead>
<tr>
<th>Future Facilities, Amenities, and Programs</th>
<th>Overall</th>
<th>Kids at home</th>
<th>No kids at home</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Emphasis on Natural Resource Preservation/Protection</td>
<td>17%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Slight Emphasis on Natural Resource Preservation/Protection</td>
<td>21%</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Equal Balance</td>
<td>39%</td>
<td>32%</td>
<td>44%</td>
</tr>
<tr>
<td>Slight Emphasis on Outdoor Recreation Passive Recreation with Natural Setting</td>
<td>14%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Strong Emphasis on Outdoor Passive Recreation with Natural Setting</td>
<td>10%</td>
<td>14%</td>
<td>6%</td>
</tr>
</tbody>
</table>

*Source: RRC Associates and GreenPlay*
**FUTURE PRIORITIES BY PRESENCE OF KIDS**

Trail and pathway connectivity is still the number one priority for households with or without kids. However, those with kids place more importance on parks and playgrounds (39% vs. 17%) and nature play areas (20% vs. 9%). Households without kids at home placed a higher importance on arts, music and culture (18% vs. 10%), weight room and cardio fitness space (15% vs. 9%), and senior/active adult centers (12% vs. 7%), among other adult oriented activities and facilities.

![Chart showing future priorities by presence of kids](chart.png)

*Source: RRC Associates and GreenPlay*


PROGRAM PRIORITIES BY PRESENCE OF KIDS

Community events are the number one program priority for both households with and without kids. However, households with kids place more emphasis on swim lessons/aquatic programs (33% vs. 6%), youth sports leagues (23% vs. 3%), and young children programs (28% vs. 2%). Households without kids at home placed a higher priority on adult-oriented activities such as senior programs and hobby/interest programs.

![Diagram showing program priorities by presence of kids](image)

*Source: RRC Associates and GreenPlay*
APPENDIX B: TRENDS ANALYSIS

The changing pace of today’s world requires analyzing recreation trends from both a local and national level. Understanding the participation levels of the city residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving your community.

Recreation Behavior of Lafayette, Colorado
- Adult Participation in Fitness Activities
- Adult Participation in Leisure Activities

Parks and Recreation Trends Relevant to Lafayette, Colorado
- Administrative Trends for Recreation and Parks
- Adventure Programming
- Agency Accreditation
- Aquatics/Water Recreation Trends
- Conservation
- Indoor Sports Complex
- Multiculturism/Racial Diversity
- National Healthy Lifestyle Trends
- Nature Programming/Natural Deficit Disorder
- Outdoor Recreation
- Outdoor Sports Complex
- Pickleball
- Recreational Preferences among Ethnic/Racial Groups
- Riparian and Watershed Best Practices
- Splashpads
- Sports Trends
- Trail Recreation and Cycling Trends
PART I: RECREATION BEHAVIOR AND EXPENDITURES OF LAFAYETTE HOUSEHOLDS

Figure 31: Adult Participation in Fitness Activities

According to the U.S. Census, fitness participation in Lafayette is also similar to the state of Colorado. Walking for exercise is the most common form of exercise in Lafayette, at 27 percent participation from adults. Swimming, weight lifting, and yoga were also popular fitness activities.

Figure 32: Adult Participation in Leisure Activities in the Last Year (2018)
With regard to leisure activities, top activities included going to the beach, baking, and overnight camping. Over 40 percent of residents own a dog which also contributes to the types of leisure activities participated in. In the last year, patterns in activity participation was generally the same between the City of Lafayette and State of Colorado.

PARKS AND RECREATION TRENDS RELEVANT TO LAFAYETTE

Aquatics and Water Recreation Trends
According to the National Sporting Goods Association (NSGA), swimming ranked second nationwide in terms of participation in 2018. Nationally, there is an increasing trend towards indoor leisure and therapeutic pools. Swimming for fitness is the top aspirational activity for “inactives” in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 “Sports, Fitness and Leisure Activities Topline Participation Report,” representing a significant opportunity to engage inactive populations.

Additional indoor and outdoor amenities like “spray pads” are becoming increasingly popular as well. In some cities and counties spray pools are popular in the summer months and turn into ice rinks in the winter months. In this maturing market, communities are looking for atmosphere, an extension of surroundings either natural or built. Communities are also concerned about water quality and well as conservation. Interactive fountains are a popular alternative, ADA-compliant and low maintenance. Trends in architectural design for splash parks can be found in Recreation Management articles in 2014 and 2015.

Agency Accreditation
Parks and recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency’s commitment to 150 standards. Accreditation is a distinguished mark of excellence that affords external recognition of an organization’s commitment to quality and improvement.

The National Recreation and Parks Association administratively sponsors two distinct accreditation programs: The Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) approves academic institutions and the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) approves agencies. It is the only national accreditation of parks and recreation agencies, and is a valuable measure of an agency’s overall quality of operation, management, and service to the community.

Conservation
One of the key pillars of parks and recreation is the role that it plays in conservation. Managing and protecting Open Space, providing opportunities for people to connect with nature, and educating communities about conservation are all incredibly important. One of the key components of conservation is addressing climate change. Local parks and
recreation can help by building climate resilient communities through water management, green infrastructure, and sustainability. A report by NRPA in 2017 titled “Park and Recreation Sustainability Practices” surveyed over 400 park and recreation agencies and found the top five ways that local departments are taking action on conservation and climate change include:

- **Alternative Transportation** – 77% reduce carbon footprint through offering transportation alternatives
- **Watershed Management** – 70% adopt protective measures for watershed management
- **Air Quality** – 53% plant and manage tree canopy that improves air quality
- **Sustainable Education** – 52% educate the public about sustainability practices
- **Stormwater Management** – 51% proactivity reduce stormwater through green infrastructure

**Multiculturalism/Racial Diversity**

As the recreation field continues to function within a more diverse society, race and ethnicity will become increasingly important in every aspect of the profession. More than ever, recreation professionals will be expected to work with, and have significant knowledge and understanding of, individuals from many cultural, racial, and ethnic backgrounds. According to the 2018 Outdoor Participation Report, participation rates among diverse groups is evolving quickly, even in the last ten years. African-Americans have participation rates less than 40 percent consistently in the last decade. Meanwhile, Asians have increased in participation since 2011, reaching over 50 percent in 2016. Hispanics are also increasing participation. The figure below, sourced from the 2018 Outdoor Participation Report, demonstrates these changes since 2009.

**Figure 33: Participation Rates Among Diverse Groups Over Time (All Americans, Ages 6+)**

Source: 2018 Outdoor Participation Report, Outdoor Industry Association
Participation in outdoor activities is higher among Caucasians than any other ethnicity, and lowest among African Americans in nearly all age groups. Figure 34 demonstrates that those under 18 have much higher participation rates than all other age groups.

**Figure 34: Participation Rates Among Diverse Groups by Age (All Americans, Ages 6+)**

![Figure 34](image)

*Source: 2018 Outdoor Participation Report, Outdoor Industry Association*

**National Healthy Lifestyle Trends**

The population of the United States is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses. More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey:

- Eighty-nine percent (89%) of respondents’ parks and recreation departments should take the lead in developing communities conducive to active living.
- Eighty-four percent (84%) had already implemented recreation programs that encourage active living in their community.
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks.
Research has shown conclusively that parks and recreation agencies can use systems thinking approaches to have a beneficial effect on modifiable health factors by helping to address:

- Increase physical activity
- Enhance social and parental engagement
- Improve nutrition
- Better transportation and access to facilities and spaces
- Perceptions of personal and community safety
- Reductions of smoking, alcohol, and drug use

These factors can be addressed through collaborations with a variety of community partners or “actors,” such as schools, public health, medical, other governmental agencies, private and non-profit sectors.

**Figure 35: Healthy Community System-Wide Focus**

(Penbrooke, 2017)
“The Benefits of Parks: Why America Needs More City Parks and Open Space,” a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and Open Space:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

**Outdoor Recreation**

For trail-related recreation activities such as hiking, bicycling, and running, the 2016 Outdoor Recreation Topline Report indicates a positive three-year trend for trail running, running/jogging, hiking, mountain biking and BMX biking, as shown on Table 7. Additionally, participation in trail running and BMX biking is up significantly over the recent three-year period.

**Table 7: Cycling and Trail Recreation Participation by Activity (Ages 6+)**

<table>
<thead>
<tr>
<th>Activity</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>3 Year Average Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMX Bicycling</td>
<td>2,168</td>
<td>2,350</td>
<td>2,690</td>
<td>7.5%</td>
</tr>
<tr>
<td>Bicycling (Mountain/Non-Paved Surface)</td>
<td>8,542</td>
<td>8,044</td>
<td>8,316</td>
<td>2.8%</td>
</tr>
<tr>
<td>Bicycling (Road/Paved Surface)</td>
<td>40,888</td>
<td>39,725</td>
<td>38,280</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Hiking (Day)</td>
<td>34,378</td>
<td>36,222</td>
<td>37,232</td>
<td>2.6%</td>
</tr>
<tr>
<td>Running/Jogging</td>
<td>51,127</td>
<td>49,408</td>
<td>48,496</td>
<td>-2.3%</td>
</tr>
<tr>
<td>Trail Running</td>
<td>6,792</td>
<td>7,531</td>
<td>8,139</td>
<td>10.7%</td>
</tr>
</tbody>
</table>

Source: 2016 Outdoor Recreation Participation Topline Report

**Other Cycling Trends**

- Bicycle touring is becoming a fast-growing trend around the world, including the United States and Canada. “Travelers are seeking out bike tours to stay active, minimize environmental impact, and experience diverse landscapes and cityscapes at a closer level.”
• Urban bike tours, popular in cycle-friendly cities in Europe, are taking hold in the United States as well. Bikes and Hikes LA, an eco-friendly bike and hike sightseeing company founded in 2010, offers visitors the opportunity to “see the city's great outdoors while getting a good workout.” In New York, a hotel and a bike store are partnering to offer guests cruisers to explore the city during the summer of 2014.

• One of the newest trends in adventure cycling is “fat bike,” multiple speed bikes that are made to ride where other bikes can’t be ridden, with tires that are up to 5 inches wide run at low pressure for extra traction. Most fat bikes are used to ride on snow but they are also very effective for riding on any loose surface like sand or mud. They also work well on most rough terrain or just riding through the woods. This bike offers unique opportunities to experience nature in ways that wouldn’t be possible otherwise.

• Electric Assist Bikes, or e-bikes, are becoming commonplace on both paved and non-paved surfaces. For commuters, this option allows for a quick, convenient, and environment-friendly method of transportation. Speeds vary based on the types of E-Bikes, which is typically broken down into two classes:
  ▪ Class 1 e-bikes provide electrical assistance only while the rider is pedaling. Electrical assistance stops when the bicycle reaches 20 mph.
  ▪ Class 2 e-bikes provide electrical assistance regardless if the rider is pedaling or not. Electrical assistance stops when the bicycle reaches 20 mph.

Agencies around the country are working to proactively regulate E-Bikes on their trails and greenways. Federally, E-bikes are classified as motorized vehicles which designates them to be used specifically on motorized trails, which includes the Bureau of Land Management (BLM) and National Forest (USFS) lands. Statewide, there are also regulations which should be considered at a local level in regards to allowing electrical assisted bicycles on bike paths, pedestrian paths and multi-purpose trails. Agencies such as Boulder County in Colorado are implementing pilot programs to test the potential of e-bikes on trails and the impact that they have to the environment, other trail users, and wildlife.

**Pickleball**

Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping pong, and badminton, the sport initially grew in popularity with older adults. However, now the sport is being taught in schools across the country. Pickleball will continue to grow, judging by its growth in just the last several years. From 2016 to 2017, pickleball grew 12.3 percent to 2.815 million players. Dedicated pickleball courts are desired by avid players, rather than playing on striped tennis courts.
Recreation Preferences among Ethnic/Racial Groups

Trends in Outdoor Recreation by Ethnicity

- Participation among Asians has increased by 1.2% over the past five years while Caucasian participation has declined by 0.9%.
- Black and Hispanic participants went on the most average outings per participant.
- Running was the most popular outdoor activity for almost all ethnicities; however, white participants participated in fishing at a higher rate than running.

Most Popular Outdoor Activities

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Participation Rate in 2016</th>
<th>5-year Average Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>50%</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Black</td>
<td>32%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>48%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Asian</td>
<td>51%</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

Riparian/Watershed Management

The ability to detect trends and monitor attributes in watershed and/or riparian areas allows planners opportunities to evaluate the effectiveness of their management plan. By monitoring their own trends, Planners can also identify changes in resource conditions that are the result of pressures beyond their control. Trend detection requires a commitment to long-term monitoring of riparian areas and vegetation attributes.
The United States Environmental Protection Agency (EPA) suggests the following steps to building an effective watershed management plan. See water.epa.gov for more information from the EPA.

- Build partnerships
- Characterize the watershed
- Set goals and identify solutions
- Design and implementation program
- Implement the watershed plan
- Measure progress and make adjustments

**Splashpads**

Splash pads, or spray grounds, have seen enormous growth in popularity over the past decade. Simply looking at search terms over time (from 2004 to present), Google Trends show that more people are searching for this amenity.

**Figure 36: “Splash pad” (Google trends)**

The popularity of splash pads is geographical, and is more common in the West. According to a Feature Article from June 2016 “A Look at Trends in Aquatic Facilities,” splash play areas were least common in the Northeast; only 31.9 percent of responding agencies had this amenity, compared to 55.8 percent of those in the West. Urban areas are more likely to have splash play areas than rural areas. This shift is most likely due to the benefits of splash play areas.

Compared to a traditional aquatic facility, splash pads typically incur lower maintenance costs, less programming, and lower staffing costs. Over a third of survey respondents said that they plan to add splash pads to their list of features.
According to the Sports and Fitness Industry Association, high-intensity interval training (HIIT) and cross-training style workouts, or CrossFit, are two of the top trending aerobic activities. CrossFit combines elements of gymnastics, weightlifting, running, rowing, and other sports to create a varied fitness regime.

With regard to individual sports, off-road triathlons have seen almost 17 percent average annual growth for the last five years. These races, such as XTERRAs, consist of a competitive combination of swimming, mountain biking, and trail running.

Engaging non-participants is one of the challenges of parks and recreation agencies. According to the 2018 SFIA report, income has been seen to impact activity rates; those households making under $50,000 are significantly less active than those making more. Data shows that having someone to join first-time users will increase participation more than any other reason.
Trail Recreation and Cycling Trends

These activities are attractive as they require little equipment, or financial investment, to get started, and are open to participation to nearly all segments of the population. For these reasons, participation in these activities are often promoted as a means of spurring physical activity, and increasing public health. The design of a community’s infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy. The following trends as well as health and economic indicators are pulled from the Alliance for Biking and Walking’s 2012 and 2014 Benchmarking Reports:

Economic benefits of bicycling and walking include:
- Bicycling and walking projects create 8 to 12 jobs per $1 million spent, compared to just 7 jobs created per $1 million spent on highway projects.
- Cost benefit analyses show that up to $11.80 in benefits can be gained for every $1 invested in bicycling and walking.

National bicycling trends:
- There has been a gradual trend of increasing bicycling and walking to work since 2005.
- Infrastructure to support biking communities is becoming more commonly funded in communities.
- Bike share systems, making bicycles available to the public for low-cost, short-term use, have been sweeping the nation since 2010. Twenty of the most populous U.S. cities have a functional bike share system.

Administrative Trends for Recreation and Parks

Municipal parks and recreation structures and delivery systems have changed and more alternative methods of delivering services are emerging. Certain services are being contracted out and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health system, social services, justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address
community issues. The relationship with health agencies is vital in promoting wellness. The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

In addition, the role of parks and recreation management has shifted beyond traditional facility oversight and activity programming. The ability to evaluate and interpret data is a critical component of strategic decision making. In an article in the Parks and Recreation Magazine from February 2019, there are several components that allow agencies to keep up with administrative trends and become an agent of change.

1. Develop a digital transformation strategy – how will your agency innovate and adapt to technology?
2. Anticipate needs of the community through data – what information from your facilities, programs, and services can be collected and utilized for decision making?
3. Continuous education - How can you educate yourself and your team to have more knowledge and skills as technology evolves?
4. Focus on efficiency – in what ways can your operations be streamlined?
5. Embrace change as a leader – how can you help your staff to see the value in new systems and processes?
6. Reach out digitally – be sure that the public knows how to find you and ways that they can be involved.
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THE PYRAMID METHODOLOGY: COST RECOVERY AND SUBSIDY ALLOCATION PHILOSOPHY

The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency’s financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.

The development of a financial resource allocation philosophy can be separated into the following steps:

**Step 1 – Building on Your Organization’s Values, Vision, and Mission**

The premise of this process is to align agency services with organizational values, vision, and mission. It is important that organizational values are reflected in the vision and mission. Oftentimes, mission statements are a starting point and further work needs to occur to create a more detailed common understanding of the interpretation of the mission and a vision for the future. This is accomplished by engaging staff and community members in a discussion about a variety of Filters.

**Step 2 – Understanding the Pyramid Methodology, the Benefits Filter, and Secondary Filters**

Filters are a series of continuums covering different ways of viewing service provision. Filters influence the final positioning of services as they relate to each other and are summarized below. The Benefits Filter, however, forms the foundation of the Pyramid Model and is used in this discussion to illustrate a cost recovery philosophy and policies for parks and recreation organizations.

<table>
<thead>
<tr>
<th>Filter</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefit</td>
<td>Who receives the benefit of the service? (Skill development, education, physical health, mental health, safety)</td>
</tr>
<tr>
<td>Access/Type of Service</td>
<td>Is the service available to everyone equally? Is participation or eligibility restricted by diversity factors (i.e., age, ability, skill, financial)?</td>
</tr>
<tr>
<td>Organizational Responsibility</td>
<td>Is it the organization’s responsibility or obligation to provide the service based upon mission, legal mandate, or other obligation or requirement?</td>
</tr>
<tr>
<td>Historical Expectations</td>
<td>What have we always done that we cannot change?</td>
</tr>
<tr>
<td>Anticipated Impacts</td>
<td>What is the anticipated impact of the service on existing resources? On other users? On the environment? What is the anticipated impact of not providing the service?</td>
</tr>
<tr>
<td>Social Value</td>
<td>What is the perceived social value of the service by constituents, city staff and leadership, and policy makers? Is it a community builder?</td>
</tr>
</tbody>
</table>
THE BENEFITS FILTER
The principal foundation of the Pyramid is the Benefits Filter. Conceptually, the base level of the pyramid represents the mainstay of a public parks and recreation system. Services appropriate to higher levels of the pyramid should only be offered when the preceding levels below are comprehensive enough to provide a foundation for the next level. This foundation and upward progression is intended to represent public parks and recreation’s core mission, while also reflecting the growth and maturity of an organization as it enhances its service offerings.

It is often easier to integrate the values of the organization with its mission if they can be visualized. An ideal philosophical model for this purpose is the pyramid. In addition to a physical structure, pyramid is defined by Webster’s Dictionary as “an immaterial structure built on a broad supporting base and narrowing gradually to an apex.” Parks and recreation programs are built with a broad supporting base of core services, enhanced with more specialized services as resources allow. Envision a pyramid sectioned horizontally into five levels.

MOSTLY COMMUNITY Benefit
The foundational level of the Pyramid is the largest, and includes those services including programs and facilities which MOSTLY benefit the COMMUNITY as a whole. These services may increase property values, provide safety, address social needs, and enhance quality of life for residents. The community generally pays for these basic services via tax support. These services are generally offered to residents at a minimal charge or with no fee. A large percentage of the agency’s tax support would fund this level of the Pyramid.

Examples of these services could include: the existence of the community parks and recreation system, the ability for youngsters to visit facilities on an informal basis, low-income or scholarship programs, park and facility planning and design, park maintenance, or others.

NOTE: All examples above are generic – individual agencies vary in their determination of which services belong in the foundation level of the Pyramid based upon agency values, vision, mission, demographics, goals, etc.

CONSIDERABLE COMMUNITY Benefit
The second and smaller level of the Pyramid represents services which promote individual physical and mental well-being, and may begin to provide skill development. They are generally traditionally expected services and/or beginner instructional levels. These services are typically assigned fees based upon a specified percentage of direct (and may also include indirect) costs. These costs are partially offset by both a tax subsidy to account for CONSIDERABLE COMMUNITY benefit and participant fees to account for the Individual benefit received from the service.

Examples of these services could include: the capacity for teens and adults to visit facilities on an informal basis, ranger led interpretive programs, beginning level instructional programs and classes, etc.
BALANCED INDIVIDUAL/COMMUNITY Benefit
The third and even smaller level of the Pyramid represents services that promote individual physical and mental well-being, and provide an intermediate level of skill development. This level provides balanced INDIVIDUAL and COMMUNITY benefit and should be priced accordingly. The individual fee is set to recover a higher percentage of cost than those services that fall within lower Pyramid levels.

*Examples of these services could include: summer recreational day camp, summer sports leagues, year-round swim team, etc.*

CONSIDERABLE INDIVIDUAL Benefit
The fourth and still smaller Pyramid level represents specialized services generally for specific groups, and those which may have a competitive focus. Services in this level may be priced to recover full cost, including all direct and indirect expenses.

*Examples of these services could include: specialty classes, golf, and outdoor adventure programs.*

MOSTLY INDIVIDUAL Benefit
At the top of the Pyramid, the fifth and smallest level represents services which have profit center potential, may be in an enterprise fund, may be in the same market space as the private sector, or may fall outside the core mission of the agency. In this level, services should be priced to recover full cost in addition to a designated profit percentage.

*Examples of these activities could include: elite diving teams, golf lessons, food concessions, company picnic rentals, and other facility rentals such as for weddings or other services.*

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**Step 3 – Developing the Organization’s Categories of Service**

In order to avoid trying to determine cost recovery or subsidy allocation levels for each individual agency service including every program, facility, or property, it is advantageous to categorize agency services into like categories. This step also includes the development of category definitions that detail and define each category and service inventory “checks and balances” to ensure that all agency services belong within a developed category. *Examples of Categories of Service could include: Beginner Instructional Classes, Special Events, and Concessions/Vending.*

**Step 4 – Sorting the Categories of Service onto the Pyramid**

It is critical that this sorting step be done with staff, governing body, and citizen representatives involved. This is where ownership is created for the philosophy, while participants discover the current and possibly varied operating histories, cultures, and organizational values, vision, and mission. It is the time to develop consensus and get everyone on the same page – the page that is written together. Remember, this effort must reflect the community and must align with the thinking of policy makers.
**Sample Policy Development Language:**

XXX community brought together staff from across the department, agency leadership, and citizens to sort existing programs into each level of the Pyramid. The process was facilitated by an objective and impartial facilitator in order to hear all viewpoints. It generated discussion and debate as participants discovered what different people had to say about serving culturally and economically varied segments of the community, about historic versus active-use parks, about the importance of adult versus youth versus senior activities, and other philosophical and values-based discussions. This process gets at both the “what” and “why” with the intention of identifying common ground and consensus.

### Step 5 – Defining Direct and Indirect Costs

The definition of direct and indirect costs can vary from agency to agency. What is important is that all costs associated with directly running a program or providing a service are identified and consistently applied across the system. Direct costs typically include all the specific, identifiable expenses (fixed and variable) associated with providing a service. These expenses would not exist without the service and may be variable costs. Defining direct costs, along with examples and relative formulas is necessary during this step.

Indirect costs typically encompass overhead (fixed and variable) including the administrative costs of the agency. These costs would exist without any specific service but may also be attributed to a specific agency operation (in which case they are direct expenses of that operation). If desired, all or a portion of indirect costs can be allocated, in which case they become a direct cost allocation.

### Step 6 – Determining (or Confirming) Current Subsidy/Cost Recovery Levels

This step establishes the expectation that the agency will confirm or determine current cost recovery and subsidy allocation levels by service area based on the new or revised definition of direct and in-direct costs. This will include consideration of revenues sources and services costs or expenses. Typically, staff may not be cost accounting consistently, and these inconsistencies will become apparent. Results of this step will identify whether staff members know what it costs to provide services to the community, whether staff have the capacity or resources necessary to account for and track costs, whether accurate cost recovery levels can be identified, and whether cost centers or general ledger line items align with how the agency may want to track these costs in the future.

### Step 7 – Establishing Cost Recovery/Subsidy Goals

Subsidy and cost recovery are complementary. If a program is subsidized at 75%, it has a 25% cost recovery, and vice-versa. It is more powerful to work through this exercise thinking about where the tax subsidy is used rather than what is the cost recovery. When it is complete, you can reverse thinking to articulate the cost recovery philosophy, as necessary.

The overall subsidy/cost recovery level is comprised of the average of everything in all of the levels together as a whole. This step identifies what the current subsidy level is for the programs sorted into each level. There may be quite a range within each level, and some programs could overlap with other levels of the pyramid. This will be rectified in the final steps.

This step must reflect your community and must align with the thinking of policy makers regarding the broad picture financial goals and objectives.
Examples
Categories in the bottom level of the Pyramid may be completely or mostly subsidized, with the agency having established limited cost recovery to convey the value of the experience to the user. An established 90-100% subsidy articulates the significant community benefit resulting from these categories.

The top level of the Pyramid may range from 0% subsidy to 50% excess revenues above all costs, or more. Or, the agency may not have any Categories of Service in the top level.

Step 8 – Understanding and Preparing for Influential Factors and Considerations
Inherent to sorting programs onto the Pyramid model using the Benefits and other filters is the realization that other factors come into play. This can result in decisions to place services in other levels than might first be thought. These factors also follow a continuum; however, do not necessarily follow the five levels like the Benefits Filter. In other words, a specific continuum may fall completely within the first two levels of the Pyramid. These factors can aid in determining core versus ancillary services. These factors represent a layering effect and should be used to make adjustments to an initial placement on the Pyramid.

THE COMMITMENT FACTOR: What is the intensity of the program; what is the commitment of the participant?

- Drop-In Opportunities
- Instructional – Basic
- Instructional – Intermediate
- Competitive – Not Recreational
- Specialized

THE TRENDS FACTOR: Is the program or service tried and true, or is it a fad?

- Basic
- Traditionally Expected
- Staying Current With Trends
- Cool, Cutting Edge
- Far Out

THE POLITICAL FILTER: What is out of our control?
This filter does not operate on a continuum, but is a reality, and will dictate from time to time where certain programs fit in the pyramid

THE MARKETING FACTOR: What is the effect of the program in attracting customers?

- Loss Leader
- Popular – High Willingness to Pay

THE RELATIVE COST TO PROVIDE FACTOR: What is the cost per participant?

- Low Cost per Participant
- Medium Cost per Participant
- High Cost per Participant

THE ECONOMIC CONDITIONS FACTOR: What are the financial realities of the community?

- Low Ability to Pay
- Pay to Play
**FINANCIAL GOALS FACTOR:** Are we targeting a financial goal such as increasing sustainability, decreasing subsidy reliance?

100% Subsidized

Generates Excess Revenue over Direct Expenditures

**Step 9 – Implementation**

Across the country, ranges in overall cost recovery levels can vary from less than 10% to over 100%. The agency sets their goals based upon values, vision, mission, stakeholder input, funding, and/or other criteria. This process may have been completed to determine present cost recovery levels, or the agency may have needed to increase cost recovery levels in order to meet budget targets. Sometimes, simply implementing a policy to develop equity is enough without a concerted effort to increase revenues.

Upon completion of steps 1-8, the agency is positioned to illustrate and articulate where it has been and where it is heading from a financial perspective.

**Step 10 – Evaluation**

The results of this process may be used to:

- Articulate and illustrate a comprehensive cost recovery and subsidy allocation philosophy
- Train staff at all levels as to why and how things are priced the way they are
- Shift subsidy to where it is most appropriately needed
- Benchmark future financial performance
- Enhance financial sustainability
- Recommend service reductions to meet budget subsidy targets, or show how revenues can be increased as an alternative
- Justifiably price new services

*This Cost Recovery/Subsidy Allocation Philosophy: The Pyramid Methodology Outline is provided by:*

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APPENDIX D: GRASP® METHODOLOGY

D.1 GRASP® HISTORY AND METHODOLOGY

GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment.

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing.

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment.

GRASP® Level of service (LOS): the extent to which a recreation system provides a community access to recreational assets and amenities.

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tool, which has been tested for reliability and validity, has been used to conduct inventories of more than 100 park systems nationwide over the past 16 years.

Low-score component: a component given a GRASP® score of “1” or “0” as it fails to meet expectations.

Lower-service area: an area of a city that has some GRASP® level of service but falls below the minimum standard threshold for overall level of service.

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others.
**No-service area:** an area of a city with no GRASP® level of service.

**Perspective:** a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how well a community is served by a given set of recreational assets.

**Radius:** see catchment area

**Recreational connectivity:** the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

**Recreational trail:** a soft or hard surface trail intended mostly for leisure and enjoyment of resources. Typically passes through park lands or natural areas and usually falls to parks and recreation professionals for planning and management.

**Service area:** all or part of a catchment area ascribed a particular GRASP® score that reflects level of service provided by a particular recreational asset, a set of assets, or an entire recreation system.

**Threshold:** a minimum level of service standard typically determined based on community expectations.

**Trail:** any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users.

**Trail network:** a part of a greater trail system within which major barrier crossings have been addressed and all trails are functionally connected by such things as crosswalks, pedestrian underpasses, and/or bridges. Typically separated from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

**Trail system:** all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation.

**Transportation trail:** a hard surface trail, such as a city sidewalk, intended mostly for utility in traveling from one place to another in a community or region. Typically runs outside of park lands and is managed by Public Works or other city utility department.
### GRASP® Components and Definitions

<table>
<thead>
<tr>
<th>GRASP® Outdoor Component Type</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adventure Course</strong></td>
<td>An area designated for activities such as ropes courses, zip-lines, challenge courses, etc. Specify type in comments.</td>
</tr>
<tr>
<td><strong>Amusement Ride</strong></td>
<td>Carousel, train, go carts, bumper cars, or other ride upon features. Has an operator and controlled access.</td>
</tr>
<tr>
<td><strong>Aquatics, Complex</strong></td>
<td>A facility that has at least one immersion pool and other features intended for aquatic recreation.</td>
</tr>
<tr>
<td><strong>Aquatics, Lap Pool</strong></td>
<td>A man-made basin designed for people to immerse themselves in water and intended for swimming laps.</td>
</tr>
<tr>
<td><strong>Aquatics, Leisure Pool</strong></td>
<td>A man-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero depth entry, slides, and spray features.</td>
</tr>
<tr>
<td><strong>Aquatics, Spray Pad</strong></td>
<td>A water play feature without immersion intended for the purpose of interaction with moving water.</td>
</tr>
<tr>
<td><strong>Aquatics, Therapy Pool</strong></td>
<td>A temperature controlled pool intended for rehabilitation and therapy.</td>
</tr>
<tr>
<td><strong>Basketball Court</strong></td>
<td>Describes a dedicated full sized outdoor court with two goals.</td>
</tr>
<tr>
<td><strong>Basketball, Practice</strong></td>
<td>Describes a basketball goal for half-court play or practice. Includes goals in spaces associated with other uses.</td>
</tr>
<tr>
<td><strong>Batting Cage</strong></td>
<td>A stand-alone facility that has pitching machines and restricted entry.</td>
</tr>
<tr>
<td><strong>Bike Complex</strong></td>
<td>A facility that accommodates various bike skills activities with multiple features or skill areas.</td>
</tr>
<tr>
<td><strong>Bike Course</strong></td>
<td>A designated area for non-motorized bicycle use. Can be constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course, etc.</td>
</tr>
<tr>
<td><strong>Camping, Defined</strong></td>
<td>Defined campsites that may include a variety of facilities such as restrooms, picnic tables, water supply, etc. Quantity based on official agency count. For use only if quantity of sites is available. Use “Camping, Undefined” for other instances.</td>
</tr>
<tr>
<td><strong>Camping, Undefined</strong></td>
<td>Indicates allowance for users to stay overnight in the outdoors in informal and/or undefined sites. Receives a quantity of one for each park or other location.</td>
</tr>
<tr>
<td><strong>Climbing, Designated</strong></td>
<td>A designated natural or man-made facility provided and/or managed by an agency for the purpose of recreation climbing not limited to child’s play.</td>
</tr>
<tr>
<td><strong>Climbing, General</strong></td>
<td>Indicates allowance for users to participate in a climbing activity. Receives a quantity of one for each park or other location.</td>
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</tr>
<tr>
<td><strong>Concession</strong></td>
<td>A facility used for the selling, rental, or other provision of goods and services to the public.</td>
</tr>
<tr>
<td><strong>Diamond Field</strong></td>
<td>Describes softball and baseball fields of all kinds suitable for organized diamond sport games. Not specific to size or age-appropriateness.</td>
</tr>
<tr>
<td><strong>Diamond Field, Complex</strong></td>
<td>Multiple ballfields at a single location suitable for tournaments.</td>
</tr>
<tr>
<td><strong>Diamond Field, Practice</strong></td>
<td>Describes any size of grassy area used for practice. Distinguished from ballfield in that it doesn’t lend itself to organized diamond sport games. Distinguished from open turf by the presence of a backstop.</td>
</tr>
<tr>
<td><strong>Disc Golf</strong></td>
<td>Describes a designated area that is used for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5</td>
</tr>
<tr>
<td><strong>Dog Park</strong></td>
<td>An area designated specifically as an off-leash area for dogs and their guardians.</td>
</tr>
<tr>
<td><strong>Educational Experience</strong></td>
<td>Signs, structures, or historic features that provide an educational, cultural, or historic experience. Receives a quantity of one for each contiguous site. Distinguished from public art by presence of interpretive signs or other information.</td>
</tr>
<tr>
<td><strong>Equestrian Facility</strong></td>
<td>Area designated for equestrian use. Typically applied to facilities other than trails.</td>
</tr>
<tr>
<td><strong>Event Space</strong></td>
<td>A designated area or facility for an outdoor class, performance, or special event including amphitheater, band shell, stage, etc.</td>
</tr>
<tr>
<td><strong>Fitness Course</strong></td>
<td>One or more features intended for personal fitness activities. Receives a quantity of one for each complete grouping.</td>
</tr>
<tr>
<td><strong>Game Court</strong></td>
<td>Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad including bocce, shuffleboard, lawn bowling, etc. Type specified in comments. Quantity counted per court.</td>
</tr>
<tr>
<td><strong>Garden, Community</strong></td>
<td>Describes any garden area that provides community members a place to have a personal vegetable or flower garden.</td>
</tr>
<tr>
<td><strong>Garden, Display</strong></td>
<td>Describes any garden area that is designed and maintained to provide a focal point or destination including a rose garden, fern garden, native plant garden, wildlife/habitat garden, arboretum, etc.</td>
</tr>
<tr>
<td><strong>Golf</strong></td>
<td>A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5</td>
</tr>
<tr>
<td><strong>Golf, Miniature</strong></td>
<td>A course designed and intended for use as a multi-hole golf putting game.</td>
</tr>
<tr>
<td>Feature</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------</td>
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</tr>
<tr>
<td>Golf, Practice</td>
<td>An area designated for golf practice or lessons including driving ranges and putting greens.</td>
</tr>
<tr>
<td>Horseshoe Court</td>
<td>A designated area for the game of horseshoes including permanent pits of regulation length. Quantity counted per court.</td>
</tr>
<tr>
<td>Horseshoes Complex</td>
<td>Several regulation horseshoe courts in single location suitable for tournaments.</td>
</tr>
<tr>
<td>Ice Hockey</td>
<td>Regulation size outdoor rink built specifically for ice hockey games and practice. General ice skating included in “Winter Sport.”</td>
</tr>
<tr>
<td>Inline Hockey</td>
<td>Regulation size outdoor rink built specifically for in-line hockey games and practice.</td>
</tr>
<tr>
<td>Loop Walk</td>
<td>Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or for leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.</td>
</tr>
<tr>
<td>Multi-Use Pad</td>
<td>A paved area that is painted with games such as hopscotch, 4 square, tetherball, etc. Often found in school yards. As distinguished from “Games Court “ which is typically single use.</td>
</tr>
<tr>
<td>Natural Area</td>
<td>Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native areas of the local ecology. Can include grasslands, woodlands and wetlands.</td>
</tr>
<tr>
<td>Open Turf</td>
<td>A grassy area that is not suitable for programmed field sports due to size, slope, location or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.</td>
</tr>
<tr>
<td>Other</td>
<td>Active or passive component that does not fall under any other component definition. Specified in comments.</td>
</tr>
<tr>
<td>Passive Node</td>
<td>A place that is designed to create a pause or special focus within a park and includes seating areas, plazas, overlooks, etc. Not intended for programmed use.</td>
</tr>
<tr>
<td>Pickleball Court</td>
<td>A designated court designed primarily for pickleball play.</td>
</tr>
<tr>
<td>Picnic Ground</td>
<td>A designated area with a grouping of picnic tables suitable for organized picnic activities. Individual picnic tables are accounted for as Comfort and Convenience modifiers.</td>
</tr>
<tr>
<td>Playground, Destination</td>
<td>Playground that attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.</td>
</tr>
<tr>
<td>Playground, Local</td>
<td>Playground that is intended to serve the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.</td>
</tr>
<tr>
<td>Public Art</td>
<td>Any art installation on public property. Receives a quantity of one for each contiguous site.</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
</tr>
<tr>
<td>--------------------------------</td>
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</tr>
<tr>
<td>Rectangular Field Complex</td>
<td>Several rectangular fields in single location suitable for tournament use.</td>
</tr>
<tr>
<td>Rectangular Field, Large</td>
<td>Describes a specific field large enough to host one adult rectangular field sport game such as soccer, football, lacrosse, rugby, and field hockey. Approximate field size is 180’ x 300’ (60 x 100 yards). Field may have goals and lining specific to a certain sport that may change with permitted use.</td>
</tr>
<tr>
<td>Rectangular Field, Multiple</td>
<td>Describes an area large enough to host one adult rectangular field sport game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area that can be arranged in any manner of configurations for any number of rectangular field sports. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.</td>
</tr>
<tr>
<td>Rectangular Field, Small</td>
<td>Describes a specific field too small to host a regulation adult rectangular field sport game. Accommodates at least one youth field sport game. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.</td>
</tr>
<tr>
<td>Shelter, Large</td>
<td>A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated whether or not benches or picnic tables are provided. Lack of seating may be addressed in scoring.</td>
</tr>
<tr>
<td>Shelter, Small</td>
<td>A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.</td>
</tr>
<tr>
<td>Skate Feature</td>
<td>A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating, etc. May or may not allow free-style biking. May be associated with a playground but is not part of it. Dedicated bike facilities are categorized as “Bike Course.”</td>
</tr>
<tr>
<td>Skate Park</td>
<td>An area set aside primarily for wheel sports such as skateboarding, in-line skating, etc. Attracts users from the entire community. May or may not allow free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities. Typically has a variety of concrete or modular features.</td>
</tr>
<tr>
<td>Target Range</td>
<td>A designated area for practice and/or competitive target activities. Type specified, such as archery or firearms, in comments.</td>
</tr>
<tr>
<td><strong>Tennis Complex</strong></td>
<td>Multiple regulation courts in a single location with amenities suitable for tournament use.</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tennis Court</strong></td>
<td>One standard regulation court suitable for recreation and/or competitive play. Quick Start or other non-standard types specified in comments.</td>
</tr>
<tr>
<td><strong>Tennis, Practice Wall</strong></td>
<td>A wall intended for practicing tennis.</td>
</tr>
<tr>
<td><strong>Track, Athletic</strong></td>
<td>A multi-lane, regulation sized running track appropriate for track and field events.</td>
</tr>
<tr>
<td><strong>Trail, Multi-Use</strong></td>
<td>A trail, paved or unpaved, that is separated from the road and provides recreational opportunities or connection to walkers, bikers, roller bladers and equestrian users. Paths that make a circuit within a single site are “Loop Walks.”</td>
</tr>
<tr>
<td><strong>Trail, Primitive</strong></td>
<td>A trail, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.</td>
</tr>
<tr>
<td><strong>Trail, Water</strong></td>
<td>A river, stream, canal or other waterway used as a trail for floating, paddling, or other watercraft.</td>
</tr>
<tr>
<td><strong>Trailhead</strong></td>
<td>A designated staging area at a trail access point. May include restrooms, an information kiosk, parking, drinking water, trash receptacles, seating, etc.</td>
</tr>
<tr>
<td><strong>Volleyball Court</strong></td>
<td>One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.</td>
</tr>
<tr>
<td><strong>Wall Ball Court</strong></td>
<td>Walled courts associated with sports such as handball and racquetball. Type specified in comments.</td>
</tr>
<tr>
<td><strong>Water Access, Developed</strong></td>
<td>A developed water access point. Includes docks, piers, kayak courses, boat ramps, fishing facilities, etc. Specified in comments including quantity for each unique type.</td>
</tr>
<tr>
<td><strong>Water Access, General</strong></td>
<td>Measures a user’s general ability to access the edge of open water. May include undeveloped shoreline. Typically receives quantity of one for each contiguous site.</td>
</tr>
<tr>
<td><strong>Water Feature</strong></td>
<td>A passive water-based amenity that provides a visual focal point. Includes fountains and waterfalls.</td>
</tr>
<tr>
<td><strong>Water, Open</strong></td>
<td>A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.</td>
</tr>
<tr>
<td><strong>Winter Sport</strong></td>
<td>An area designated for a winter sport or activity such as a downhill ski area, Nordic ski area, sledding hill, toboggan run, recreational ice, etc. Type specified in comments.</td>
</tr>
<tr>
<td><strong>GRASP® Indoor Component Type</strong></td>
<td><strong>Definition</strong></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Arts and Crafts</td>
<td>A room with non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.</td>
</tr>
<tr>
<td>Auditorium/Theater</td>
<td>A large room designed specifically as a performance/lecture space that includes a built-in stage, seating, and can accommodate stage lighting and sound amplification.</td>
</tr>
<tr>
<td>Childcare/Preschool</td>
<td>A room or space with built-in secure entry and cabinets, a small toilet, designated outdoor play area, etc. Intended for short-term child watch or half or full day preschool use.</td>
</tr>
<tr>
<td>Fitness/Dance</td>
<td>A room with resilient flooring and mirrors.</td>
</tr>
<tr>
<td>Food - Counter Service</td>
<td>Staffed food service with commercial kitchen and no waiter services.</td>
</tr>
<tr>
<td>Food - Full Service</td>
<td>Staffed food service with commercial kitchen and dining room with waiter services.</td>
</tr>
<tr>
<td>Food - Vending</td>
<td>Non-staffed area with vending machines and/or self-service food options.</td>
</tr>
<tr>
<td>Gallery/Exhibits</td>
<td>A space intended for display of art, interpretive information, or other type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.</td>
</tr>
<tr>
<td>Sport Court</td>
<td>Active recreation space that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.</td>
</tr>
<tr>
<td>Track, Indoor</td>
<td>Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.</td>
</tr>
<tr>
<td>Kitchen - Kitchenette</td>
<td>Area for preparing, warming, or serving food.</td>
</tr>
<tr>
<td>Kitchen - Commercial</td>
<td>Kitchen that meets local codes for commercial preparation food services.</td>
</tr>
<tr>
<td>Lobby/Entryway</td>
<td>An area at the entry of a building intended for sitting and waiting or relaxing.</td>
</tr>
<tr>
<td>Multi-Purpose Room</td>
<td>A space that can host a variety of activities including events, classes, meetings, banquets, medical or or therapeutic uses, etc. Also includes rooms or areas designated or intended to be used as games rooms, libraries, or lounges. Rooms may be be dividable.</td>
</tr>
<tr>
<td>Patio/Outdoor Seating</td>
<td>An outdoor space or seating area designed to be used exclusively in conjunction with an indoor space and primarily accessed through an indoor space.</td>
</tr>
<tr>
<td>Retail/Pro-shop</td>
<td>An area for retail sales of sporting equipment, gifts, etc. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.</td>
</tr>
</tbody>
</table>
| Sauna/Steam Room | A facility with built-in seating and a heat source intended for heat therapy.  
May be steam or dry heat. |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialty Services</td>
<td>Any specialty services available at an indoor location.</td>
</tr>
</tbody>
</table>
| Specialty Training | Any specialty training available at an indoor location.  
Includes gymnastics and circuit training. |
| Weight/Cardio Equipment | A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation and ceiling heights appropriate for high intensity workouts. |
| Woodshop | A room with wood-working equipment that contains an adequate power supply and ventilation. |

**Note:** Any component from the outdoor component list may be included as an indoor component

### Inventory Methods and Process

A detailed GIS (Geographic Information System) inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and develop an understanding of the system. The inventory for this study focused primarily on components at public parks. Each component was evaluated to ensure it was serving its intended function. Any components in need of refurbishment, replacement, or removal were noted.

Site comfort and convenience amenities such as shade, drinking fountains, restrooms, etc., called **modifiers** were also recorded.

The following information was collected during site visits:

- Component type and geo-location
  - Component functionality
    - Assessment scoring is based on condition, size, site capacity, and overall quality.  
The inventory team used the following three tier rating system to evaluate these:
    1 = Below Expectations  
    2 = Meets Expectations  
    3 = Exceeds Expectations
  - Site modifiers
  - Site design and ambience
  - Site photos
  - General comments
Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features.

The following three tier rating system was used to evaluate these:

1 = Below Expectations
2 = Meets Expectations
3 = Exceeds Expectations

Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site that are easily overlooked. Not all parks are created equal and the quality of a user’s experience may be determined by their surroundings. For example, the GRASP® system acknowledges the important differences between these identical playground structures in the example photos on the right.

In addition to scoring components, each park site or indoor facility is assessed for its comfort, convenience, and ambient qualities. This includes the availability amenities such as restrooms, drinking water, shade, scenery, etc. These modifier values then serve to enhance or amplify component scores at any given location.

Information collected during the site visit was then compiled. Corrections and comparisons were made in the GIS dataset. The inventory was then sent to members of the project team for additional revisions in an “Inventory Review Packet.” This review packet consisted of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

Analysis of the existing parks, Open Space, trails, and recreation systems are often conducted to determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.
D.2 COMPOSITE-VALUES LEVEL OF SERVICE ANALYSIS METHODOLOGY

Analysis of the existing parks, Open Space, trails, and recreation systems are often conducted to determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

GRASP® Score
Each park or recreation location, along with all on-site components, has been assigned a GRASP® Score. The GRASP® Score accounts for the assessment score as well as available modifiers and the design and ambiance of a park. The following illustration shows this relationship. A basic algorithm is used to calculate scoring totals, accounting for both component and modifier scores, for every park and facility in the inventory. The resulting scores reflect the overall value of that site. Scores for each inventory site and its components may be found in the Final Inventory Atlas, a supplemental document.

**GRASP® Score Calculation**

Perspectives
When service areas for multiple components are plotted on a map, a picture emerges that represents the cumulative level of service provided by that set of components in a geographic area.
This example graphic illustrates the GRASP® process assuming all three components and the park boundary itself, are scored a 2. The overlap of their service areas yields higher or lower overall scores for different parts of a study area.

On a map, darker shades result from the overlap of multiple service area and indicate areas served by more and/or higher quality components. For any given spot, there is a GRASP® Value for that reflects cumulative scoring for nearby assets. The following image provides an example.

EXAMPLE OF GRASP® LEVEL OF SERVICE (LOS)

Brief History of Level of Service Analysis
To help standardize parks and recreation planning, universities, agencies and parks and recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds, etc., a community should have. In 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970’s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides also have been cited as “traditional standards,” but have been less widely accepted. In 1983, Roger
Lancaster compiled a book called, “Recreation, Park and Open Space Standards and Guidelines,” that was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed Open Space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as “the NRPA standards,” these standards were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did benchmarking and other normative research to try and determine what an “average LOS” should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes. The popularly referred to “NRPA standards” for LOS, as such, do not exist. The following table gives some of the more commonly used capacity “standards” today.

**Commonly Referenced LOS Capacity “Standards”**

<table>
<thead>
<tr>
<th>Activity/Facility</th>
<th>Recommended Space Requirements</th>
<th>Service Radius and Location Notes</th>
<th>Number of Units per Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball Official</td>
<td>3.0 to 3.85-acre minimum</td>
<td>¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex</td>
<td>1 per 5,000; lighted 1 per 30,000</td>
</tr>
<tr>
<td>Little League</td>
<td>1.2 acre minimum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basketball Youth</td>
<td>2,400 – 3,036 vs. 5,040 – 7,280 s.f.</td>
<td>¼ to ½ mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings</td>
<td>1 per 5,000</td>
</tr>
<tr>
<td>High school</td>
<td>1.7 to 2.1 acres</td>
<td>1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks</td>
<td>1 per 10,000</td>
</tr>
<tr>
<td>Football</td>
<td>Minimum 1.5 acres</td>
<td>15 – 30-minute travel time Usually part of sports complex in community park or adjacent to school</td>
<td>1 per 20,000</td>
</tr>
<tr>
<td>Soccer</td>
<td>1.5 to 2.0 acres</td>
<td>¼ to ½ mile May also be used for youth baseball</td>
<td>1 per 5,000 (if also used for youth baseball)</td>
</tr>
<tr>
<td>Activity/Facility</td>
<td>Recommended Space Requirements</td>
<td>Service Radius and Location Notes</td>
<td>Number of Units per Population</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------------</td>
<td>----------------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>Swimming Pools</td>
<td>Varies on size of pool &amp; amenities; usually ½ to 2-acre site</td>
<td>15 - 30-minute travel time Pools for general community use should be planned for teaching, competitive &amp; recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site</td>
<td>1 per 20,000 (pools should accommodate 3 percent to 5 percent of total population at a time)</td>
</tr>
<tr>
<td>Tennis</td>
<td>Minimum of 7,200 s.f. single court area (2 acres per complex)</td>
<td>¼ to ½ mile Best in groups of 2 to 4 courts; located in neighborhood community park or near school site</td>
<td>1 court per 2,000</td>
</tr>
<tr>
<td>Volleyball</td>
<td>Minimum 4,000 s.f.</td>
<td>½ to 1 mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings</td>
<td>1 court per 5,000</td>
</tr>
</tbody>
</table>

| Total land Acreage | Various types of parks - mini, neighborhood, community, regional, conservation, etc. | 10 acres per 1,000 |

Sources:

In conducting planning work, it is key to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each community is different and there are many varying factors which are not addressed by the standards above. For example:
- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they haven’t been maintained in the last ten years?
- And many other questions....
**GRASP® (Geo-Referenced Amenities Standards Program)**

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a composite-values methodology and has been applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, Open Space and related agencies, Design Concepts, a landscape architecture and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called GRASP® (Geo-Referenced Amenities Standards Program). For this methodology, capacity is only part of the LOS equation. Other factors are brought into consideration, including quality, condition, location, comfort, convenience, and ambience.

To do this, parks, trails, recreation, and Open Space are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The ways in which the characteristics listed above affect the amount of service provided by the components of the system are explained in the following text.

**Quality** – The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

**Condition** – The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers more service than one that is full of weeds, ruts, and other hazards.

**Location** – To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within easy reach of it than it is to someone living all the way across town. Therefore, service is dependent upon proximity and access.

**Comfort** – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.

**Convenience** – Convenience encourages people to use a component, which increases the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.
Ambiance – Simple observation will prove that people are drawn to places that “feel” good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. A well-designed park is preferable to poorly-designed one, and this enhances the degree of service provided by the components within it.

In this methodology, the geographic location of the component is also recorded. Capacity is still part of the LOS analysis (described below) and the quantity of each component is recorded as well.

The methodology uses comfort, convenience, and ambiance as characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically, this begins with a decision on “relevant components” for the analysis, collection of an accurate inventory of those components, analysis and then the results are presented in a series of maps and tables that make up the GRASP® analysis of the study area.

Types of Perspectives

People arrive at a recreation destination by a variety of transit modes, on foot, by bike, in a car, via public transportation, or utilizing any combination of these or other alternatives. The travel mode is often determined, at least in part, by the distance or duration of travel to the destination. This variability may be accounted for by applying more than one catchment area distance to determine GRASP® Level of Service. The GRASP® methodology typically applies two different catchment area distances to calculate scoring totals, yielding two distinct types of perspectives used to examine a recreation system:

1. General Access
2. Walkable Access

A General Access perspective applies a catchment distance of one mile. A one mile catchment is intended to capture recreational users traveling from home or elsewhere to a park or facility by way of bike, bus, or automobile. One mile is also considered a suitable distance for a longer walk. However, the availability of a recreation opportunity on foot is addressed specifically in the Walkable Access perspective.

A Walkable Access, or “walkability,” perspective utilizes a shorter catchment distance intended to capture recreation users vising on foot. For this analysis a 1/2 mile walkability catchment area was used. This distance can range from as short as 1/4 mile to as far as 1/2 mile, depending on the study area.
A 1/2 mile distance a travel time of 15 minutes travelling at a leisurely pace, or a brisk ten minute walk. GRASP® Walkable Access does not necessarily indicate that a safe or desirable route exists between two places. Walking routes between locations have not been specifically evaluated using a network analysis, however a walking distance of 1/2 mile is commonly accepted in the industry as “walkable,” and most people can walk a 1/2 mile in 10 minutes or less as people typically walk at a speed of 3 miles per hour.

GRASP® Level of Service perspectives overlap service areas to yield a picture of total service for any place within a study area. Orange shades display higher cumulative scoring value for a given map area.

**2019 GRASP® Analyses**

GRASP® Level of Service Analyses were conducted for the 2019 PROS Plan update:

**General Access to Outdoor Recreation**
- Includes outdoor sites and trails
- One mile service areas with one-half mile premium

**Walkable Access to Outdoor Recreation**
- Includes outdoor sites and trails
- One-half mile service areas
- Barriers (highways, major roads, railways) limit service areas
General Access to Indoor Recreation
• Includes indoor facilities owned or programmed by City
• One mile service areas with one-half mile premium

General Access to Active Recreation
• GRASP® Active Public Health Analysis
• Includes outdoor sites and trails based on energy expenditure ratings
• One mile service areas with one-half mile premium

General Access to Open Space
• Includes Open Space lands specifically
• One mile service areas with one-half mile premium

Assumptions
1. Proximity equates to access. The presence of a recreational facility within a specified distance indicates that a site is “accessible.” “Access” in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. General Access relates to proximity of 1 mile, a reasonable distance for access by car or bicycle.
3. Walkable Access relates to proximity of 1/2 mile, a reasonable distance attainable in 10 minutes walking at a leisurely pace.
4. General Access also applies a premium value for walkability, doubling the score in areas with both 1 mile and 1/2 mile access.
5. Walkable access to recreation is affected by barriers, obstacles to free and easy travel on foot.
6. A minimum standard for service, also called a threshold, equates to that provided by a “typical” neighborhood park. A GRASP® score of 91 was used to as this threshold value. This is consistent with the threshold value used in the 2013 analysis and equates the recreation value of Coal Creek Open Space, Festival Plaza, Great Bark Dog Park, Greenlee Wildlife Preserve, or Simpson Mine Park.

A threshold value of 91.0 was used to identify any gap areas in service. This value roughly equates to the recreation value of Coal Creek Open Space or Festival Plaza, an exceptionally high threshold value indicative of a high expectations and standards for parks, recreation, and trails in Lafayette.
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Map B: City of Lafayette and Surrounding Communities

Legend
- Stream
- Wetland
- Lake or Reservoir
- Urban Growth Boundary
- Park
- Open Space
- School
- Cemetery
- City Limit
- Other Open Space or Public Land*

*Note - Shown for reference only
- Includes conservation lands not publicly accessible
- Data has not been verified

Map produced for the City of Lafayette CO by the GRASP® Team
Map is intended for Planning & Discussion purposes only.
Please refer to the Project Document for map details.
Legend elements may vary size, color and transparency from those shown on the map.
GIS Data Sources include: City of Lafayette, ESRI, GRASP® Team. Copyright© 2019 City of Lafayette

2019 City of Lafayette Parks, Recreation, & Open Space Master Plan Update
Legend

- Walkability Barrier
- Indoor Facility
- Trailhead
- City Trail
- Planned City Trail
- Social Trail
- City Sidewalk
- Other Agency Trail
- Stream
- Wetland
- Lake or Reservoir
- Urban Growth Boundary
- Park
- Open Space
- School
- Cemetery
- City Limit
- Other Open Space or Public Land*

*Note: - Shown for reference only
   - Includes conservation lands not publicly accessible
   - Data has not been verified

GIS Data Source is City of Lafayette. IDR: GRASP® Team. Copyright © 2019 City of Lafayette.
Map E: Population Density in City of Lafayette and Surrounding Communities

Legend
- Indoor Facility
- Trailhead
- City Trail
- Planned City Trail
- Social Trail
- City Sidewalk
- Other Agency Trail
- Stream
- Wetland
- Lake or Reservoir
- Urban Growth Boundary
- Park
- Open Space
- School
- Cemetery
- City Limit
  - 0 - 1,000 people per sq mi
  - 1,000 - 8,400 people per sq mi
  - 8,400 - 15,800 people per sq mi
  - 15,800 - 24,000 people per sq mi
  - 24,000 - 629,000 people per sq mi

Map produced for the City of Lafayette CO by the GRASP® Team
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Map N: Potential Open Space (LOSAC Ranked)
Proposed Connections

These proposed trail types describe available options to provide pedestrian and bicycle connections throughout the City of Lafayette. Further study is recommended as other opportunities may exist.

- **Multi-Use Trail**
  These connections are located away from roadways, typically in green spaces or natural areas.
  Intended for use by pedestrians and bicyclists.
  Soft surface or paved.

- **Urban Trail**
  These connections utilize right-of-ways along city roads and include a fully detached 10-12' sidewalk.
  Intended for use by pedestrians and bicyclists.
  Typically paved with designated lanes for pedestrians and bicyclists.

- **Bike Lane & Detached Sidewalk**
  These connections are found along those roadways where the right-of-way limits the sidewalk to a 4'-10' width.
  This type of connection generally includes an intermittent detached sidewalk (based on right-of-way) for pedestrians and an on-street bike lane for bicyclists, separated by on-street parking.
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Core Services Assessment and Programs Analysis Overview

An assessment of **Public Sector Agency Services** is an intensive review of organizational services including activities, facilities, and parklands that leads to the development of a department’s **Service Portfolio**. Additional results indicate whether the service is “core to the City’s values and vision,” and provide recommended provision strategies that can include, but are not limited to, enhancement of service, reduction of service, collaboration, and advancing or affirming market position. This assessment begins to provide a nexus relative to which services are central to Lafayette’s purpose. The process includes an analysis of each service’s relevance to Lafayette’s values and vision, the City’s market position in the community relative to market, other service providers in the service area including quantity and quality of provider, and the economic viability of the service.

The **Public Sector Agency Service Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering high-quality service in a more focused (and perhaps limited) way. The Matrix helps organizations think about some very pragmatic questions.

- **Q:** Is the agency the best or most appropriate organization to provide the service?
- **Q:** Is market competition good for the citizenry?
- **Q:** Is the agency spreading its resources too thin without the capacity to sustain core services and the system in general?
- **Q:** Are there opportunities to work with another organization to provide services in a more efficient and responsible manner?

To begin, an agency needs to take a full inventory of all assets, programs, and services to be included in the analysis. For most agencies, there are a substantial number, and they need to be placed into **“Categories of Service”**

### Categories of Service - Examples

- Non-Monitored Parks and Recreational Facilities
- Drop-In Monitored Access (non-instructional)
- Camps
- After School Programs
- Preschool
- Tournaments/Leagues
- Activities - Beginner/Novice
- Activities - Intermediate
- Activities - Advanced/Competitive
- Merchandise for Resale
- Concessions/Vending
- Social Services
- Social Clubs
- Trips
- Amusement or Tourism Attraction
- Special Events Partnered or City- Offered
- Exclusive Use Non-profit and Government
- Exclusive Use For-profit and Private
- Exclusive Use Government
- Leased, management services
After the services are categorized, staff and key stakeholders convene in a facilitated meeting to work each category through the Public Sector Services Assessment Matrix.

**Public Sector Agency Services Assessment Matrix**

The process includes using guiding questions in a facilitated group discussion to assign the Categories of Service to a numbered cell on the Matrix.

**Discussions**
One of the reasons that this process works so well is that the assignment of categories to cells is based on facilitated consensual discussions. No one person is making the decisions, and at the end of the assignment workshops, all participants have a strong understanding of how the categories do or do not fit within the vision for the agency and the resultant service strategies.

**Guiding Questions**
The following questions guide the process to determine each service’s fit with the agency’s values and vision, the agency’s strength or weakness in the target market service area, the service’s financial sustainability potential, and who else is providing like or similar services in the target market service area. Each question has to be answered for each service.

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Some questions to facilitate guiding categories through the Matrix:

1) **Fit**

*Fit* is the degree to which a service aligns with the agency’s values and vision, reflecting the community’s interests. If a service aligns with the agency’s values and vision and contributes to the overall enhancement of the community, it is classified as a “good fit.” If not, the service is considered a “poor fit.”

- Does the service align with agency values and vision?
- Does the service provide community-wide return on investment (i.e. community, individual, environmental, or economic benefits and outcomes that align with agency values such as crime prevention, improved health and well-being, enhancement of property values, etc.)?

2) **Financial Capacity**

*Financial Capacity* is the degree to which a service (including a program, facility, or land asset) is currently or potentially attractive as an investment of current and future resources to an agency from an economic perspective.

No program should be classified as “highly attractive” unless it is ranked as attractive on a substantial majority of the criteria below.

- Does the service have the capacity to sustain itself (break even) independent of General Fund or taxpayer subsidy/support?
- Can the service reasonably generate at least 50% from fees and charges?
- Can the service reasonably generate excess revenues over direct expenditures through the assessment of fees and charges?
- Are there consistent and stable alternative funding sources such as donations, sponsorships, grants, and/or volunteer contributions for this service?
- Can the service reasonably generate at least 25% of the costs of service from alternative funding sources?
- Is there demand for this service from a significant/large portion of the service’s target market?
- Can the user self-direct or operate/maintain the service without agency support?

3) **Market Position**

*Market Position* is the degree to which the organization is perceived by the public to have a stronger capability and potential to deliver the service than other agencies. It includes a combination of the agency’s effectiveness, quality, credibility, and market share dominance. No service should be classified as being in a “strong market position” unless it has some clear basis for declaring superiority over all providers in that service category and is ranked as affirmative on a substantial majority of the criteria below.

- Is the service provided at a convenient or good location in relation to the target market?
- Does the agency have a superior track record of quality service delivery?
- Does the agency currently own a large share of the target market currently served?
- Is the agency currently gaining momentum or growing its customer base in relation to other providers (e.g., “Is there a consistent waiting list for the service”)?
- Does agency staff have superior technical skills needed for quality service delivery?
4) Alternative Coverage

*Alternative Coverage* is the extent to which like or similar services are provided in the service area to meet customer demand and need. Are others providing the same services? If there are no other large (significant), or very few small agencies producing or providing comparable services in the same region or service area, the service should be classified as “low coverage.” Otherwise, coverage is “high.”

Other questions will arise and may need additional exploration, such as:

- Does the agency have the ability to conduct necessary research, pre and post participation assessments, and/or properly monitor and evaluate service performance therefore justifying the agency’s continued provision of the service (such as benchmarking performance or impact to community issues, values, or vision)?
- Are marketing efforts and resources effective in reaching and engaging the target market?

**Unfair Competition**

It has become somewhat challenging to draw a line of demarcation between those services that are recognized to be the prerogative of the private sector and those thought to be the responsibility of the public sector. Overlap of service production and provision are common. A continuing problem today is the lack of clarification between what sector should be producing or providing which services; therefore, boundaries should be developed. It is necessary to reshape how public and private sector agencies work either independent of each other or together in a more effective way, becoming complementary rather than duplicative.

Service lines are blurred due to a variety of factors. Whether it is due to the emergence of new services that have not been offered before, in response to customer demand, or reduced availability of public funds and therefore greater dependence on revenue generation, at times, these blurred lines can result in charges that the public sector engages in unfair competition practices by offering similar or like services to those of the private sector. These charges result from resource advantages that the public sector has over the private sector including, but not limited to, immunity from taxation and the ability to charge lower fees for similar or like services due to receipt of subsidy dollars.

**Potential Service Strategies**

Each numbered resulting cell in the Matrix corresponds with potential target service strategies. Eliminating services that are important to someone or have been offered for some time is challenging. Letting go and making choices based on objective tools must transcend the emotional attachments, because the agency is a public service provider. While this may be difficult, most agencies are re-thinking their resource and labor-intensive services for which they are no longer the strongest provider in the service’s target market. Complementary Development means partnering.
STAFF MEMORANDUM

TO: Fritz Sprague, City Administrator
FROM: Roger Caruso, Assistant City Administrator / Economic Development Director
DATE: October 10, 2019
SUBJECT: Initial Findings of the City Hall Current Conditions and Space Study

Background: Attached, please find the initial findings of the City Hall current conditions and space study. For background, as part of the City Center development, the City assured the developer that if they were to construct their proposed 207-unit residential development, along with nearly 18,000 s.f. of commercial space, the City would improve City Hall to be architecturally compatible. City Hall was constructed in 1985 and although it has served the constituency well, it is admittedly dated and inefficient.

Prior to architectural design of an improved City Hall, City Administrator Sprague thought it would be wise to take a step back and analyze City Hall in terms of its existing conditions and current and future spacing needs. The City hired local architect Hartronft and Associates ("Hartronft") to conduct a two-part analysis: the conditions portion and space study portion.

Based on initial findings, Hartronft has determined City Hall is deficient related to code requirements, design, and security. Hartronft will present these findings at the October 15 Council meeting.

In regards to space needs, Hartronft interviewed representatives for each department located at City Hall: Administration, Clerk, Finance, Human Resources, Informational Technology, Maintenance and Facilities, Planning and Building, and Public Works. These multi-day interviews included an analysis of what is currently working for each department, what improvements could be made to serve the constituency better and for staff to be more efficient and effective, and the ultimate space programming at City Hall. Based on these interviews, Hartronft prepared a current and future space analysis.

City Hall is 18,551 gross square feet. Based on full employee capacity, 19,274 square feet would be needed. Ultimately, City Hall is 723 square feet short of the needed space to operate efficiently. Although this amount of space shortage is small, the space shortage combined with the code, design, and security deficiencies means Hartronft will need to spend additional time drafting conceptual designs that could overcome these challenges.

Once Hartronft completes Phase II of drafting and identifying conceptual designs to overcome the abovementioned challenges, staff and Hartronft will present those findings to Council for review and approval.
City Hall Current Conditions and Space Study

Initial Findings

October 15, 2019
Roger Caruso
Assistant City Administrator
HISTORY

- Designed in 1983
- Built in 1985
- Louisville City Hall
- Multiple Remodels (Police, Library)
- Served Citizens Well but Outdated and Outlived
- Issues both Inside and Outside (Code, Design and Security)
Current Conditions and Space Study Initial Findings

Two Parts to the Study:

- Part 2 - Space Needs Today and in the Future
Current Conditions and Space Study Initial Findings

<table>
<thead>
<tr>
<th>Phase 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide Measured Drawings of Existing Conditions</td>
</tr>
<tr>
<td>Assess Initial Conditions of Building Systems (HVAC, Electrical, Lighting)</td>
</tr>
<tr>
<td>Initial Identification of Code, Design, and Security Deficiencies</td>
</tr>
<tr>
<td>Conduct Department Interviews</td>
</tr>
<tr>
<td>Stop and Check-In with Council</td>
</tr>
</tbody>
</table>
Current Conditions and Space Study Initial Findings

Phase 2

- Finalize Conditions of Building Systems (HVAC, Electrical, Lighting)
- Provide Conceptual Design Alternatives for Revising Existing Layout for Improved Function, Efficiency, and Customers
- Provide Recommendations for Improvements to Building Systems
- Final Update Council
Part 1 - Current Conditions

CODE / LIFE SAFETY & ACCESSIBILITY

- New Elevator Required – Stairs Not per Code
- ADA Counter Heights, Clearances, Council Dias, Door Hardware, Plumbing Fixtures
- No Fire Sprinkler or Automatic Fire Alarm Systems
- Stair Enclosures Required, Copier Not Allowed
Part 1 - Current Conditions

DESIGN DEFICIENCIES - OUTSIDE

- Air Infiltration
- Doors & Windows
- Roofing (Leaks)
- Brick/Stucco Condition
- Aesthetics
Part 1 - Current Conditions

DESIGN DEFICIENCIES - INSIDE

- Inefficient Use of Space
- Building Systems (HVAC, Electrical, Lighting)
- Customer Service Experience is Subpar
  - Entry to City Hall Cumbersome/Confusing
  - Upstairs? Downstairs? Upstairs AND Downstairs?
Part 1 - Current Conditions

SECURITY DEFICIENCIES

- Visitor Ingress/Egress
- Staff and Council Ingress/Egress
Part 2 – Space Study

- Current Uses: 18,551 SF
- Current Total Building Area – 1st and 2nd Levels: 18,551 SF
- 5-Year Projected Program Square Footage: 19,274 SF
- Deficit in Building Area to Meet Program Requirements: (723 SF)
Current Conditions and Space Study Findings

<table>
<thead>
<tr>
<th>Phase 1</th>
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<tbody>
<tr>
<td>Initial Work Concludes Deficiencies in Code, Design, and Security</td>
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<tr>
<td>City Hall Inadequate for Future Space Needs</td>
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<td>Building Systems Outdated</td>
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<table>
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<th>Phase 2</th>
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<tr>
<td>Provide Conceptual Design Alternatives to Deficiencies and Space</td>
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<tr>
<td>Provide Recommendations for Building Systems</td>
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</table>
Current Conditions and Space Study Findings

Questions?
Existing Conditions – Floor Plans

1st

2nd

CHAMBER OF COMMERCE
FINANCE
COUNCIL CHAMBERS

PLANNING & BUILDING
HR
PUBLIC WORKS

CITY ADMIN
STAFF MEMORANDUM

To: City Council
From: Roger Caruso, LURA Executive Director
Date: October 8, 2019
RE: Proposed 2020 LURA Budget

Attached, please find staff’s proposed 2020 LURA Budget. Per the Urban Renewal Plan, the Authority must seek City Council comments/feedback before adopting their yearly budget. The 2018 CAFR shows LURA having a fund balance of $2,991,256 with an ending cash balance of $1,029,969.

Currently, LURA is working on three projects: 1) former Miller’s Grille; 2) gas stations on Baseline Road; and 3) the 700 Block of S. Public Road. Staff anticipates an Economic Development Agreement being on LURA’s November agenda for the former Miller’s Grille.

It is not anticipated there will be resolution on any incentive for the gas stations or the 700 Block of S. Public Road in 2019. Therefore, with LURA’s ending cash balance of nearly $1,029,969 in 2018, and with any additional monies from 2019 (either through revenues being higher than anticipated or expenses lower than anticipated), it could be anticipated that LURA may have an ending 2019 cash balance of approximately $1,500,000+/-.

With the anticipated ending LURA cash balance in 2019, LURA could more than likely not incentivize the gas stations and the 700 Block of Public Road at the same time in 2020. LURA will either need to seek a loan from the City under the City/LURA IGA approved in 2018, or the incentive to either of the above could be structured over multiple years to address cash flow.

Currently, LURA’s revenues vs. expenditures (minus any incentives given) is approximately $1,000,000/year. With five (5) years left in LURA’s tif collections, LURA would then have approximately $6,500,000 to incentivize the gas stations on Baseline Road, 700 Block of Public Road, and/or other property owners.

Staff has anticipated the 2020 property taxes and sales taxes at 5% more than 2018 actuals. Staff is proposing $714,000 in expenses. The expenses are compromised of maintenance of public/private parking lots and the Starkey building, the administrative fee (10% of gross income) paid to the City to administer LURA, along with $250,000 for downtown development, $50,000 for an additional private/public parking lot, and $100,000 for streetscape. Therefore, the revenues of $1,289,016 vs. expenses of $714,000 have LURA ending 2020 with $575,016 more than they started with.

Attachments: 2020 Proposed LURA Budget Worksheet
<table>
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<tr>
<th>Description</th>
<th>Account Number</th>
<th>2018 Adopted</th>
<th>2018 Amended</th>
<th>2018 Actual</th>
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<td>Total Expenditures</td>
<td>1,993,000</td>
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<td>Excess Revenues/(Expenditures)</td>
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<td>-1,431,698</td>
<td>443,566</td>
<td>-1,055,774</td>
<td>575,016</td>
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</tr>
</tbody>
</table>

**Ending Fund Balance of 2018, 2019, and 2020 is reduced by outstanding loans on various properties within LURA**
STAFF REPORT

TO: Mayor Lynch and Councilors
FROM: Fritz Sprague, City Administrator
DATE: October 15, 2019
SUBJECT: Waneka Centennial Farm Open Space Acquisition

Recommendation: Council authorize the City Administrator to enter into purchase agreements for acquisition of Waneka Centennial Farm Open Space, subject to final Council approval.

Background: The City has been in discussion with the Waneka family for potential acquisition of a portion of the Waneka Centennial Farm for approximately three years. Within the last six months, these conversations have turned into productive negotiations that have resulted in the potential framework for acquisition of land for open space.

There are three parcels associated with this acquisition. The first is approximately 137 acres east of 119th and south of Baseline. It extends east and includes the Powers Marsh. The City has also been in conversation with Boulder County Parks and Open Space and they have agreed to partner with the City 50/50 for joint acquisition of this land. Following acquisition, the City and the County will exchange reciprocal conveyance easements over the other’s undivided interests of this Agricultural (AG) Parcel.

The second acquisition will consist of the approximately remaining four (4) acre homestead referred to as the ‘Centennial Farm’ which will be purchased by the City and held Fee Simple. In accordance with the Conservation Easements held on the AG land, the City will also grant an access easement to County across the Centennial Farm.

The third acquisition will consist of a 100-foot buffer from Baseline south along the Burlington trail to Emma, which will incorporate the ‘Old Town Marsh’. It will incorporate a 50-foot buffer east along Emma to the 137 acre AG parcel.

The City and County are in the process of having the Centennial Farm and buffer along Old Town surveyed to determine precise boundaries.

In total, this acquisition will cost $8.5 M, of which the County will partner 50/50 on acquisition of the 137 acre AG parcel, which is valued at approximately $7.53 M, minus the value of the Centennial Farm. The anticipated value of the Old Town buffer is $964 K. To finance the acquisition of these parcels, the City will be using unassigned fund balance from both the Legacy and General Funds. The City will arrange for an inter-fund loan to be paid back to the General Fund over a specified period of time.

As a condition of purchase, the City and the Waneka Family will enter into a pre-annexation agreement, which specifies that the Waneka family will petition for the remaining parcels to be annexed into Lafayette, that staff will recommend mixed-use zoning and that the City will provide municipal services to this property once developed.

Attachments: Waneka Presentation
Waneka Centennial Farm
Open Space Properties Acquisition

October 15, 2019

Fritz Sprague
City Administrator
Old Town Buffer – City Acquisition (14 ac)

Centennial Farm – City Acquisition (4 ac)

Ag Land – City/BoCo Acquisition (133 ac)

Waneka Farm
Partnership

Boulder County / Lafayette

- Provide real estate, legal, and other professional expertise;
- Partner 50% on acquisition of agricultural land (closing by November 19);
- BoCo and Lafayette to own the agricultural land 50/50;
- BoCo to manage the agricultural land;
Partnership

Lafayette

- Lafayette paying 100% of homestead acquisition costs (closing by November 19)
- Lafayette paying 100% of western 14 acres acquisition costs (closing after Boulder County subdivision process)
- Lafayette to manage both properties
Considerations

Seller’s Considerations

- Use the Homestead until April (potentially July) (City to address through lease)
- Farm the agricultural land until July (County to address through lease)
- Requirement of no prairie dogs (Usage by County as agricultural addresses this)
- Execute a Pre-Annexation Agreement concurrently w/ purchase
  - Staff will support commercial, residential, and mixed-use zoning;
  - City to provide municipal services;
  - Public land dedication deferred until Annexation
Next Steps

- BoCo and Lafayette drafting purchase agreement and lease (for agricultural land);
- Lafayette drafting purchase agreement and lease (for 14 acres);
- Council authorize City Administrator to execute purchase agreements;
- Council review and approve Pre-Annexation Agreement at Oct 15 Council meeting;
- Supplemental appropriation needed;
- BoCo review November 12
- Closing November 19
# Waneka Farm Funding

<table>
<thead>
<tr>
<th>Potential Funding by Entity</th>
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<tbody>
<tr>
<td>BoCo</td>
<td>Approx. $3.768- mil</td>
</tr>
<tr>
<td>Lafayette</td>
<td>Approx. $4.732+ mil</td>
</tr>
</tbody>
</table>
Discussion
Motion

Authorize the City Administrator to enter into purchase agreements for acquisition of Open Space
STAFF REPORT

TO: Fritz Sprague, City Administrator
FROM: Roger Caruso, Assistant City Administrator / Economic Development Director
DATE: October 15, 2019
SUBJECT: Second Reading / Ordinance No. 27, Series 2019 / Providing for a 3-Month Extension of the Moratorium on the Removal and Relocation of, and the Utilization of Lethal Control Measures for, any Black-Tailed Prairie Dogs located on any Property within the City; and Declaring an Emergency with Respect Thereto

Recommendation: Approval on Second Reading / Ordinance No. 27, Series 2019 / Providing for a 3-Month Extension of the Moratorium on the Removal and Relocation of, and the Utilization of Lethal Control Measures for, any Black-Tailed Prairie Dogs located on any Property within the City; and Declaring an Emergency with Respect Thereto

City Council unanimously approved Ordinance No. 27, Series 2019 on First Reading on October 1, 2019

Attachments:
Ordinance No. 27, Series 2019
ORDINANCE NO. 27, Series 2019
INTRODUCED BY: COUNCILOR CHELSEA BEHANNA

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, PROVIDING FOR A 3-MONTH EXTENSION OF THE MORATORIUM ON THE REMOVAL AND RELOCATION OF, AND THE UTILIZATION OF LEthal CONTROL MEASURES FOR, ANY BLACK-TAILED PRAIRIE DOGS LOCATED ON ANY PROPERTY WITHIN THE CITY; AND DECLARING AN EMERGENCY WITH RESPECT THERETO

WHEREAS, on October 18, 2018, the Lafayette City Council passed Ordinance No. 32, Series 2018, imposing a 6-month moratorium on the removal and relocation of, and the utilization of lethal control measures for, any black-tailed prairie dogs located on any property within the city (the “Moratorium”); and

WHEREAS, on April 2, 2019, the City Council passed Ordinance No. 11, Series 2019, extending the moratorium until October 17, 2019, with exceptions for certain development projects and for the acceptance and processing of new and existing applications for required land use approval; and

WHEREAS, since the enactment of Ordinance No. 32, Series 2018, the Lafayette City Council formed a Prairie Dog Advisory Working Group to, among other things, study the impacts of prairie dog/human land use conflicts and to provide input to City Council on possible revisions to policies and regulations to address matters such as the protection of the biodiversity and overall health of local natural ecosystems, the prevention of inhumane treatment of wildlife in the management of conflicts between prairie dogs and human land uses, and the balancing of ecosystem and wildlife protection with human land uses; and

WHEREAS, since the enactment of Ordinance No. 11, Series 2019, the Prairie Dog Advisory Working Group held a meeting on June 17, 2019, at which it formulated recommendations to City Council, including recommendations to make improvements to the City’s Prairie Dog Management Policy, certain changes to the City’s Code of Ordinances pertaining to permitting and land use application requirements, and recommendations for the City to provide education and outreach to the public and developers regarding prairie dogs and prairie dog ecosystems; and

WHEREAS, the City of Lafayette, through its staff and legal counsel, continue to directly and actively be involved in preparing a proposed, initial draft of amendments to the City’s existing land use regulations designed to address conflicts between prairie dogs and landowners and conflicts between prairie dog control measures and other wildlife species, habitats and local ecological processes; and

WHEREAS, the City of Lafayette, through its staff and legal counsel, continue to directly and actively be involved in preparing a proposed, initial draft of new regulations regarding control of wild animals, and a proposed, initial draft of new regulations designed to address wildlife habitat conservation and management, including a potential permitting process for the removal or destruction of certain wildlife habitat; and
WHEREAS, based upon the current schedule, City Council anticipates that it will now be in a position to consider an ordinance enacting revised land use regulations designed to mitigate prairie dog/human land use conflicts in late December 2019 or early January 2020; and

WHEREAS, in the absence of a moratorium, the removal and relocation of, or the use of lethal control measures for, prairie dogs in the event a conflict between prairie dogs and existing or planned land uses becomes irresolvable will defeat the purpose of the proposed regulations; and

WHEREAS, City Council believes that maintaining the existing moratorium is necessary until such time as Council has had an opportunity to carefully consider, and potentially enact, new land use regulations and wildlife habitat conservation and management regulations that are intended to protect and preserve the public’s health, safety and welfare, to protect and preserve the orderly and efficient development of land throughout the city, and to maintain healthy, balanced local natural ecosystems; and

WHEREAS, in order to protect and preserve the public’s health, safety and welfare, City Council wishes to extend the existing moratorium; and

WHEREAS, an extension of approximately three months is deemed to be the minimum period of time necessary to allow for complete consideration of the proposed regulations by City Council, the public, and the stakeholders; and

WHEREAS, landowners will not be unfairly prejudiced by a 3-month extension of the moratorium as provided in this ordinance; and

WHEREAS, City Council finds and declares that an emergency exists because Lafayette does not have any publicly-owned open space suitable or available for prairie dog relocation in the event a conflict between prairie dogs and existing or planned land uses becomes irresolvable, nor is it yet prepared to adopt regulations applicable to private property in the City to address prairie dog/human land use conflicts, though the drafting of such regulations is underway; and

WHEREAS, because the moratorium is set to expire on October 17, 2019, City Council finds and declares that it is necessary that this ordinance become effective on October 17, 2019, which is earlier than ten days after its enactment in accordance with Section 7.3 of the Charter of the City of Lafayette, in order to preserve the public’s peace, safety, and welfare because of the immediate need to address land use activities that will be detrimental to the City.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AS FOLLOWS:

Section 1. The preceding recitals contained in this ordinance are hereby adopted and incorporated by reference and findings of fact by the City Council.
Ordinance No. 27-2019

Section 2. Ordinance No. 32, Series 2018, as extended and amended by Ordinance No. 11, Series 2019, are re-enacted in their entirety as further amended below.

Section 3. The Moratorium imposed by Ordinance No. 32, Series 2018, and extended by Ordinance No. 11, Series 2019, shall be extended until January 17, 2020, unless sooner terminated by City Council.

Section 4. The Moratorium, as extended, shall not apply to any development project or activity on land within the City for which final plan approval has been granted by the City as of the date of enactment of this ordinance; nor shall it impact the lawful use of property for existing development projects for which final plan approval or site plan approval has been granted or a building permit issued, so long as such development projects are confined to the limits, provision, and conditions of their respective existing City approvals; nor shall it impact the acceptance and processing of new and existing applications for required land use approval.

Section 5. During the pendency of the Moratorium, as extended, the City Council shall retain the power to grant special exceptions as provided for in Section 6 of Ordinance No. 32, Series 2018.

Section 6. Before the expiration of the Moratorium, as extended, the City staff, working with the City Attorney, shall, if directed to do so by the City Council, prepare appropriate new, or amended, land use regulations addressing prairie dog/human land use conflicts on land in the City, and appropriate new, or amended, regulations addressing wildlife habitat conservation and management, including a potential permitting process for the removal or destruction of certain wildlife habitat, for consideration by the City Council.

Section 7. If any article, section, paragraph, sentence, clause or phrase of this ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this ordinance. The City Council hereby declares that it would have passed this ordinance and each part or parts hereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

Section 8. All other ordinances or portions thereof inconsistent or conflicting with this ordinance or any portion hereof is hereby repealed to the extent of such inconsistency or conflict.

Section 9. The repeal or modification of any provision of the Code of Ordinances of Lafayette, Colorado by this ordinance shall not release, extinguish, alter, modify or change in whole or in part any penalty, forfeiture or liability, either civil or criminal, which shall have been incurred under such provision. Each provision shall be treated and held as still remaining in force for the purpose of sustaining any and all proper actions, suits, proceedings and prosecutions for enforcement of the penalty, forfeiture or liability, as well as for the purpose of sustaining any judgment, decree or order which can or may be rendered, entered or made in such actions, suits, proceedings or prosecutions.
Ordinance No. 27-2019

Section 10. This ordinance is deemed necessary for the protection of the health, welfare and safety of the community.

Section 11. Violations of this ordinance shall be punishable in accordance with Section 1-10 of the Municipal Code of the City of Lafayette, Colorado.

Section 12. This ordinance shall take effect on October 17, 2019, in accordance with Section 7.3 of the Charter of the City of Lafayette, Colorado.

INTRODUCED AND PASSED ON FIRST READING THE 1st DAY OF OCTOBER, 2019.

PASSED ON SECOND AND FINAL READING, AND PUBLIC NOTICE ORDERED THE ________ DAY OF ______________________ 2019.

CITY OF LAFAYETTE, COLORADO

____________________________________
Alexandra Lynch, Mayor

ATTEST:                                   APPROVED AS TO FORM:

__________________________________  ____________________________________
Susan Koster, CMC, City Clerk   David S. Williamson, City Attorney
Background: In late 2018, Jim Quinlan, owner of JAX Inc. (aka JAX Outdoor) (“JAX”), approached the City to gauge interest in Lafayette essentially extending the existing economic development agreement already in place. JAX has been approached by a neighboring community with a vacant big box store, to locate both JAX Outdoor and JAX Home and Ranch, into one location.

The original Economic Development Agreement with JAX was executed on February 16, 2010. The agreement was executed during the economic downtown, and Ace Hardware had recently vacated the building. Per the Ace Hardware Economic Development Agreement, the City was responsible for lease payments for the building in years 8, 9, and 10. To avoid the potential of additional blight along the South Boulder Road corridor, and seeing the impending lease payments the City would be responsible for, the City found it advantageous to enter into an Economic Development Agreement with JAX. That agreement outlined a 50% sales tax rebate to JAX for ten years (June 2010 – May 2020) but with a requirement of occupying the store for fifteen years (June 2010 – May 2025).

Staff has reviewed the sales tax paid by JAX to the City since June 2010. Since JAX performed at the site when it appeared no one else would, since JAX Outdoor has paid a large sum of money to the City in sales taxes over the last ten years, and since a neighboring community is trying to court this business and JAX Home and Ranch, staff finds it reasonable to recommend Council enter into an additional economic development agreement with JAX.

Staff has drafted a new economic development agreement that supersedes all other agreements with JAX. This agreement is recommended to start January 1, 2020 and end December 31, 2029, with the new sales tax rebate being 25% versus 50%, and not to exceed $320,000. The lease requirement is for the five remaining years plus an additional twelve. Therefore, JAX will be required to occupy this store from January, 2020 until December, 2037.

It should be noted this new agreement has safeguards in place should JAX vacate the premises. The primary safeguard is that if JAX leaves any time before December 31, 2037, all monies rebated to JAX by the City after January 2020 will be immediately due to the City. This is also secured by a deed-of-trust on the property. In short, this incentive assures JAX will be in place at this location until December 31, 2037 or all monies paid to JAX must be repaid immediately to the City and therefore the City will not have paid any incentive to JAX post January 2020.

JAX also inquired if the City were willing to increase this amount if they decided to install solar panels on the property. Since the City believes in helping businesses become more sustainable, as a one-time trial, staff finds it reasonable to increase the incentive with a one-time payment of up to $30,000 if JAX installs a roof-mounted 200 kW solar photovoltaic system on-site. Documents from Namaste Solar shows the potential for a 208.74 kW roof-mounted system to be installed on-site.

Fiscal Impact: Up to $320,000 + $30,000 if solar is to be installed.
Attachments: Resolution No. 2019-62
Economic Development Agreement
CITY OF LAFAYETTE
RESOLUTION NO. 2019-62

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, APPROVING AN AMENDED AND RESTATED ECONOMIC DEVELOPMENT AGREEMENT PERTAINING TO THE WANEGA MARKETPLACE SHOPPING CENTER

WHEREAS, the City of Lafayette (the “City”), JAX Lafayette Property, LLC, and JAX Inc., d/b/a JAX Home & Ranch (collectively, “JAX”) entered into that certain economic development agreement on February 16, 2010 (the “Original Agreement”) for JAX’s purchase and remodeling of the Ace Hardware Store situated in the Waneka Marketplace shopping center (the “Project”); and

WHEREAS, City Council already determined, with approval of the Original Agreement, that it is in the best interests of the City and the community to help accommodate in the realization of the project within the City to serve the needs of consumers, provide additional employment opportunities and to maintain and enhance revenues for the City; and

WHEREAS, the Original Agreement was modified by the parties by a “Modification Agreement” dated April 12, 2010, said modification relating to the purchase price contribution. Pursuant to the Modification Agreement, the parties executed that certain indenture relating to the purchase price contribution; and

WHEREAS, the Original Agreement was further modified by the parties by a “Second Modification Agreement” dated May 17, 2010, said modification relating to the advance of certain sales tax incentive funds in order to assist with the financing of the Project; and

WHEREAS, the Parties to the Original Agreement wish to amend, modify, change and alter certain provisions of the Original Agreement, Modification Agreement, and Second Modification Agreement to provide for: (a) an extended lease and operation period for JAX; (b) a performance guaranty to ensure JAX’s continued lease and operation at the commercial structure; (c) an extended sales tax rebate incentive period, including a maximum incentive amount; (d) an additional solar rebate incentive; and (e) allowing JAX to transfer or sell the commercial property to a third party.

WHEREAS, City Council wishes to authorize the execution of an “Amended and Restated Economic Development Agreement” with JAX to accommodate the above changes.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lafayette, Colorado, as follows:

The Amended and Restated Economic Development Agreement pertaining to the Waneka Marketplace Shopping Center is approved in substantially the same form as the copy attached to this resolution. The Mayor is authorized to execute the agreement on behalf of the City.
RESOLVED AND PASSED THIS _________ DAY OF October, 2019.

CITY OF LAFAYETTE, COLORADO

ATTEST:

Alexandra Lynch, Mayor

Susan Koster, CMC, City Clerk

APPROVED AS TO FORM:

David S. Williamson, City Attorney
ECONOMIC DEVELOPMENT AGREEMENT (JAX - WANEKA MARKETPLACE)

THIS ECONOMIC DEVELOPMENT AGREEMENT (the “Agreement”) is made this ___ day of October, 2019, but is effective January 1, 2020, by and between City of Lafayette, Colorado, a home rule municipal corporation, 1290 South Public Road, Lafayette, Colorado, 80026 (“Lafayette” or “City”), JAX Lafayette Property, LLC., a Colorado limited liability company, and JAX, Inc., dba JAX Mercantile Co., a Colorado corporation authorized to do business in the State of Colorado, (referenced collectively as “JAX”).

RECITALS


B. The Original Agreement was modified by the parties by a “Modification Agreement” dated April 12, 2010, said modification relating to the purchase price contribution. Pursuant to the Modification Agreement, the parties executed that certain indenture relating to the purchase price contribution (the “2010 Indenture”).

C. The Original Agreement was further modified by the parties by a “Second Modification Agreement” dated May 17, 2010, said modification relating to the advance of certain sales tax incentive funds in order to assist with the financing of the Project.

D. It is the Parties’ intent that this Agreement, as an amendment and restatement of the Original Agreement, Modification Agreement, and Second Modification Agreement, shall supersede or replace in its entirety the terms and provisions of the Original Agreement, Modification Agreement, and Second Modification Agreement, effective January 1, 2020.

E. It is the Parties’ further intent that in the event any provision of this Agreement conflicts with any provision of the Original Agreement, Modification Agreement or Second Modification Agreement, the provisions of this Agreement shall govern and control such conflicting provisions.

F. A shopping center in Lafayette known as the “Waneka Marketplace” is located generally on the northeast corner of the intersection of South Boulder Road, and U.S. Hwy. 287. The shopping center is anchored by JAX, Inc., dba JAX Mercantile Co., or JAX Outdoor (collectively “JAX”), and Sprout’s Farmers Market grocery store. The JAX store structure contains approximately 37,402 square feet;
G. JAX has operated a retail store since 2010 and proposes to continue retail operations. The parcel JAX operates from is more particularly described as: Lot 7, Waneka Market Place PUD, Replat A, County of Boulder, State of Colorado, and referenced herein as “the Property”;

H. The potential loss of JAX will likely contribute to economic deterioration of the entire shopping center and surrounding commercial area;

I. It is necessary and advisable to provide economic incentives for the continued operation of the Project as an anchor retail facility in this location of the City;

J. The City Council has determined that it is in the best interests of the City and the community to help accommodate the Project to serve the needs of consumers provide additional employment opportunities to maintain and enhance tax revenues for the City;

K. The City Administrator has reviewed the economic incentive application and finds that the economic benefit to the City by virtue of development of the Project in the City is demonstrated and that the proposal is eligible for economic incentives based upon the following:

1. The proposal shows that there is potential incremental revenue to the City that is not now being received;
2. The Project will result in new employment opportunities in the City;
3. The Project will increase the property tax base within the City; and
4. The Project will increase the City’s sales tax base.
5. The Project will release the City from a contingent liability with respect to previous contractual commitments on the Property.

L. Since 1998 economic development has been a high priority for the City;

M. This Economic Development Agreement is consistent with the City’s guidelines for economic development incentives. It is in the best interests of the public and the City;

N. City Council finds that entering into this agreement will serve to provide public benefit to, and advance the public interest and welfare of the City and its citizens, by securing the location of this project within the City, and preventing potential economic deterioration by reason of the loss of a significant anchor store;

O. The City finds the potential economic and tax benefits to the City and its residents and potential employment opportunities for City residents is sufficient consideration to enter into this agreement upon the terms and conditions hereinafter.
AGREEMENT

1. **Warranties of Parties.** The parties hereby represent, warrant, and covenant to each other as follows:

**JAX**

(A) JAX, Inc., is a corporation duly organized, validly existing and in good standing under the laws of the State of Colorado and authorized to do business in the State of Colorado; has the legal capacity and the authority to enter into and perform its obligations under this agreement and the documents to be executed and delivered hereto; and the execution of this agreement, and such documents and the performance and observance of their terms, conditions, and obligations has been duly and validly authorized to by all necessary action on its part to make this agreement, such documents and such performance and observance valid and binding upon JAX, Inc..

(B) JAX Lafayette Property, LLC., is a limited liability company duly organized, validly existing and in good standing under the laws of the State of Colorado and authorized to do business in the State of Colorado; has the legal capacity and the authority to enter into and perform its obligations under this agreement and the documents to be executed and delivered hereto; and the execution of this agreement, and such documents and the performance and observance of their terms, conditions, and obligations has been duly and validly authorized to by all necessary action on its part to make this agreement, such documents and such performance and observance valid and binding upon JAX Lafayette Property, LLC.

(C) JAX has the necessary legal ability to execute and perform the agreement and has the necessary financial capability to construct and remodel the improvements and operate a retail facility required by the City as a condition of approval of the Project.

(D) JAX Lafayette Property, LLC shall enter into a lease (the “Lease”) of retail space of not less than approximately 37,000 square feet in the Property (the “Leased Premises”) to JAX, Inc., commencing no later than January 1, 2020, and continuing for a period of not less than 17 years (the “Lease Term”), through and including December 31, 2037.

(E) JAX acknowledges and agrees that, in compliance with the City’s comprehensive plan, it shall be required to, and shall comply with, high standards of architectural designs and site plans for construction and remodeling of all improvements constituting the Project.

(F) JAX, Inc. shall occupy the Leased Premises for the entire Lease Term, and shall operate at the Leased Premises a retail store under the name or names of “JAX Outdoor” for the entire Lease Term in compliance with applicable laws, ordinances, the Lafayette Code of Ordinances, regulations and approvals of the City.

(1) In the event JAX, Inc. breaches this warranty, and JAX, Inc. fails to remedy such breach within 30 day’s written notice thereof, JAX, Inc. shall repay to Lafayette within 30 days’ written demand made by Lafayette the full amount of the Sales Tax Reimbursement received by JAX, Inc. at the time of the event giving rise to the
breach, which shall include those amounts JAX, Inc. has already received as a sales tax reimbursement payment from the City under the Original Agreement and prior to the Effective Date of this Agreement for the fiscal years 2010 through 2019; provided, however, that in the event JAX, Inc. breaches this warranty after December 31, 2020, JAX, Inc. shall be obligated to repay to Lafayette only the amount of the Sales Tax Reimbursement actually received by JAX, Inc. after December 31, 2020 and up to and including the time of the event giving rise to the breach.

(2) To secure JAX, Inc.’s performance and repayment to Lafayette of the Sales Tax Reimbursement under subsection (1), JAX, Inc. shall execute a promissory note with a principal amount up to $375,000 without interest, payable to Lafayette. Such promissory note will provide that upon JAX, Inc.’s failure to remit payment pursuant to a demand within the required timeframe under subsection (1), the sum due to Lafayette under the note shall be the Sales Tax Reimbursement actually received by JAX, Inc., but not to exceed $375,000, payable in full upon demand. If JAX, Inc. has not breached the warranty provided for in subsection (F) on or before December 31, 2020, the obligation on such promissory note shall be reduced by an amount equal to the full amount of the sales tax reimbursement payment from the City actually received by JAX, Inc. for the fiscal years 2010 through 2020. Such promissory note shall be secured by a first or second deed of trust on the Property.

(3) For purposes of subsection (1), each of the following events shall be deemed a “breach” of the warranty provided under subsection (F) and an Event of Default under this Agreement:

(a) JAX, Inc. terminates the Lease prior to expiration of the Lease Term;
(b) JAX, Inc. ceases to occupy the Leased Premises at any point during the Lease Term;
(c) JAX, Inc. ceases to operate JAX’s Outdoor at the Leased Premises at any point during the Lease Term;
(d) JAX, Inc. rejects the Lease prior to the expiration of the Lease Term after filing for bankruptcy protection or reorganization, or after an involuntary petition is filed against JAX, Inc. under any bankruptcy or insolvency law

City

(A) The City is a home rule Colorado Municipal Corporation and has the power to enter into and take all actions required to authorize this Agreement, and to carry out its obligations hereunder.

(B) The City acknowledges that the Project, and related public and private improvements, serves a valid public purpose and will be of substantial benefit to the health, safety and welfare of its citizens.
2. **Incentives Granted.**

A. **Sales Tax Rebate:** JAX represents that the extraordinary costs of acquiring, remodeling, developing and establishing the retail operations has exceeded $4,000,000.00. To defray part of such extraordinary costs to develop the Project, Lafayette shall, subject to and in accordance with the following provisions, and subject to the maximum incentive amounts set forth in sub-paragraph 4 below, pay to Jax, Inc. a sum equal to 25% of the “uncommitted” Lafayette sales tax revenues received by Lafayette that are generated by retail sales at the JAX Outdoor store at the Property (“Sales Tax Reimbursement”) through December 31, 2029. As a percentage, the present “uncommitted” Lafayette sales tax rate is 3%. The Lafayette sales tax revenues generated by the 0.5% sales tax approved by the electors of Lafayette on November 2, 1992, November 4, 2003, November 6, 2012, November 7, 2017, and any future extensions thereof, dedicated and committed to the purchase and maintenance of open space, shall not be used in determining any rebate payments due JAX, Inc. The revenue generated by the 0.5% open space sales tax is therefore “committed” and shall not be considered a “sales tax” for the purpose of this Agreement. Any future increases in either the sales tax rate authorized by the electors of Lafayette shall not increase the amount of the reimbursement.

1. **Sales Tax Reimbursement Period:** Commencing on January 1, 2020 the Sales Tax Reimbursement shall be paid by Lafayette to JAX, Inc. until the earlier of December 31, 2029 or the Maximum Incentive Amount, as described in sub-paragraph 4 below, is reached.

2. **Payment of Sales Tax Reimbursement:** Subject to the timely remittances of sales tax revenues to the City by JAX, Inc. in compliance with the City’s tax code, the incentive reimbursement payments shall be made annually by Lafayette to JAX, Inc. within 60 days following the close of the last quarterly sales tax reporting period of the calendar year, except that the final payment based upon the Maximum Incentive Amount may be made at such time as it is earned, and need not wait until the conclusion of the calendar year. The City’s efforts to collect such sales tax revenues from retail sales at the JAX Outdoor store shall be consistent with the City’s overall efforts to collect sales tax revenues. Nothing in this Agreement shall be construed as imposing upon Lafayette any obligation to exert special efforts in the collection of such revenues.

3. **Sources of Incentive Reimbursement Payment:** Lafayette’s payment of obligations under this Agreement shall be limited solely to the percentage amount of sales tax revenues actually received and collected by Lafayette from retail sales transactions occurring at the store on the Property. Nothing herein shall be construed to require the City to make any payments to JAX, Inc. in excess of such amounts.

4. **Maximum Incentive Amounts:** The total, aggregate amount of sales tax reimbursement incentives that may accrue to JAX, Inc. under this Agreement shall not exceed $320,000. At such time as the value of the reimbursements equal the maximum specified herein, JAX, Inc. shall not be entitled to any further sales tax reimbursement incentives under this Agreement.
B. **Solar Rebate.** Lafayette will make a one-time contribution in an amount equal to 30% of the net installed cost (after deducting the value of any federal tax credits and any state or utility rebate payments applied towards the cost of installation) of an on-site solar photovoltaic system, up to the first 200 kW installed at the store on the Property (the “Solar Rebate”), but in no event shall the Solar Rebate exceed $30,000. Lafayette shall pay to JAX the Solar Rebate within 30 days after JAX submits a copy of a final building permit for the solar system to be installed, documentation showing that the solar system has in fact been installed at the store on the Property, and other documentation indicating the as-built system size and projected average annual production, which must be submitted by JAX to Lafayette on or before December 1, 2020. In the event JAX fails to provide such documentation by December 1, 2020, this provision shall be null and void and Lafayette shall not be obligated to pay to JAX the Solar Rebate.

3. **Effect on 2010 Indenture.**

   It is the intent of the Parties to this Agreement that, upon the Effective Date of this Agreement, that the provisions of the 2010 Indenture be terminated, with all parties to this Agreement waiving and releasing any rights or obligations that may exist by reason of the 2010 Indenture. Such waiver and release shall apply only as to the parties to this Agreement. At, or simultaneously with, this Agreement becoming effective, the Parties will execute such documents as are necessary to release any outstanding obligation arising under the 2010 Indenture for the benefit of JAX.

4. **All payments subject to Annual Appropriations.**

   The obligations of the City hereunder shall not constitute an indebtedness of the City within the meaning of any constitutional or statutory limitation or provision. The obligations of the City for payment of incentives based upon sales tax received by the City under this Agreement shall be from year to year only and shall not constitute a mandatory payment obligation of the City in any fiscal year beyond the present fiscal year. The Agreement shall not directly or indirectly obligate the City to make any payments of sales tax incentives beyond those appropriated for any physical year in which the agreement shall be in effect. The City Administrator (or any other officer or employee at the time charged with the responsibility for formulating budget proposal) is hereby directed to include in the budget proposals and appropriation legislation submitted to the City Council, in each year, prior to the expiration of this Agreement, amounts sufficient to meet its obligations hereunder, but only if the City shall have received sufficient amounts in the form of sales tax revenues. The decision as to whether to appropriate such amounts shall be at the sole discretion of the City Council. The failure to appropriate funds or have funds available shall not be a breach of this Agreement.

5. **Restrictions on Assignment.**

   The qualifications of JAX and the nature of the associated retail store are of particular concern to the City. Therefore, no voluntary or involuntary successor in interest of JAX shall result in the acquisition of any rights or power under this Agreement, except as expressly set forth herein. JAX shall not assign all or any part of the Agreement without the prior written consent of the City Council, which shall not be unreasonably withheld. This restriction on assignment shall not
be construed to preclude JAX from selling or transferring the Property to a third-party and
continuing to operate its retail business on the Premises under a lease or similar agreement, and
if that occurs, JAX and the City agree to transfer the deed of trust referenced in 1(F)(2) to
another property reasonably acceptable to the City.

6. **Notices.**

All notices required or permitted hereunder shall be in writing and shall be effective upon
mailing, deposited in the U.S. Mail, postage prepaid and addressed to the intended recipients as
follows:

City of Lafayette                     JAX, Inc.
City Administrator                  PO Box 469
1290 South Public Rd.               Bellevue, CO  80512
Lafayette, CO  80026                Attn:  James E. Quinlan

Copy to:                            JAX Lafayette Property, LLC.
David S. Williamson                   PO Box 469
City Attorney                        Bellevue, CO  80512
1650 36th Street. Ste. 103W          Attn:  James E. Quinlan
Boulder, CO  80301

7. **General Provisions.**

(A) This Agreement shall inure to the benefit of and shall be binding upon the
City and JAX.

(B) The City shall not be obligated or liable under the terms of this Agreement
to any person or entity not a party hereto. Further, the City shall not be bound by any contracts
or conditions that JAX may negotiate with third parties related to the Project, other than
customary rights required by a lender.

(C) This Agreement is being executed and delivered and is intended to be
performed in the State of Colorado, and the laws of Colorado shall govern the validity,
construction, enforcement and interpretation of this Agreement. Exclusive jurisdiction and
venue for resolution of any dispute arising hereunder shall be in the Boulder County, Colorado
District Court.

(D) This Agreement embodies the whole agreement of the parties concerning
financial incentives by the City for JAX. There are no promises, terms, conditions, or
obligations other than those contained herein that exist with respect to the financial incentives.
This Agreement shall supersede all provisions, communications, representations, or agreement, either verbal or written, between the parties with respect to the financial incentives.

(E) A written waiver by either party to this Agreement of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver or any subsequent breach by another party.

(F) The captions of the sections of this Agreement are only for the convenience and reference of the parties and are not intended to define, limit, or describe the scope or intent of this Agreement.

(G) Notwithstanding any language in this Agreement, the City shall not be deemed to be a member, partner, or joint venturer of JAX and the City shall not be responsible for any debt or liability of JAX or his contractors or agents. JAX shall not be responsible for any debt or liability of the City or its contractors or agents.

(H) If any portion or portions of this Agreement shall be determined to be illegal or unenforceable, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect as if such illegal or unenforceable portion or portions did not exist. If all or any portion of the payments required by the terms of this Agreement are determined by a court of competent jurisdiction in a final non-appealable judgment, to be contrary to public policy or otherwise precluded, and if the decision of such court clearly indicates how such payments may be made differently, and in a manner that is legal, valid and enforceable, then the parties shall utilize their reasonable, best, good faith efforts to promptly restructure and/or amend this Agreement in accordance with such court decision, or to enter into a new agreement, to assure, to the extent legally permissible, that all payments are made to JAX as contemplated by this Agreement.

8. Events of Default; Remedies.

(A) Default of an event of default by JAX shall mean one or more of the following events:

i. JAX assigns or attempts to assign this Agreement in violation of this Agreement; or

ii. JAX fails to observe or perform any other warranty, covenant, obligation or agreement required under this Agreement, or JAX’s representations or warranties were materially inaccurate when made of shall prove to be materially inaccurate.

(B) Upon the occurrence of any event of default, the City shall provide written notice to JAX. JAX shall immediately proceed to cure or remedy such default, and in any event, such default shall be cured within 30 days after receipt of the notice, or such longer time as the City and JAX agree in writing. Upon the failure of JAX to so cure any such default, the City shall have all remedies available to it, in law or in equity, including, but not limited to, specific performance and damages.
Default or an event of default by the City shall mean one or more of the following events:

i. Any representation or warranty made in this Agreement by the City was materially inaccurate when made or shall prove to be materially inaccurate;

ii. The City fails to pay the rebate of the sales tax revenues as and when provided in this Agreement, except to the extent such failure is the result of the failure of the City Council to appropriate sufficient funds.

iii. The City fails to pay or perform any other material covenants, obligation or agreement required of it under this Agreement.

Upon the occurrence of any event of default JAX shall provide written notice to the City. The City shall immediately proceed to cure or remedy such default, and in any event, such default shall be cured within 30 days after receipt of the notice, or such longer time as the City and JAX agree in writing. Upon the failure of the City to so cure any such default, JAX shall have all remedies available to it, in law, or in equity, including but not limited to, specific performance, but not including damages.

If any Party initiates litigation to remedy default under this Agreement, the prevailing Party shall be entitled to all costs of litigation and reasonable attorney’s fees.

The City and JAX have executed this Agreement effective as of the date first above written.

CITY OF LAFAYETTE

By: ________________________________
Alexandra Lynch, Mayor

STATE OF COLORADO  )
COUNTY OF BOULDER  ) ss.

The foregoing instrument as acknowledged before me this _______day of October, 2019, by Alexandra Lynch, Mayor of the City of Lafayette.

Witness my hand and official seal.

My commission expires:

___________________________________
Notary Public
JAX, Inc.,
A Colorado corporation

By: _____________________________
Name: James E. Quinlan
Title: President

STATE OF COLORADO  )
COUNTY OF BOULDER  ) ss.

The foregoing instrument as acknowledged before me this ______day of October, 2019, by James E. Quinlan, as President of JAX, Inc.

Witness my hand and official seal.

My commission expires:

___________________________________
Notary Public

JAX LAFAYETTE PROPERTY, LLC.,
a Colorado limited liability company

By: ________________________________
James E. Quinlan, Member

STATE OF COLORADO  )
COUNTY OF BOULDER  ) ss.

The foregoing instrument as acknowledged before me this ______day of October, 2019, by James E. Quinlan, as Member of JAX Lafayette Property, LLC.

Witness my hand and official seal.

My commission expires:

___________________________________
Notary Public
STAFF REPORT

TO: Fritz Sprague, City Administrator  
FROM: Roger Caruso, Assistant City Administrator / Economic Development Director  
DATE: August 18, 2019  
SUBJECT: Resolution No. 2019-63 / Economic Development Agreement / Lafayette Place, LLC and JAX, Inc., dba JAX Home and Ranch

Recommendation: Approval of Resolution No. 2019-63 / Economic Development Agreement for Lafayette Place, LLC and JAX, Inc. / Lot 1B, Block 1, Coal Creek Tech Center Filing 1 Replat B

Background: In late 2018, Jim Quinlan, owner of JAX Inc. (aka JAX Home and Ranch) (“JAX”), approached the City to gauge interest in Lafayette extending the economic development agreement already in place. JAX has been approached by a neighboring community with a vacant big box store, to locate both JAX Home and Ranch and JAX Outdoor, into one location.

The original Economic Development Agreement with JAX was executed on August 23, 2012. This agreement was executed during the economic downtown, and Flatirons Church had recently vacated to move to the north side of South Boulder Road. To avoid the potential of additional blight along the South Boulder Road corridor, and to increase the City’s sales tax base, the City found it advantageous to enter into an Economic Development Agreement with JAX. That agreement outlined a 50% sales tax rebate to JAX for ten years (December 2012 – November 2022) but with a requirement of occupying the store for fifteen years (December 2012 – November 2027).

With this, staff has reviewed the sales tax paid by JAX to the City since December 2012. Since JAX performed at the site when it appeared no one else would, since JAX Home and Ranch has paid a large sum of money to the City in sales taxes over the last seven (7) years, and since a neighboring community is trying to court this business and JAX Outdoor, staff finds it reasonable to recommend Council enter into an additional economic development agreement with JAX.

Staff has drafted a new economic development agreement that supersedes all other agreements with JAX. This agreement is recommended to start January 1, 2020 and end December 31, 2032 (ten years plus the two remaining with the original agreement), with the new sales tax rebate being 40% versus 50%, and not to exceed $80,000 per year or $800,000 in aggregate. JAX shall lease the store for the remaining seven years, plus the new ten year sales tax repaid plus an additional two years (i.e. JAX must lease and operate the store until December 31, 2039).

The agreement includes two additional points: 1) JAX shall make improvements to the roof in an amount equal to or in excess of $300,000; and 2) if JAX installs a photovoltaic roof-mounted system a minimum of 300kW which is anticipated to produce an estimated 450,000 kWh/year, the amount of the rebate shall be increased by 50% from the date of operation of the photovoltaic system and forward up to December 31, 2032.

Fiscal Impact: 40% of sales tax received up to $80,000 / year or $800,000 in total or which may be increased to 50% if JAX installs a roof-mounted system of a specific size, up to $80,000 / year or $800,000 in total.

Attachments: Resolution No. 2019-63  
Economic Development Agreement
WHEREAS, the City of Lafayette (the “City”), the Lafayette Urban Renewal Authority (the “Authority”), Lafayette Plaza, LLC and JAX Inc., d/b/a JAX Home & Ranch (collectively, “JAX”) entered into that certain economic development agreement on August 23, 2012 (the “Original Agreement”) for JAX’s purchase and remodeling of a commercial structure situated in the Coal Creek Shopping Center (the “Project”); and

WHEREAS, City Council already determined, with approval of the Original Agreement, that it is in the best interests of the City and the community to help accommodate in the realization of the project within the City to serve the needs of consumers, provide additional employment opportunities and to maintain and enhance revenues for the City; and

WHEREAS, the Parties to the Original Agreement wish to amend, modify, change and alter certain provisions of the Original Agreement to provide for: (a) an extended lease and operation period for JAX; (b) a performance guaranty to ensure JAX’s continued lease and operation at the commercial structure; (c) a requirement to make additional improvements to the commercial roof structure; (d) an extended sales tax rebate incentive period, including a maximum incentive amount; and (e) eliminating the Authority as a party to the Original Agreement.

WHEREAS, City Council wishes to authorize the execution of an “Amended and Restated Economic Development Agreement” with JAX to accommodate the above changes.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lafayette, Colorado, as follows:

The Amended and Restated Economic Development Agreement pertaining to the Coal Creek Shopping Center is approved in substantially the same form as the copy attached to this resolution. The Mayor is authorized to execute the agreement on behalf of the City.

RESOLVED AND PASSED THIS _________ DAY OF October, 2019.

CITY OF LAFAYETTE, COLORADO

ATTEST:

________________________
Alexandra Lynch, Mayor

________________________
Susan Koster, CMC, City Clerk

APPROVED AS TO FORM:

________________________
David S. Williamson, City Attorney
ECOnomic Development Agreement (Jax – Coal Creek Shopping Center)

This Economic Development Agreement (the “Agreement”) is made this ___ day of ______, 2019, but is effective as of January 1, 2020, by and between City of Lafayette, Colorado, a home rule municipal corporation, 1290 South Public Road, Lafayette, Colorado, 80026 (“Lafayette” or “City”), Lafayette Plaza, LLC., a Colorado limited liability company, and JAX, Inc., dba JAX Home & Ranch and/or JAX Farm & Ranch, a Colorado corporation authorized to do business in the State of Colorado, (referenced collectively herein as “JAX”).

Recitals

A. The City, the Lafayette Urban Renewal Authority (the “Authority”), and JAX entered into that certain economic development agreement on August 23, 2012 (the “Original Agreement”) for JAX’s purchase and remodeling of a commercial structure situated in the Coal Creek Shopping Center (the “Project”);

C. It is the Parties’ intent that this Agreement, as an amendment and restatement of the Original Agreement, shall supersede or replace in its entirety the terms and provisions of the Original Agreement, effective January 1, 2020.

D. It is the Parties’ further intent that in the event any provision of this Agreement conflicts with any provision of the Original Agreement, the provisions of this Agreement shall govern and control such conflicting provisions.

Agreement

1. Warranties of Parties. The parties hereby represent, warrant, and covenant to each other as follows:

JAX

(A) JAX, Inc., is a corporation duly organized, validly existing and in good standing under the laws of the State of Colorado and authorized to do business in the State of Colorado; has the legal capacity and the authority to enter into and perform its obligations under this agreement and the documents to be executed and delivered hereto; and the execution of this agreement, and such documents and the performance and observance of their terms, conditions, and obligations has been duly and validly authorized to by all necessary action on its part to make this agreement, such documents and such performance and observance valid and binding upon JAX, Inc..

(B) Lafayette Plaza, LLC is a limited liability company duly organized, validly existing and in good standing under the laws of the State of Colorado and authorized to do business in the State of Colorado; has the legal capacity and the authority to enter into and perform its obligations under this agreement and the documents to be executed and delivered hereto; and the execution of this agreement, and such documents and the performance and observance of their terms, conditions, and obligations has been duly and validly authorized to by
all necessary action on its part to make this agreement, such documents and such performance and observance valid and binding upon Lafayette Plaza, LLC.

(C) JAX has the necessary legal ability to execute and perform the Agreement and has the necessary financial capability to operate a retail facility required by the City as a condition of approval of the Project.

(D) Lafayette Plaza, LLC shall enter into a lease (the “Lease”) of retail space of not less than approximately 44,000 square feet in the Anchor Lot (the “Leased Premises”) to JAX, Inc., commencing no later than January 1, 2020, and continuing for a period of not less than 19 years (the “Lease Term”), through and including December 31, 2039.

(E) JAX acknowledges and agrees that, in compliance with the City’s comprehensive plan, it shall be required to, and shall comply with, high standards of architectural designs and site plans.

(F) JAX, Inc. shall occupy the Leased Premises for the entire Lease Term, and shall operate at the Leased Premises a retail store under the name or names of “JAX Home & Ranch” and “JAX Farm & Ranch” for the entire Lease Term in compliance with applicable laws, ordinances, the Lafayette Code of Ordinances, regulations and approvals of the City.

(1) In the event JAX, Inc. breaches this warranty, and JAX, Inc. fails to remedy such breach within 30 day’s written notice thereof, JAX, Inc. shall repay to Lafayette within 30 days’ written demand made by Lafayette the full amount of the Sales Tax Reimbursement actually received by JAX, Inc. at the time of the event giving rise to the breach, which shall include those amounts JAX, Inc. has already received as a sales tax reimbursement payment from the City under the Original Agreement and prior to the Effective Date of this Agreement for the fiscal years 2012 through 2022; provided, however, that in the event JAX, Inc. breaches this warranty after December 31, 2022, JAX, Inc. shall be obligated to repay to Lafayette only the amount of the Sales Tax Reimbursement actually received by JAX, Inc. after December 31, 2022 and up to and including the time of the event giving rise to the breach.

(2) To secure JAX, Inc.’s performance and repayment to Lafayette of the Sales Tax Reimbursement under subsection (1), JAX, Inc. shall execute a promissory note with a principal amount up to $960,000, without interest, payable to Lafayette. Such promissory note will provide that upon JAX, Inc.’s failure to remit payment pursuant to a demand within the required timeframe under subsection (1), the sum due to Lafayette under the note shall be the Sales Tax Reimbursement actually received by JAX, Inc., but not to exceed $960,000, payable in full upon demand. If JAX, Inc. has not breached the warranty provided for in paragraph (F) on or before December 31, 2022, the obligation on such promissory note shall be reduced by an amount equal to the full amount of the sales tax reimbursement payment from the City actually received by JAX, Inc. for the fiscal years 2013 through 2022. Such promissory note shall be secured by a second deed of trust on the Property.
(3) For purposes of subsection (1), each of the following events shall be deemed a “breach” of the warranty provided under subsection (F) and an Event of Default under this Agreement:

   (a) JAX, Inc. terminates the Lease prior to expiration of the Lease Term;

   (b) JAX, Inc. ceases to occupy the Leased Premises at any point during the Lease Term;

   (c) JAX, Inc. ceases to operate JAX Home & Ranch and/or JAX Farm & Ranch at the Leased Premises at any point during the Lease Term;

   (d) JAX, Inc. rejects the Lease prior to the expiration of the Lease Term after filing for bankruptcy protection or reorganization, or after an involuntary petition is filed against JAX, Inc. under any bankruptcy or insolvency law.

(I) JAX shall make improvements to the roof of the existing structure located on the Anchor Lot, as more particularly described in Exhibit B, equal to or in excess of $300,000.00.

Lafayette

   (A) Lafayette is a home rule Colorado Municipal Corporation and has the power to enter into and take all actions required to authorize this Agreement, and to carry out its obligations hereunder.

   (B) Lafayette acknowledges that the Project, and related public and private improvements, serves a valid public purpose and will be of substantial benefit to the health, safety and welfare of its citizens.

2. Incentives Granted.

   (C) Sales Tax Reimbursement: JAX represents that the extraordinary costs of acquiring, remodeling, developing and establishing the retail operations has exceeded $3,300,000.00. To defray part of such extraordinary costs to develop the Project, Lafayette shall, subject to and in accordance with the following provisions, and subject to the maximum incentive amounts set forth in subparagraph 4 below, pay to Jax, Inc. a sum equal to 40% of the “uncommitted” Lafayette sales tax revenues received by Lafayette that are generated by retail sales at the JAX Home & Ranch and/or JAX Farm & Ranch store at the Anchor Lot (“Sales Tax Reimbursement”).

   If Jax, Inc. installs a photovoltaic roof-mounted system a minimum of 300kW in size, which is anticipated to produce an estimated 450,000 kWh/year, and subject to Jax, Inc., formally notifying the City of the photovoltaic roof-mounted system installation and initial production, then the amount of rebate shall be increased to
50% of the “uncommitted” Lafayette sales tax revenues received by Lafayette that are generated by retail sales at the JAX Home & Ranch and/or JAX Farm & Ranch store at the Anchor Lot (“Sales Tax Reimbursement”),

(D) As a percentage, the present “uncommitted” Lafayette sales tax rate is 3%. The Lafayette sales tax revenues generated by the 0.5% sales tax approved by the electors of Lafayette on November 2, 1992, November 4, 2003, November 6, 2012, November 7, 2017, and any future extensions thereof, dedicated and committed to the purchase and maintenance of open space, shall not be used in determining any rebate payments due JAX, Inc. The revenue generated by the 0.5% open space sales tax is therefore “committed” and shall not be considered a “sales tax” for the purpose of this Agreement. Any future increases in either the sales tax rate authorized by the electors of Lafayette shall not increase the amount of the reimbursement.

(1) **Sales Tax Reimbursement Period**: Commencing on January 1, 2020 the Sales Tax Reimbursement shall be paid by Lafayette to JAX, Inc. until the earlier of December 31, 2032 or the Maximum Incentive Amount, as described in sub-paragraph 4 below, is reached.

(2) **Payment of Sales Tax Reimbursement**: Subject to the timely remittances of sales tax revenues to the City by JAX, Inc. in compliance with the City’s tax code, the incentive reimbursement payments shall be made annually by Lafayette to JAX, Inc. within 60 days following the close of the last quarterly sales tax reporting period of the calendar year, except that the final payment based upon the Maximum Incentive Amount may be made at such time as it is earned, and need not wait until the conclusion of the calendar year. The City’s efforts to collect such sales tax revenues from retail sales at the JAX, Home & Ranch and/or JAX Farm & Ranch store shall be consistent with the City’s overall efforts to collect sales tax revenues. Nothing in this Agreement shall be construed as imposing upon Lafayette any obligation to exert special efforts in the collection of such revenues.

(3) **Sources of Incentive Reimbursement Payment**: Lafayette’s payment of obligations under this Agreement shall be limited solely to the 50% of the amount of sales tax revenues actually received and collected by Lafayette from retail sales transactions occurring at the store on the Property. Nothing herein shall be construed to require the City to make any payments to JAX, Inc. in excess of such amounts.

(4) **Maximum Incentive Amounts**: The annual amount of sales tax reimbursement incentives that may accrue to JAX, Inc. under this Agreement shall not exceed $80,000, and the total, aggregate amount of sales tax reimbursement incentives that may accrue to JAX, Inc. under this Agreement shall not exceed $800,000. At such time as the value of the reimbursements equal the maximum specified herein, JAX, Inc. shall not be entitled to any further sales tax reimbursement incentives under this Agreement.

3. **All payments subject to Annual Appropriations.**
The obligations of the City hereunder shall not constitute an indebtedness of the City within the meaning of any constitutional or statutory limitation or provision. The obligations of the City for payment of incentives based upon sales tax received by the City under this Agreement shall be from year to year only and shall not constitute a mandatory payment obligation of the City in any fiscal year beyond the present fiscal year. The Agreement shall not directly or indirectly obligate the City to make any payments of sales tax incentives beyond those appropriated for any physical year in which the agreement shall be in effect. The City Administrator (or any other officer or employee at the time charged with the responsibility for formulating budget proposal) is hereby directed to include in the budget proposals and appropriation legislation submitted to the City Council, in each year, prior to the expiration of this Agreement, amounts sufficient to meet its obligations hereunder, but only if the City shall have received sufficient amounts in the form of sales tax revenues. The decision as to whether to appropriate such amounts shall be at the sole discretion of the City Council. The failure to appropriate funds or have funds available shall not be a breach of this Agreement.

4. Restrictions on Assignment.

The qualifications of JAX and the nature of the associated retail store are of particular concern to the City. Therefore, no voluntary or involuntary successor in interest of JAX shall result in the acquisition of any rights or power under this Agreement, except as expressly set forth herein. JAX shall not assign all or any part of the Agreement without the prior written consent of the City Council, which shall not be unreasonably withheld. This restriction on assignment shall not be construed to preclude JAX from selling or transferring the Property to a third-party and continuing to operate its retail business on the Premises under a lease or similar agreement, and if that occurs, JAX and the City agree to transfer the deed of trust referenced in 1(F)(2) to another property reasonably acceptable to the City.

5. Notices.

All notices required or permitted hereunder shall be in writing and shall be effective upon mailing, deposited in the U.S. Mail, postage prepaid and addressed to the intended recipients as follows:

City of Lafayette
City Administrator
1290 South Public Rd.
Lafayette, CO 80026

JAX, Inc.
PO Box 469
Bellevue, CO 80512
Attn: James E. Quinlan

Copy to:
David S. Williamson
City Attorney
1650 38th Street. Ste. 103W
Boulder, CO 80301

Lafayette Plaza, LLC.
PO Box 469
Bellevue, CO 80512
Attn: James E. Quinlan

This Agreement shall inure to the benefit of and shall be binding upon Lafayette and JAX.

Lafayette shall not be obligated or liable under the terms of this Agreement to any person or entity not a party hereto. Further, Lafayette shall not be bound by any contracts or conditions that JAX may negotiate with third parties related to the Project.

This Agreement is being executed and delivered and is intended to be performed in the State of Colorado, and the laws of Colorado shall govern the validity, construction, enforcement and interpretation of this Agreement. Exclusive jurisdiction and venue for resolution of any dispute arising hereunder shall be in the Boulder County, Colorado District Court.

This Agreement embodies the whole agreement of the parties concerning financial incentives by Lafayette for JAX. There are no promises, terms, conditions, or obligations other than those contained herein that exist with respect to the financial incentives. This Agreement shall supersede all provisions, communications, representations, or agreement, either verbal or written, between the parties with respect to the financial incentives.

A written waiver by either party to this Agreement of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver or any subsequent breach by another party.

The captions of the sections of this Agreement are only for the convenience and reference of the parties and are not intended to define, limit, or describe the scope or intent of this Agreement.

Notwithstanding any language in this Agreement, Lafayette shall not be deemed to be a member, partner, or joint venture of JAX and the City shall not be responsible for any debt or liability of JAX or his contractors or agents. JAX shall not be responsible for any debt or liability of the City or its contractors or agents.

If any portion or portions of this Agreement shall be determined to be illegal or unenforceable, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect as if such illegal or unenforceable portion or portions did not exist. If all or any portion of the payments required by the terms of this Agreement are determined by a court of competent jurisdiction in a final non-appealable judgment, to be contrary to public policy or otherwise precluded, and if the decision of such court clearly indicates how such payments may be made differently, and in a manner that is legal, valid and enforceable, then the parties shall utilize their reasonable, best, good faith efforts to promptly restructure and/or amend this Agreement in accordance with such court decision, or to enter into a new agreement, to assure, to the extent legally permissible, that all payments are made to JAX as contemplated by this Agreement.

7. Events of Default; Remedies.
(A) Default of an event of default by JAX shall mean one or more of the following events:

i. JAX assigns or attempts to assign this Agreement in violation of this Agreement; or

ii. JAX fails to observe or perform any other warranty, covenant, obligation or agreement required under this Agreement, or JAX’s representations or warranties were materially inaccurate when made or shall prove to be materially inaccurate.

(B) Upon the occurrence of any event of default, the City shall provide written notice to JAX. JAX shall immediately proceed to cure or remedy such default, and in any event, such default shall be cured within 30 days after receipt of the notice, or such longer time as the City and JAX agree in writing. Upon the failure of JAX to so cure any such default, the City shall have all remedies available to it, in law or in equity, including, but not limited to, specific performance and damages.

(C) Default or an event of default by the City shall mean one or more of the following events:

i. Any representation or warranty made in this Agreement by the City was materially inaccurate when made or shall prove to be materially inaccurate;

ii. The City fails to pay the rebate of the sales tax revenues as and when provided in this Agreement, except to the extent such failure is the result of the failure of the City Council to appropriate sufficient funds.

iii. The City fails to pay or perform any other material covenants, obligation or agreement required of it under this Agreement.

(D) Upon the occurrence of any event of default JAX shall provide written notice to the City. The City shall immediately proceed to cure or remedy such default, and in any event, such default shall be cured within 30 days after receipt of the notice, or such longer time as the City and JAX agree in writing. Upon the failure of the City to so cure any such default, JAX shall have all remedies available to it, in law, or in equity, including but not limited to, specific performance, but not including damages.

(E) If any Party initiates litigation to remedy default under this Agreement, the prevailing Party shall be entitled to all costs of litigation and reasonable attorney’s fees.
The City and JAX have executed this Agreement effective as of the date first above written.

CITY OF LAFAYETTE

By: _______________________________
Alexandra Lynch, Mayor

STATE OF COLORADO  )
COUNTY OF BOULDER  ) ss.

The foregoing instrument as acknowledged before me this ___ day of ____________, 2019, by Alexandra Lynch, Mayor of the City of Lafayette.

Witness my hand and official seal.

My commission expires:

___________________________________
Notary Public

JAX, Inc.,
A Colorado corporation

By: _______________________________
Name: James E. Quinlan
Title: President

STATE OF COLORADO  )
COUNTY OF BOULDER  ) ss.

The foregoing instrument as acknowledged before me this ___ day of ____________, 2019, by James E. Quinlan, President of JAX, Inc.

Witness my hand and official seal.

My commission expires:

___________________________________
Notary Public
LAFAYETTE PLAZA, LLC.
a Colorado limited liability company

By: __________________________________________
    James E. Quinlan, Manager

STATE OF COLORADO         )
) ss.
COUNTY OF BOULDER         )

The foregoing instrument as acknowledged before me this _____ day of
_____________________, 2019, by James E. Quinlan, Manager of Lafayette Plaza, LLC.

Witness my hand and official seal.

My commission expires:

__________________________________________
Notary Public
To: Fritz Sprague, City Administrator  
From: Paul Rayl, Planning & Building Director  
Date: October 15, 2019  
Subject: First Reading / Ordinance No. 30, Series 2019 / Extending Oil and Gas Moratorium


Background: On May 7, 2019, City Council approved Ordinance No. 13, Series 2019, extending the City’s moratorium on the submission, acceptance, processing and approval of any land use applications for oil and gas operations. This was to allow the City time to update regulations in response to the outcome of the Colorado Supreme Court opinion in the case of COGCC v. Martinez and the enactment of SB 19-181, signed by Governor Polis on April 16, 2019.

With the implementation of SB 19-181, the Colorado Oil and Gas Conservation Commission has been conducting rulemaking hearings to assist in implementing the requirements of SB 19-181. The rulemaking hearings include such items as flowlines, COGCC mission change, cumulative impacts of oil and gas operations and alternative location analysis. These hearings have been ongoing and are expected to continue for the duration of 2019 and into early 2020.

At the City Council workshop on August 26, 2019, Council directed staff to draft an ordinance extending the current moratorium another 6 months from November 30, 2019 to May 30, 2020. Staff believes this will allow an appropriate amount of time necessary to update the rules and regulations and will be on track with the simultaneous update of Boulder County’s land use regulations for oil and gas activity in response to the land use control afforded to local governments with SB 19-181.

Fiscal Impact: Staff is not aware of any budgetary impacts associated with approval of this Ordinance.

Proposed Motion: “I move the City Council approve on 1st reading Ordinance No. xx, Series 2019 extending the moratorium on the submission, acceptance, processing and approval of any land use applications for oil and gas operations for 6 months to May 30, 2020.”

Attachments: Ordinance No. 30, Series 2019  
Presentation Slides
WHEREAS, the City Council of the City of Lafayette passed Ordinance No. 43, Series 2017, imposing a 6-month moratorium on the submission, acceptance, processing and approval of any and all land use applications related to the use of property within the City for the exploration or extraction, and related operations and activities, of oil and gaseous materials (the “Moratorium”); and

WHEREAS, by Ordinance No. 15, Series 2018, enacted on May 1, 2018, Ordinance No. 26, Series 2018, enacted on August 21, 2018, Ordinance No. 04, Series 2019, enacted on February 5, 2019, and Ordinance No. 13, Series 2019, enacted on May 7, 2019, the moratorium was extended until November 30, 2019; and

WHEREAS, since the enactment of Ordinance No. 43, Series 2017, Lafayette has engaged special legal counsel to assist the City’s staff in preparing proposed regulations to address the use of land in Lafayette for the exploration and extraction of oil and gaseous materials; and

WHEREAS, the City of Lafayette, through its staff and special legal counsel, has been directly involved and participated in rulemaking proceedings before the Colorado Oil and Gas Conservation Commission ("COGCC") pertaining to certain activities associated with the exploration and extraction of oil and gaseous materials, resulting in certain rules adopted at the state level pertaining to the design, installation, maintenance, testing, tracking and abandoning of flowlines associated with oil and gas activities; and

WHEREAS, the City of Lafayette, through its staff and special legal counsel, continue to be involved and participate in rulemaking proceedings before the COGCC pertaining to the other activities associated with the exploration and extraction of oil and gaseous materials, such as setbacks and operational matters that will impact the health and safety of the general public; and

WHEREAS, as a result of the November 2018 statewide general election, the political make-up of the general assembly, as well as the executive branch, was altered and it was anticipated that legislative changes affecting oil and gas extraction regulations at the state level, as well as the authority to regulate on the local level, will be forthcoming in the 2019 legislative session; and

WHEREAS, on January 14, 2019, the Colorado Supreme Court issued an opinion in the case of COGCC v. Martinez, which addresses the criteria to be considered by the COGCC in its rulemaking capacity. While the opinion did not alter the decision of the COGCC to reject a specific rule, it did indicate that the governing statute was ambiguous. Thus, the opinion increased the odds that the General Assembly would address the ambiguity this year; and
WHEREAS, the Colorado General Assembly enacted Senate Bill 19-181 (“SB19-181”), which was signed by the Governor on April 16, 2019, and which significantly modifies the criteria and mission of the COGCC, clarifies the authority of Lafayette and other cities to regulate the siting of oil and gas operations and associated land use and surface impacts of those operations, and addresses the preemption issue so as to allow more stringent regulation at the municipal level; and

WHEREAS, the City staff, along with special legal counsel, and in conjunction with Boulder County’s staff, previously prepared a proposed initial draft of comprehensive oil and gas land use regulations based upon the status of the law in Colorado prior to the announcement of the Supreme Court decision in \textit{COGCC v. Martinez}, and prior to the enactment of SB19-181; and

WHEREAS, the COGCC and the Colorado Air Quality Control Commission (CAQCC) are holding numerous rulemaking hearings over the next several months, at least through April 2020, to consider rule changes necessitated by enactment of SB19-181, including potential rules regarding COGCC’s mission change, flowlines, cumulative impacts, and alternative site analysis; and

WHEREAS, the Supreme Court decision in \textit{COGCC v. Martinez}, the implementation of SB19-181, and the outcome of the COGCC and CAQCC rulemaking proceedings will impact the content, timing, and final preparation of Lafayette’s proposed new land use regulations pertaining to oil and gas operations; and

WHEREAS, moreover, as a result of the enactment of SB19-181 and the anticipated outcomes of the COGCC and CAQCC rulemaking proceedings, it will be necessary to update and revise Lafayette’s proposed new land use regulations pertaining to oil and gas operations to take into account, and conform such regulations to, SB19-181 and anticipated changes to the COGCC’s and CAQCC’s regulations; and

WHEREAS, based upon the current schedule of COGCC and CAQCC rulemaking proceedings and based upon the City’s current schedule, City Council anticipates that it will now be in a position to consider an ordinance enacting revised land use regulations pertaining to oil and gas activities in approximately six months; and

WHEREAS, in the absence of a moratorium, the submission of applications for land use approvals for the exploration and extraction, and related operations and activities, of oil and gaseous materials in the City in anticipation of the enactment of the proposed regulations, will defeat the purpose of the proposed regulations; and

WHEREAS, City Council believes that maintaining the existing moratorium is necessary until such time as Council has had an opportunity to carefully consider, and potentially enact, new regulations that are intended to protect the City and its citizens from the negative impacts of oil and gas exploration and extraction; and

WHEREAS, in order to protect and preserve the public’s health, safety, and welfare, City Council wishes to extend the existing moratorium; and
WHEREAS, an extension of approximately six months is deemed to be the minimum period of time necessary to allow for complete consideration of the proposed regulations by City Council, the public, and the stakeholders; and

WHEREAS, owners and developers of real property in the City will not be unfairly prejudiced by a six-month extension of the Moratorium.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AS FOLLOWS:

Section 1. The foregoing recitals are incorporated herein and made a part of this ordinance.

Section 2. Ordinance No. 43, Series 2017, as amended by Ordinance No. 15, Series 2018, Ordinance No. 26, Series 2018, Ordinance No. 09, Series 2019, and Ordinance No. 13, Series 2019, are re-enacted in their entirety as further amended below.

Section 3. The Moratorium imposed by Ordinance No. 43, Series 2017, and extended by Ordinance No. 15, Series 2018, Ordinance No. 26, Series 2018, Ordinance No. 9, Series 2019, and Ordinance No. 13, Series 2019, which was to expire on November 30, 2019, shall be extended until May 30, 2020, unless terminated earlier by City Council.

Section 4. During the pendency of the Moratorium, as extended, the City Council shall retain the power to grant special exceptions as provided for in Section 6 of Ordinance 43, Series 2017.

Section 5. All other ordinances or portions thereof inconsistent or conflicting with this ordinance or any portion hereof are hereby repealed to the extent of such inconsistency or conflict.

Section 6. The repeal or modification of any provision of the Code of Ordinances of Lafayette, Colorado, by this ordinance shall not release, extinguish, alter, modify or change in whole or in part any penalty, forfeiture or liability, either civil or criminal, which shall have been incurred under such provision. Each provision shall be treated and held as still remaining in force for the purpose of sustaining any and all proper actions, suits, proceedings and prosecutions for enforcement of the penalty, forfeiture or liability, as well as for the purpose of sustaining any judgment, decree or order which can or may be rendered, entered or made in such actions, suits, proceedings or prosecutions.

Section 7. This ordinance is deemed necessary for the protection of the health, welfare and safety of the community.

Section 8. This ordinance shall become effective upon the latter of the 10th day following enactment, or the day following final publication of the ordinance.
INTRODUCED AND PASSED ON FIRST READING THE 15th DAY OF OCTOBER, 2019.

PASSED ON SECOND AND FINAL READING AND PUBLIC NOTICE ORDERED THE _______ DAY OF ______________________ 2019.

CITY OF LAFAYETTE, COLORADO

__________________________________________________________
Alexandra Lynch, Mayor

ATTEST:      APPROVED AS TO FORM:

__________________________________________________________
Susan Koster, CMC    David S. Williamson
City Clerk          City Attorney
Ordinance No. 30, Series 2019

Extending the Moratorium on any Land Use Applications for Oil and Gas Operations

October 15, 2019

Paul Rayl
Planning & Building Director
Ordinance No. 30, Series 2019

Ordinance No. 13, Series 2019 approved on May 7, 2019 extending moratorium on oil and gas operations to November 30, 2019.

Necessary to extend moratorium to May 30, 2020 to allow time to respond to local land use control granted by SB 19-181.

On-going rulemaking including:

- Air Quality Control Commission (AQCC);
- Flowlines, cumulative impacts, alternative location analysis;
- COGCC Mission change.
RECOMMENDATION:

“I move the City Council approve on 1st Reading Ordinance No. 30, Series 2019 extending the moratorium on the submission, acceptance, processing and approval of any land use applications for oil and gas operations for 6 months to May 30, 2020.”
MEMORANDUM

TO: Lafayette Mayor and City Council

COPY TO: Fritz Sprague and Susan Koster

FROM: Mary Lynn Macsalka, Assistant City Attorney

DATE: October 4, 2019

RE: Ordinance Raising the Legal Age to Possess or Consume Tobacco and Vaping Products to 21

At City Council’s direction, we have drafted the attached ordinance amending Section 75-248 of the Code of Ordinances to make it unlawful for any person under the age of 21 to purchase, possess, consume, or use tobacco products or electronic smoking devices and related products. The ordinance also makes it unlawful for anyone to sell or furnish such products to persons under the age of 21.

The City’s Code currently prohibits minors under the age of 18 from purchasing or possessing “cigarettes” or “tobacco products.” Neither of those terms as currently defined clearly includes electronic smoking devices or related products that can be vaporized, aerosolized, or otherwise inhaled. The attached ordinance significantly expands the meaning of “tobacco products” to include all forms of tobacco and nicotine, tobacco paraphernalia, electronic smoking devices, and products associated with electronic smoking devices, even if marketed as nicotine-free. The ordinance also carves out what is not considered a tobacco product or electronic smoking device, such as a humidifier that only emits water vapor; an inhaler, nebulizer, or vaporizer approved by the FDA for use as a medical device; and products that the FDA has approved as a tobacco use cessation product.

As you are already aware, there has been a rapid increase in use of tobacco products and electronic smoking devices by teens and minors under the age of 21, and especially high rates of younger users in Boulder County. Moreover, in recent weeks the news has been replete with stories regarding the sudden spike in vaping-related lung illnesses, and even deaths, among young people. This ordinance would further protect the health, safety, and welfare of the citizens of Lafayette by reducing the number of legal purchasers of such products who will be in the same social networks as high school students and young adults under the age of 21, making it less likely that Lafayette’s youth will have direct access to such products.

We recommend the City Council adopt the attached ordinance.
TO: Fritz Sprague, City Administrator
FROM: Lafayette Youth Advisory Committee / Elaina Verveer
DATE: October 11, 2019
SUBJECT: Recommendations Re: Amending Article III of Chapter 43 of the Code of Ordinances of Lafayette, Colorado, Regarding Smoking in Public Places

Recommendation: Amend Article III of Chapter 43 of the Code of Ordinances of Lafayette, Colorado to:
Section 1, Subsection (7): Extend the definition of “entryway” to “include all entrances leading into a building or facility that is not exempted from this article under section 43-32” and not solely the front of main doorway.
Section 1, Subsection (7): Extend the radius from fifteen feet to “twenty-five feet” of all entrances.
Section 2, Subsection (1): Extend smoking restrictions to the following outdoor spaces: 1) Lafayette Skate Park; 2) Great Outdoor Water Park; 3) Lafayette parks and open spaces that house playground structures; and 4) outdoor patios of any business. (Outdoor areas of businesses are currently exempt per Section 3.)

Background: Per the request of City Council, the Lafayette Youth Advisory Committee has consulted Boulder County Public Health (Community Substance Abuse Prevention division) and Lafayette Communities That Care among other local agencies regarding proposed amendments to Chapter 43 of the Code of Ordinances of Lafayette, Colorado. Members reviewed relevant data points, current smoke-free policies, and recent actions undertaken by local and regional communities.

Recommended amendments are in addition to pending amendments to Section 75-248 of the Code, including amendments to the definition of tobacco products to include electronic smoking devices and associated products, and raises the age to purchase, possess, or use such products to 21.

Subsequent recommendations may include banning the sale of all flavored nicotine products, including e-cigarettes, and licensing, which would support the enforcement of the T21 strategy.

Fiscal Impact: None

Attachments: None
ORDINANCE NO. 31, Series 2019
INTRODUCED BY:

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AMENDING SECTION 75-248 OF THE CODE OF ORDINANCES OF LAFAYETTE, COLORADO, TO MAKE IT UNLAWFUL FOR PERSONS UNDER THE AGE OF TWENTY-ONE TO PURCHASE, POSSESS, USE, OR CONSUME TOBACCO PRODUCTS, INCLUDING ELECTRONIC SMOKING DEVICES AND RELATED PRODUCTS, AND TO SELL OR FURNISH SUCH PRODUCTS TO PERSONS UNDER THE AGE OF TWENTY-ONE

WHEREAS, the City of Lafayette desires to protect the health, welfare, and safety of its citizens by prohibiting the possession, use, or consumption of tobacco products, including electronic smoking devices (e.g., e-cigarettes and vaping devices), and related products by minors; and

WHEREAS, sections 18-13-121, 25-14-301, and 29-30-101 of the Colorado Revised Statutes provide that home rule municipalities may prohibit persons under 21 years of age from possessing or purchasing cigarettes, tobacco products, nicotine products, electronic cigarettes, and related products, and may prohibit the sale of such products to persons under the age of 21; and

WHEREAS, sections 18-13-121 and 25-14-301 of the Colorado Revised Statutes provide that a home rule municipality may enact requirements related to the purchase or possession of cigarettes, tobacco products, nicotine products, electronic cigarettes, and related products by a person under the age of 21 that are more stringent than state law; and

WHEREAS, national data shows that about 95 percent of adult smokers begin smoking before they turn 21, and about three-quarters of adult smokers first try smoking before age 18, with four out of five smokers becoming regular, daily smokers before they turn 21—making the 18-21 age range a critical time when many smokers transition to regular use of cigarettes; and

WHEREAS, a March 2015 report by the Institute of Medicine concluded that raising the tobacco sale age to 21 will have a substantial positive impact on public health and save lives, finding that raising the tobacco sale age will significantly reduce the number of adolescents and young adults who start smoking; reduce smoking-caused deaths; and immediately improve the health of adolescents, young adults and young mothers who would be deterred from smoking, as well as their children; and

WHEREAS, the Centers for Disease Control and Prevention reported a more than 800 percent increase in electronic cigarette use among middle school and high school students between 2011 and 2015, with 1.5 million more youth e-cigarette users in 2018 than 2017, and those youth who were using e-cigarettes were using them more often; and

WHEREAS, nicotine solutions, which are consumed via electronic smoking devices such as electronic cigarettes, are frequently sold in thousands of flavors that appeal to youth; and
WHEREAS, recent studies have shown that teen vaping use in Boulder County is the second highest in the State of Colorado, with at least 36 percent of teens currently using vaping products; and

WHEREAS, the Boulder County Healthy Kids Behavior Survey found that 33 percent of Boulder Valley School District high school students admit to consuming tobacco vapor, exceeding the Colorado average of 26.2 percent and the national average of 13.2 percent; and

WHEREAS, by raising the minimum legal age to purchase or possess tobacco products, including electronic smoking devices and related products to 21 instead of 18, legal purchasers will be less likely to be in the same social networks as high school students and, therefore, less able to sell or give cigarettes to them; and

WHEREAS, the City Council of the City of Lafayette desires to amend Section 75-248 of the Lafayette Code of Ordinances to make it unlawful for any person under the age of 21 to purchase or possess tobacco products, electronic smoking devices, and related products, and to make it unlawful to any person to furnish or sell such products to any person under the age of 21; and

WHEREAS, the City Council desires to further amend Section 75-248 of the Lafayette Code of Ordinances to include electronic smoking devices and other products related to smoking, vaping, or the use or consumption of tobacco, nicotine, or other substances through inhalation, vaporization, aerosolization, and other means of consuming or ingesting such products.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AS FOLLOWS:

Section 1. Section 75-248, Underage person's tobacco restrictions and prohibitions, of the Code of Ordinances of the City of Lafayette, Colorado, is amended to read:

Sec. 75-248. - Underage person's tobacco restrictions and prohibitions.

(a) Definitions. For purposes of this section the following words shall mean as defined unless the context specifies otherwise:

(1) **Associated product** means a product intended for use with an electronic smoking device, including refills, cartridges, and component parts. As used in this section, an associated product is a single unit.

(2) **Cigarette** means any product that contains nicotine, is intended to be burned or heated under ordinary conditions of use, and consists of or contains:

a. Any roll of tobacco wrapped in paper or in any substance not containing tobacco; or

b. Tobacco, in any form, that is functional in the product, which, because of its appearance, the type of tobacco used in the filler, or its packaging and labeling, is likely to be offered to, or purchased by consumers as a cigarette; or
c. Any roll of tobacco wrapped in any substance containing tobacco that, because of its appearance, the type of tobacco used in the filler, or its packaging and labeling, is likely to be offered to, or purchased by, consumers as a cigarette described in subparagraph (a) of this paragraph (1).

d. The term "cigarette" includes roll-your-own, meaning any tobacco that, because of its appearance, type, packaging, or labeling, is suitable for use and likely to be offered to, or purchased by, consumers as tobacco for making cigarettes.

(3) **Electronic smoking device** means any product or device that contains or delivers nicotine or any other substance, even if marketed as nicotine-free, and that can be used by a person to enable the inhalation of vapor or aerosol from the product, and includes every variation and type of such product or device whether manufactured, distributed, marketed, or sold as an electronic cigarette, electronic cigar, electronic cigarillo, electronic pen, vape pen, electronic pipe, or electronic hookah or under any other product name or descriptor. **Electronic smoking device** does not include:

a. a humidifier or similar device that emits only water vapor; or

b. an inhaler, nebulizer, or vaporizer that is approved by the federal Food and Drug Administration for the delivery of medication.

(4) **Tobacco** means cigarettes, cigars, cheroots, stogies, and periques; little cigars, small cigars, and cigarillos; granulated, plug cut, crimp cut, ready rubbed, and other smoking tobacco; snuff and snuff flour; snus; cavendish; plug and twist tobacco; fine-cut and other chewing tobacco; shorts, refuse scraps, clippings, cuttings, and sweepings of tobacco; and other kinds and forms of tobacco intended for human consumption, whether heated, chewed, absorbed, dissolved, inhaled, snorted, sniffed, ingested, or applied to the skin of an individual. **Tobacco** also includes cloves and any other plant matter or product that is packaged for smoking. **Tobacco** includes tobacco prepared, treated, or modified in such a manner that it may be inhaled or otherwise ingested through the use of an electronic smoking device.

(5) **Tobacco paraphernalia** means any item designed or marketed for the consumption, use, or preparation of **tobacco products**.

(5)(2) **Tobacco product** means: are defined as: cigars, cheroots, stogies, periques, granulated, plug cut, crimp cut, ready rubbed, and other smoking tobacco, snuff, snuff flour, cavendish, plug and twist tobacco, fine cut and other chewing tobacco, shorts, refuse scraps, clippings, cuttings and sweepings of tobacco and other kinds and forms of tobacco, prepared in such manner as to be suitable for chewing or for smoking in a pipe or otherwise, or both for chewing and smoking.

a. **Tobacco**, or any product that contains nicotine or tobacco or is made or derived from tobacco or is used to deliver tobacco or nicotine, synthetic nicotine, or any
other substance intended for human consumption, whether heated, chewed, absorbed, dissolved, inhaled, snorted, sniffed, ingested, or applied to the skin of an individual;

b. Cigarettes;

c. Tobacco paraphernalia;

d. Electronic smoking device; or

e. Associated product;

f. Notwithstanding any provision of paragraphs a. through e. above to the contrary, tobacco product does not mean a product that the federal Food and Drug Administration has approved as a tobacco use cessation product.

(b) It shall be unlawful for anyone under the age of twenty-one (21) eighteen (18) years to purchase, possess, use, or consume or use either by heating, burning, ingesting, absorbing, or chewing, dissolving, inhaling, snorting, sniffing, or applying to the skin any cigarettes or tobacco products.

(c) It shall be unlawful for any person to knowingly furnish to any person who is under twenty-one (21) eighteen (18) years of age, by gift, sale, or any other means, any cigarettes or tobacco products.

(d) Any person who sells, or offers to sell any cigarettes or tobacco products, shall display a warning sign as specified in this section. The warning shall be displayed in a prominent place within the establishment, and shall have a minimum height of three (3) inches and a width of six (6) inches, and shall read as follows:

WARNING
IT IS ILLEGAL FOR ANY PERSON UNDER TWENTY-ONE EIGHTEEN YEARS OF AGE TO PURCHASE CIGARETTES OR TOBACCO PRODUCTS, INCLUDING, BUT NOT LIMITED TO CIGARETTES, TOBACCO PARAPHERNALIA, ELECTRONIC SMOKING DEVICES, AND ASSOCIATED PRODUCTS.
CITY OF LAFAYETTE CODE OF ORDINANCES § 75-248

(e) That any person under the age of twenty-one (21) eighteen (18) was in possession of any package or container of any kind with labeling indicating that such contains cigarettes or tobacco products shall be prima facie evidence of a violation of subsections (b) and (c) herein.

(f) It shall be unlawful for any person who sells or offers to sell any cigarettes or tobacco products to store, display, or sell such cigarettes or tobacco products in any area or means that is accessible for use by the public without assistance from the seller of such goods or products. This subsection shall not be construed to preclude or prohibit the storage or display of cigarettes or tobacco products in an area viewable by the public so long as such items are not accessible to the public without assistance from the seller.
Section 2. If any article, section, paragraph, sentence, clause or phrase of this ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this ordinance. The City Council hereby declares that it would have passed this ordinance and each part or parts hereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

Section 3. All other ordinances or portions thereof inconsistent or conflicting with this ordinance or any portion hereof is hereby repealed to the extent of such inconsistency or conflict.

Section 4. The repeal or modification of any provision of the Code of Ordinances, City of Lafayette, Colorado, by this ordinance shall not release, extinguish, alter, modify or change in whole or in part any penalty, forfeiture or liability, either civil or criminal, which shall have been incurred under such provision. Each provision shall be treated and held as still remaining in force for the purpose of sustaining any and all proper actions, suits, proceedings and prosecutions for enforcement of the penalty, forfeiture or liability, as well as for the purpose of sustaining any judgment, decree or order which can or may be rendered, entered or made in such actions, suits, proceedings or prosecutions.

Section 5. This ordinance is deemed necessary for the protection of the health, welfare and safety of the community.

Section 6. This ordinance shall become effective upon the latter of the 10th day following enactment, or the day following final publication of the ordinance.

INTRODUCED AND PASSED ON FIRST READING THE ______ DAY OF ________, 2019.

PASSED ON SECOND AND FINAL READING AND PUBLIC NOTICE ORDERED THE ______ DAY OF ______________________ 2019.

CITY OF LAFAYETTE, COLORADO

Alexandra Lynch, Mayor

ATTEST:

______________________________
Susan Koster, CMC, City Clerk

APPROVED AS TO FORM:

______________________________
David S. Williamson, City, Attorney
MEMORANDUM

TO: Lafayette Mayor and City Council
COPY TO: Fritz Sprague and Susan Koster
FROM: Mary Lynn Macsalka, Assistant City Attorney
DATE: October 4, 2019
RE: Ordinance Amending City’s Code Regarding Smoking in Public Places

We have drafted the attached ordinance amending Article III of Chapter 43 of the City’s Code of Ordinances regarding “Smoking in Public Places.” These provisions of the City’s Code have historically tracked the provisions and restrictions on smoking and protecting the public from secondhand smoke in the Colorado Clean Indoor Air Act (C.R.S. §§ 25-14-201 – 209).

In 2019, the Colorado legislature enacted HB 19-1076, which amended the Colorado Clean Indoor Air Act to remove certain exceptions to smoking restrictions and to add provisions related to electronic smoking devices (ESD). Most notably, the bill does the following:

- Adds a definition of “electronic smoking device;”
- Notes the effects of ESD emissions on human health in the legislative declaration;
- Eliminates exceptions for certain places of business in which smoking was formerly permitted, including businesses with three or fewer employees, designated smoking rooms in hotels and motels, and designated smoking areas in assisted living facilities;
- Repeals the ability of property owners and managers to designate smoking areas through posting of signs (that is, after HB 19-1076, smoking areas are no longer allowed at businesses); and
- Increases the radius of an “entryway”—the area around the doorway to a building where smoking is not permitted—from a minimum of 15 feet to 25 feet.

The attached ordinance updates the City’s Smoking in Public Places provisions to conform with the above changes to the Colorado Clean Indoor Act.1 In addition, the ordinance does the following:

1 State law provides that local governments may enforce smoking regulations that cover the same areas as the Colorado Clean Indoor Air Act, but such regulations must be at least as stringent as the Act. C.R.S. § 25-14-207(2).
Memorandum re: Ordinance Amending City’s Code Regarding Smoking in Public Places

We believe this ordinance is necessary to bring the City into conformance with the new restrictions in the Colorado Clean Indoor Air Act, and that the ordinance is justified under the City’s police powers to protect the general health, safety, and welfare of the citizens of Lafayette from the harms associated with secondhand smoke. Additionally, this ordinance will provide consistency between the City’s Smoking in Public Places regulations and the proposed revisions to the City’s Tobacco Offenses regulations in Section 75-248 of the Code.

We recommend City Council adopt the attached ordinance.

2 State law prohibits such entry to persons under 18 years of age. However, it is our opinion that the City has authority to increase that age to 21 under C.R.S. § 25-14-207(2). See footnote 1 above.
ORDINANCE NO. 32, Series 2019
INTRODUCED BY:

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AMENDING ARTICLE III OF CHAPTER 43 OF THE CODE OF ORDINANCES OF LAFAYETTE, COLORADO, REGARDING SMOKING IN PUBLIC PLACES

WHEREAS, in the 2019 session of the Colorado Legislature, HB 19-1076 was enacted, amending the Colorado Clean Indoor Air Act (C.R.S. §§ 25-14-201 – 209) to remove certain exceptions to smoking restrictions, and to add provisions relevant to the use of electronic smoking devices; and

WHEREAS, state law provides that the City of Lafayette may enforce smoking regulations that cover the same areas as the Colorado Clean Indoor Air Act (C.R.S. §§ 25-14-201 – 209), but that such regulations must be at least as restrictive as the Colorado Clean Indoor Air Act; and

WHEREAS, the City of Lafayette desires to amend Article III of Chapter 43 of the Lafayette Code of Ordinances (“Code”) to conform to the changes made to the Colorado Clean Indoor Air Act, including removing exceptions for hotel and motel rooms, assisted living and nursing facilities, and places of employment not otherwise exempt from smoking restrictions; and

WHEREAS, the City of Lafayette further desires to amend Article III of Chapter 43 of the Lafayette Code of Ordinances to update the definitions of “electronic smoking device,” “smoking,” “tobacco,” and “tobacco business,” and to amend the definition of “entryway” to increase the area outside of a doorway from fifteen to twenty-five feet in accordance with state law.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AS FOLLOWS:

Section 1. Subsections (3), (7), (16), (17), and (18) of Section 43-30, Definitions, of the Code of Ordinances, City of Lafayette, Colorado, is hereby amended to read as follows:

Sec. 43-30. - Definitions.

As used in this article, unless the context otherwise requires:

(3) "Electronic smoking device," means any product or device that contains or delivers nicotine or any other substance, even if marketed as nicotine-free, and that can be used by a person to enable the inhalation of vapor or aerosol from the product, an electronic oral device such as one composed of a heating element, battery, and/or electronic circuit which provides a vapor of nicotine, vapor of a solution including nicotine, or aerosol of a solution including nicotine, or any other substance for inhalation. This term shall include every variation and type of such product or devices whether they are manufactured, distributed, marketed, or sold as an electronic cigarette, an electronic cigar, an electronic cigarillo, an electronic pen, a vape pen, an...
(7) "Entryway" means the outside of the front or main doorway leading into a building or facility that is not exempted from this article chapter under section 43-32. "Entryway" also includes the area of public or private property within a twenty-five foot fifteen-foot radius outside of the doorway.

(16) "Smoking" means inhaling, exhaling, burning, or carrying any lighted or heated cigar, cigarette, or pipe or any other lighted or heated tobacco or plant product intended for inhalation, including marijuana, whether natural or synthetic, in any manner or in any form, the burning of a lighted cigarette, cigar, pipe, or any other matter or substance that contains tobacco, marijuana, or the active. “Smoking” also includes the use of an electronic smoking device.

(17) "Tobacco" means cigarettes, cigars, cheroots, stogies, and periques; little cigars, small cigars, and cigarillos; granulated, plug cut, crimp cut, ready rubbing, and other smoking tobacco; snuff and snuff flour; snus; cavendish; plug and twist tobacco; fine-cut and other chewing tobacco; shorts, refuse scraps, clippings, cuttings, and sweepings of tobacco; and other kinds and forms of tobacco intended for human consumption, whether heated, chewed, absorbed, dissolved, inhaled, snorted, sniffed, ingested, or applied to the skin of an individual, prepared in such manner as to be suitable for chewing or for smoking in a cigarette, pipe, or otherwise, or both for chewing and smoking. "Tobacco" also includes cloves and any other plant matter or product that is packaged for smoking. "Tobacco" includes tobacco prepared, treated, or modified in such a manner that it may be inhaled or otherwise ingested through the use of an electronic smoking device.

(18) "Tobacco business" means a sole proprietorship, corporation, partnership, or other enterprise engaged primarily in the sale, manufacture, or promotion of tobacco, tobacco products, or smoking devices or accessories, including electronic smoking devices, either at wholesale or retail, and in which the sale, manufacture, or promotion of other products is merely incidental.

Section 2. Section 43-31, General smoking restrictions, of the Code of Ordinances, City of Lafayette, is hereby amended to read as follows:

Sec. 43-31. - General smoking restrictions.

(1) Except as provided in section 43-32, and in order to reduce the levels of exposure to environmental tobacco and marijuana smoke, smoking shall is not be permitted and a no person shall not smoke in any indoor area, including, but not limited to:

(a) Public meeting places;
(b) Elevators;

(c) Government-owned or operated means of mass transportation, including, but not limited to, buses, vans, and trains;

(d) Taxicabs and limousines;

(e) Grocery stores;

(f) Gymnasiums;

(g) Jury waiting and deliberation rooms;

(h) Courtrooms;

(i) Child day care facilities;

(j) Health care facilities including hospitals, health care clinics, doctor's offices, and other health care related facilities;

(k) (1) Any place of employment that is not exempted, whether or not open to the public and regardless of the number of employees.

(2) In the case of employers who own facilities otherwise exempted from this article, each such employer shall provide a smoke-free work area for each employee requesting not to have to breathe environmental smoke. Every employee shall have a right to work in an area free of environmental smoke.

(l) Food service establishments;

(m) Bars;

(n) Indoor sports arenas;

(o) Restrooms, lobbies, hallways, and other common areas in public and private buildings, condominiums, and other multiple-unit residential facilities;

(p) Hotel and motel rooms; Restrooms, lobbies, hallways, and other common areas in hotels and motels, and in at least seventy-five (75) percent of the sleeping quarters within a hotel or motel that are rented to guests;

(q) Bowling alleys;

(r) Billiard or pool halls;

(s) (1) The common areas of retirement facilities, publicly owned housing facilities, and, except as specified in [section] 43-32, nursing homes, but not including any resident's private residential quarters or areas of assisted living facilities specified in [section] 43-32.
(2) Nothing in this article affects the validity or enforceability of a contract that specifies that a part or all of a facility or home specified in this paragraph is a smoke-free area.

(t) Public buildings;
(u) Auditoriums;
(v) Theaters;
(w) Museums;
(x) Libraries;
(y) Public and nonpublic schools;
(z) Other educational and vocational institutions; and
(aa) Assisted living facilities, including nursing facilities as defined in C.R.S. § 25.5-4-103 and assisted living residences as defined in C.R.S. § 25-27-102; and
(bb) The entryways of all buildings and facilities listed in paragraphs (a) to (aa)(z) of this section.

(2) A cigar-tobacco bar shall prohibit entry by any person under twenty-one years of age and shall display signage in at least one (1) conspicuous place and at least four (4) inches by six (6) inches in size stating: "Smoking allowed. Children Persons under twenty-one eighteen years of age may not enter."
must be accompanied by a parent or guardian.

(3) A retail tobacco business shall prohibit entry by any person under twenty-one years of age and shall display signage in at least one (1) conspicuous place and at least four (4) inches by six (6) inches in size stating either:

(a) “Smoking allowed. Persons under twenty-one years of age may not enter.”; or

(b) In the case of a retail tobacco business that desires to allow the use of electronic smoking devices but not other forms of smoking on the premises, “Vaping allowed. Persons under twenty-one years of age may not enter.”

Section 3. Section 43-32, Exceptions to smoking restrictions, of the Code of Ordinances of the City of Lafayette, Colorado, is amended to read:

Sec. 43-32. - Exceptions to smoking restrictions.

(1) This article does not apply to:

(a) Private homes, private residences, and private automobiles; except that this article shall apply if any such home, residence, or vehicle is being used for child care or day care or if a
private vehicle is being used for the public transportation of children or as part of health care or
day care transportation;

(b) A hotel or motel room rented to one (1) or more guests if the total percentage of
such hotel or motel rooms in such hotel or motel does not exceed twenty-five (25) percent;

(c) Any retail tobacco business, except that the requirements of section 43-31(3) apply
to a retail tobacco business;

(c)(d) A cigar-tobacco bar, except that the requirements of section 43-31(2) apply to a

cigar-tobacco bar;

(d)(e) The outdoor area of any business; or

(f) A place of employment that is not open to the public and that is under the control
of an employer that employs three (3) or fewer employees;

(e)(g) A private, nonresidential building on a farm or ranch, as defined in section
C.R.S. § 39-1-102, of the Colorado Revised Statutes, that has annual gross income of less than
five hundred thousand dollars ($500,000.00); or

(h) (1) The areas of assisted living facilities:

a. That are designated for smoking for residents;

b. That are fully enclosed and ventilated; and

c. To which access is restricted to the residents or their guests.

(2) As used in this paragraph (h), "assisted living facility" means a nursing
facility, as that term is defined in section 25.5-4-103 of the Colorado Revised Statutes,
and an assisted living residence, as that term is defined in section 25-27-102 of the
Colorado Revised Statutes.

Section 3. Subsection (1) of Section 43-33, Optional prohibitions, of the Code of
Ordinances, City of Lafayette, Colorado, is hereby amended to read as follows:

Sec. 43-33. - Optional prohibitions.

(1) The owner or manager of any place not specifically listed in section 43-31, including a
place otherwise exempted under section 43-32; may post signs prohibiting smoking or providing
smoking and nonsmoking areas. Such posting shall have the effect of including such place, or the
designated nonsmoking portion thereof, in the places where smoking is prohibited or restricted
pursuant to this article.

Section 4. Subsection (2) of Section 43-33, Optional prohibitions, of the Code of
Ordinances, City of Lafayette, Colorado, is hereby repealed:
If the owner or manager of a place not specifically listed in section 43-31, including a place otherwise exempted under section 43-32, is an employer and receives a request from an employee to create a smoke-free work area as contemplated by section 43-31, the owner or manager shall post a sign or signs in the smoke-free work area as provided in subsection (1) of this section.

Section 5. If any article, section, paragraph, sentence, clause or phrase of this ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this ordinance. The City Council hereby declares that it would have passed this ordinance and each part or parts hereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

Section 6. All other ordinances or portions thereof inconsistent or conflicting with this ordinance or any portion hereof is hereby repealed to the extent of such inconsistency or conflict.

Section 7. The repeal or modification of any provision of the Code of Ordinances, City of Lafayette, Colorado, by this ordinance shall not release, extinguish, alter, modify or change in whole or in part any penalty, forfeiture or liability, either civil or criminal, which shall have been incurred under such provision. Each provision shall be treated and held as still remaining in force for the purpose of sustaining any and all proper actions, suits, proceedings and prosecutions for enforcement of the penalty, forfeiture or liability, as well as for the purpose of sustaining any judgment, decree or order which can or may be rendered, entered or made in such actions, suits, proceedings or prosecutions.

Section 8. This ordinance is deemed necessary for the protection of the health, welfare and safety of the community.

Section 9. This ordinance shall become effective upon the latter of the 10th day following enactment, or the day following final publication of the ordinance.

INTRODUCED AND PASSED ON FIRST READING THE _____ DAY OF __________, 2019.

PASSED ON SECOND AND FINAL READING AND PUBLIC NOTICE ORDERED THE _____ DAY OF ______________________ 2019.

CITY OF LAFAYETTE, COLORADO
Alexandra Lynch, Mayor

ATTEST:

__________________________________

Susan Koster, CMC, City Clerk

APPROVED AS TO FORM:

__________________________________

David S. Williamson, City, Attorney
MEMORANDUM

TO: Lafayette Mayor and City Council
CC: Fritz Sprague, Susan Koster
FROM: Mary Lynn Macsalka, Assistant City Attorney
DATE: October 4, 2019
RE: Ordinance Addressing Procedures for Filling Vacancies on City Council

As directed by Council, we have prepared for your consideration an ordinance adding a new Section 5-5 to the City’s Code of Ordinances, which would set out procedures for filling City Council vacancies.

As you know, Section 5.7 of the City’s Charter states that if a vacancy occurs on City Council more than a certain number of days before the next regular city election, the remaining members of Council shall appoint someone to fill the vacancy by a majority vote within a certain number of days after the vacancy occurs. The Charter does not specify any other procedures for filling a Council vacancy, which means that how Council goes about filling a vacancy is at its discretion, as long as Council otherwise complies with the City’s Charter.

Based on feedback from Council at your October 1, 2019, meeting, we finalized the ordinance to provide for the following procedures:

- **Declaration of vacancy**: Council would be required to declare a Council vacancy by resolution, and the date of the resolution would be considered the date the vacancy “occurs” for purposes of determining the relevant timelines in Section 5.7 of the Charter.

- **Notice of vacancy and request for applications**: Within three working days after Council declares a vacancy, the City Clerk will post notice of the vacancy and a request for applications on the City’s website. The notice must also include (1) the deadline for submitting applications to the City Clerk, which will be 14 days after the date of the notice, unless Council sets a shorter or longer time in the resolution declaring the vacancy, and (2) notice that submitted applications will be made available to the public.

- **Applications available to the public**: Within two working days after the application deadline, the City Clerk will post submitted applications on the City’s website and make
the applications available for viewing at city hall (home addresses, phone numbers, and email addresses will be redacted from the applications).

- **Interviews of applicants**: The ordinance provides that Council will decide by motion which applicants to interview from among those who submitted timely applications. Then Council will interview the selected applicants at a regular or special meeting. The interviews will be open to the public.

- **Appointment by City Council**: Following conclusion of the interviews, Council will appoint a person to fill the vacant council office by motion and voice vote. The ordinance also provides that Council’s discussion of the applicants and of the motion to appoint a particular applicant will be open to the public. If Council fails to appoint someone to fill the vacancy within the time permitted by Section 5.7 of the Charter, then the position will be filled in accordance with the Charter (i.e., by special election).

Please let us know if you have any questions. The ordinance will be on your agenda for first reading on October 15, 2019.
ORDINANCE NO. 33, Series 2019
INTRODUCED BY:

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, ADDING A NEW SECTION 5-5 TO THE CODE OF ORDINANCES PERTAINING TO FILLING VACANCIES ON CITY COUNCIL

WHEREAS, Section 5.7 of the City of Lafayette Charter provides that vacancies on City Council occurring a certain number of days before the next regular city election shall be filled by appointment upon a vote of the majority of the remaining members of the City Council; and

WHEREAS, the City Council of the City of Lafayette desires to specify procedures for filling vacancies on City Council; and

WHEREAS, the City Council desires to amend the Code of Ordinances of the City of Lafayette to add a new section setting out such procedures, including procedures for declaring a vacancy on City Council, notifying the public of such vacancies and requesting applications therefor, making submitted applications available for viewing by the public, interviewing applicants, and appointment.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AS FOLLOWS:

Section 1. The Code of Ordinances, City of Lafayette, Colorado, is hereby amended by adding a section to be numbered 5-5, which section reads as follows:

Section 5-5. Filling vacancies on city council.

(a) Declaration of vacancy. When a vacancy on city council occurs in accordance with sections 5.2, 5.4, or 5.5 of the Charter, the remaining members of the council will declare the vacancy by resolution at the next regular or special council meeting after the vacancy occurs. The date the council approves the resolution declaring the vacancy shall be the date the vacancy “occurs” for purposes of the timelines in section 5.7 of the Charter.

(b) Notice of vacancy and request for applications. If council is required to fill the vacancy by appointment in accordance with section 5.7 of the Charter, then within three (3) working days after the vacancy is declared in accordance with (a) of this section, the city clerk will post notice of the vacancy and a request for applications on the city’s website. The notice must include the following:

(1) Announcement of the council vacancy;

(2) Reference to section 5.1 of the Charter regarding eligibility for elective office;

(3) A statement that applications to fill the vacant office may be obtained from the city clerk and on the city’s website;
(4) The deadline, including date and time, by which applications must be received by the city clerk, which deadline shall be 14 days after the date of the notice, unless council sets a shorter or longer time in the resolution declaring the vacancy under (a) of this section; and

(5) A statement that submitted applications will be posted online and made available for public viewing at city hall.

(c) Applications available to public. Within two (2) working days after the application deadline, the city clerk will post copies of all applications received by the application deadline on the city’s website, and will make all applications available to the public for viewing at city hall. Prior to making the applications available for viewing by the public, the city clerk shall redact each applicant’s home address, phone number(s), and email address.

(d) Interviews of applicants. The council will decide by motion at a regular or special meeting which of the applicants for the vacant council office it desires to interview. When deciding which applicants to interview, the council will consider only those applicants who submitted timely applications. The council will interview the selected applicants at a regular or special meeting, and the interviews will be open to the public.

(e) Appointment by city council. The council will, by motion and voice vote, appoint an applicant to fill the vacant council office in accordance with subsection 5.7(a) of the Charter. The council’s discussion regarding applicants and the motion will be open to the public. If the vacant council office is not filled by appointment within the time permitted in section 5.7 of the Charter, the vacancy shall be filled in accordance with subsection 5.7(b) of the Charter.

Section 2. If any article, section, paragraph, sentence, clause or phrase of this ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this ordinance. The City Council hereby declares that it would have passed this ordinance and each part or parts hereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

Section 3. All other ordinances or portions thereof inconsistent or conflicting with this ordinance or any portion hereof is hereby repealed to the extent of such inconsistency or conflict.

Section 4. The repeal or modification of any provision of the Code of Ordinances, City of Lafayette, Colorado, by this ordinance shall not release, extinguish, alter, modify or change in whole or in part any penalty, forfeiture or liability, either civil or criminal, which shall have been incurred under such provision. Each provision shall be treated and held as still remaining in force for the purpose of sustaining any and all proper actions, suits, proceedings and prosecutions for enforcement of the penalty, forfeiture or liability, as well as for the purpose of sustaining any judgment, decree or order which can or may be rendered, entered or made in such actions, suits, proceedings or prosecutions.
Section 5. This ordinance is deemed necessary for the protection of the health, welfare and safety of the community.

Section 6. This ordinance shall become effective upon the latter of the 10th day following enactment, or the day following final publication of the ordinance.

INTRODUCED AND PASSED ON FIRST READING THE _____ DAY OF __________, 2019.

PASSED ON SECOND AND FINAL READING AND PUBLIC NOTICE ORDERED THE _____ DAY OF ______________________ 2019.

CITY OF LAFAYETTE, COLORADO

______________________________
Alexandra Lynch, Mayor

ATTEST:

______________________________
Susan Koster, CMC, City Clerk

APPROVED AS TO FORM:

______________________________
David S. Williamson, City, Attorney
To: Fritz Sprague, City Administrator
From: Steve McFarland, Finance Director
Date: October 15th, 2019
Subject: First Reading / Ordinance No. 34, Series 2019 / Amending the 2019 Budget, Authorizing Additional Expenditures in the General and Legacy Open Space Funds

**Recommendation:** Staff recommends approving Ordinance 34, Series 2019, amending the 2019 Budget on the first reading, authorizing additional expenditures in the General and Legacy Open Space Funds.

**Background:** During a fiscal year, municipalities are often faced with challenges and/or opportunities that require an appropriation to various Funds within the current year’s budget. State Budget law prohibits a municipality from exceeding initially appropriated expenditures, even if a new revenue source is identified. Thus, most municipalities amend a budget twice during a year: once with carry-forwards from the prior year, and once towards the end of the year when most of the year’s activities have materialized. Lafayette is no exception.

Attached please find a requested mid-year appropriation of funds resulting from two events/opportunities:

1. The June 14, 2019, Intergovernmental Agreement (IGA) between the City and the Town of Erie and Town of Erie Urban Renewal Authority (Section II-B-2) calls for payment to the Town of Erie Urban Renewal Authority (TOEURA) of $476,500, “said sum representing the attorney fees and costs incurred by Erie and TOEURA in the underlying civil proceedings and the negotiation of this Agreement”, upon “delivery of the executed easement document.” It is recommended that the City appropriate these monies at this time so that the payment of $476,500 is seamless once the appropriate easement documents are received.

2. Negotiations are underway regarding acquisition of the Waneka Farm property. This topic was discussed in Executive Session at the October 1, 2019, Council Meeting. Staff believes that the most financially prudent way to acquire the property will be for the General Fund to make an interfund loan to the Legacy Open Space Fund in an amount sufficient so as not to completely liquidate all funds within Legacy Open Space. In turn, Legacy Open Space will repay the General Fund at market rate. Boulder County is also participating in the open space acquisition. The current estimate for Lafayette’s share is $6,000,000. It is recommended that the General Fund loan $2,732,000 to the Legacy Open Space Fund, with Legacy Open Space using existing revenues and
Fund balance to pay for the balance. The total expenditure will then be made through the Legacy Open Space Fund.

**Attachments/inclusions:** Ordinance 34, Series 2019 (with Exhibit A) and supporting detail.

**Fiscal Impact:** The proposed supplemental appropriation will affect the General and Legacy Open Space Funds as outlined in Exhibit A below. The affected line items are:

- 01-103-862800 (Transfer from General Fund to Legacy Open Space Fund): $2,732,000
- 01-106-815000 (General Fund/Administration/Professional Fees): $476,500
- 28-101-580xx (Receipt of General Fund transfer to Legacy Open Space): $2,732,000
- 28-701-951200 (Legacy Open Space Parks & Land): $6,000,000

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**ORDINANCE 34-2019**

**EXHIBIT A**

**BUDGETED EXPENDITURES**

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ORDINANCE NO. 34, SERIES 2019
INTRODUCED BY:

AN ORDINANCE PROVIDING FOR ADDITIONAL APPROPRIATION DURING FISCAL YEAR 2019 FOR UNANTICIPATED 2019 REVENUES AND EXPENDITURES REQUIRED OF THE CITY OF LAFAYETTE, COLORADO, SPECIFICALLY MODIFICATION OF CURRENT (2019) BUDGET LINE ITEMS.

WHEREAS, the City Administrator has determined that actual revenues and/or expenditures for fiscal year 2019 will exceed the anticipated revenues and/or expenditures as reflected in the Budget Appropriation Ordinance No. 27, Series 2018, and

WHEREAS, this additional revenue, along with various items previously approved by the City Council, must be re-appropriated in various City accounts in the 2019 Budget, and

WHEREAS, certain events occurred subsequent to the adoption of the original 2019 budget resulting in unanticipated revenues and required expenditures during 2019, and

WHEREAS, the City Administrator has determined that prior appropriations have been reclassified, and

WHEREAS, the City Council may, by ordinance, pursuant to the provision of Chapter 8, Section 5, of the City Charter, increase or transfer specific expenditures in any account, department, fund or agency to another or reduce appropriations as may be necessary to achieve a balanced budget, and

WHEREAS, Exhibit “A (Proposed Supplemental Appropriation Details)” attached hereto is a statement of proposed budget appropriations, and

WHEREAS, the City Council of the City of Lafayette, Colorado, deems it in the best interest of the City to transfer unencumbered appropriations, and to add appropriations to accounts, departments, funds or agencies or to reduce appropriations, as fully set forth in Exhibit “A”,

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, THAT:

The transfers of unencumbered appropriation balances and other identified additional appropriations or the reduction of appropriations set forth in Exhibit “A” is hereby approved and the City Administrator is ordered to affect the necessary increases and transfers to comply with this ordinance, and update beginning budget balances to actual for a more accurate statement of budget status..

INTRODUCED, PASSED ON FIRST READING AND PUBLIC NOTICE ORDERED THIS 15th DAY OF OCTOBER 2019.

PASSED ON SECOND AND FINAL READING AND PUBLIC NOTICE ORDERED THIS _____DAY OF NOVEMBER 2019.
### CITY OF LAFAYETTE, COLORADO

Alexandra Lynch, Mayor

Susan Koster, CMC
City Clerk

**APPROVED AS TO FORM:**

David S. Williamson, City Attorney

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**EXHIBIT A**

**BUDGETED EXPENDITURES**

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STAFF REPORT

TO: Fritz Sprague, City Administrator
FROM: Roger Caruso, Assistant City Administrator / Economic Development Director
DATE: October 1, 2019

Recommendation: Approval of Ordinance No. 35, Series 2019, leasing of City property with Sprint Spectrum L.P. for the installation, operation, and maintenance of wireless communications facilities and related equipment.

Background: Staff has been working with Sprint Spectrum L.P. (“Sprint”) to lease space on the City’s Grain Elevator to locate a cell tower. As history, it is believed the owner to the west of Grain Elevator (“Grain Elevator”), at 816 E. Baseline Road (“816 Owner”), built the Grain Elevator in the early 1950’s, and purposefully located them on the BNSF rail line (probably for easy loading of feed into the grain elevator). On December 16, 1971, BNSF wanted to go on record of the Grain Elevator actually being on the BNSF property, and BNSF entered into a lease of the Grain Elevator back to the 816 Owner. It was through this lease that a condition was written that if the owner were to quit using the Grain Elevator, the owner had six (6) months to relocate it to their property, or the BNSF would become the sole owner of the Grain Elevator. At some time, the 816 Owner discontinued the use of the Grain Elevator and they became the property of BNSF. Through the City’s acquisition of the former BNSF rail on January 25, 2013, the City became the owner of the former BNSF rail line and thus the Silos.

In the late 1999, 816 Owner entered into a cell tower lease to locate cell equipment on the Silos. In approximately 2015, the previous owner of 816 E. Baseline was near selling the property, and discussed with the City the City’s ownership of Grain Elevator. The cell tower lease the previous owner executed should probably have not been executed as staff believes the rights to the Grain Elevator had already reverted to the BNSF. To make the issue more complicated, the ground equipment was located on 816 E. Baseline Road, but the antennas on the Grain Elevator, were on the BNSF property.

Though much negotiation, the City entered into a redevelopment agreement which allowed the 816 Owner to be allowed to continue using the Grain Elevator façade for up to an addition 24 months without interference from the City. The new owner does not find value in the tower or lease, and rather develop the property, and has noticed Sprint to remove all the equipment.

Seeing this, the City asked the current owner if they would mind if the City entered into an agreement with Sprint to utilize the Grain Elevator and lease space to Sprint. The owner supported the City doing this, and has extended the time Sprint needs to remove the ground mounted equipment, to help the City come to terms with Sprint.

Staff has come to reasonable terms to lease the area to Sprint. The agreement calls for a one-time $10,000 payment and $25,000 yearly payments. This payment shall be increased by 3% / year. The agreement is a five-year initial term, with five (5) additional five year terms. There are a number of ways the City or Sprint can terminate the agreement, including the Grain Elevator having structural issues. If this is a cause for termination, Sprint does have the ability to fix the Grain Elevator at their sole cost.

Fiscal Impact: Increase in collections to the City of a $10,000 one-time payment and $25,000 + / year.

ORDINANCE NO. 35, Series 2019
INTRODUCED BY:

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AUTHORIZING THE LEASE OF CITY PROPERTY TO SPRINT SPECTRUM, L.P. FOR THE INSTALLATION, OPERATION AND MAINTENANCE OF WIRELESS COMMUNICATIONS FACILITIES AND RELATED EQUIPMENT

WHEREAS, the City of Lafayette (“City”) owns certain real property generally located east of and adjacent to 816 E. Baseline Road in the City of Lafayette, Colorado (the “Property”); and

WHEREAS, situated on the Property is a Silo Grain Elevator; and

WHEREAS, Sprint Spectrum, L.P. (“Sprint”) desires to enter into a Site Lease Agreement (“Lease”) with the City to lease a portion of the Property, consisting of exterior space between the 25 foot and 35 foot level on the Silo Grain Elevator, approximately 180 square feet of ground space, additional cabling space, and access and utility space near the Silo Grain Elevator (collectively, the “Site”), in order to access, install, operate and maintain certain wireless communications facilities and related equipment (the “Facilities”) at the Site, along with all necessary electrical and telephone utility sources for operating and maintaining the Facilities; and

WHEREAS, the City desires to enter into a Site Lease Agreement with Sprint to allow for the use of the Site for the purpose of installing and operating Sprint’s Facilities.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, AS FOLLOWS:

Section 1. The Site Lease Agreement between the City of Lafayette and Sprint Spectrum, L.P. is approved in substantially the same form as set forth in the copy attached hereto as Exhibit A and made a part of this ordinance. The Mayor is authorized to execute the Site Lease Agreement on behalf of the City.

Section 2. If any article, section, paragraph, sentence, clause or phrase of this ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this ordinance. The City Council hereby declares that it would have passed this ordinance and each part or parts hereof irrespective of the fact that any one part or parts be declared unconstitutional or invalid.

Section 3. All other ordinances or portions thereof inconsistent or conflicting with this ordinance or any portion hereof is hereby repealed to the extent of such inconsistency or conflict.

Section 4. The repeal or modification of any provision of the Code of Ordinances of Lafayette, Colorado by this ordinance shall not release, extinguish, alter, modify or change in whole or in part any penalty, forfeiture or liability, either civil or criminal, which shall have been incurred under such provision. Each provision shall be treated and held as still remaining in force for the purpose of sustaining any and all proper actions, suits, proceedings and prosecutions for
enforcement of the penalty, forfeiture or liability, as well as for the purpose of sustaining any judgment, decree or order which can or may be rendered, entered or made in such actions, suits, proceedings or prosecutions.

Section 5. This ordinance is deemed necessary for the protection of the health, welfare and safety of the community.

Section 6. This ordinance shall become effective upon the latter of the 10th day following enactment, or the day following final publication of the ordinance.

INTRODUCED AND PASSED ON FIRST READING THE _______ DAY OF ____________, 2019.

PASSED ON SECOND AND FINAL READING AND PUBLIC NOTICE ORDERED THE _______ DAY OF ______________________ 2019.

CITY OF LAFAYETTE, COLORADO

______________________________
Alexandra Lynch, Mayor

ATTEST:

______________________________
Susan Koster, CMC, City Clerk

APPROVED AS TO FORM:

______________________________
David S. Williamson, City, Attorney
SITE LEASE AGREEMENT

This Site Lease Agreement (this “Agreement”) is entered into as of the date that both Landlord and Tenant (both as defined below) have executed this Agreement (the “Effective Date”) by Sprint Spectrum L.P., a Delaware limited partnership (“Tenant”), and City of Lafayette, a Colorado home-rule municipality (“Landlord”).

In consideration of the terms and conditions set forth herein, the parties agree as follows:

1. **Premises and Use.** Landlord owns the real property described on Exhibit A attached (“Landlord’s Property”). Subject to the provisions of Section 3 below regarding the Due Diligence Period, Landlord leases to Tenant the site (consisting of a portion of Landlord’s Property) described below [Check all appropriate boxes]:

   **Raw land Sites**
   (a) ☐ Land consisting of approximately _______ square feet for construction of ground equipment and antenna support structure(s);
   **Building Installation**
   (b) ☐ Building interior space consisting of approximately ________ square feet for placement of shelters and/or base station equipment;
   (c) ☐ Building exterior space consisting of approximately ________ square feet for placement of shelters and/or base station equipment;
   (d) ☐ Building exterior space consisting of approximately 17,500 square inches for attachment of antennas and such other equipment and facilities as Tenant may from time to time determine are necessary or desirable for the operation of its communications network;

   **Alternative Tower Collocation**
   (e) ☒ Silo Grain Elevator exterior space between the 25 foot and 35 foot level on the Silo Gran Elevator, consisting of approximately 17,500 square inches, for attachment of antennas and such other equipment and facilities as Tenant may from time to time determine are necessary or desirable for the operation of its communications network (“Tower Space”);
   (f) ☒ Ground space consisting of approximately 180 square feet for placement of shelters and/or base station equipment (“Ground Space”), as described on Exhibit B and as generally depicted on Exhibit B-1;

   together with: (g) such additional space on the Silo Gran Elevator or Landlord’s Property for the installation, operation and maintenance of, wires, cables, conduits and other facilities as Tenant may determine is required for running between the Tower Space and Ground Space (“Cabling Space”) and all necessary electrical and telephone utility sources for Tenant’s Facilities (defined below); and (h) the non-exclusive right of ingress and egress, upon reasonable advance notice to Landlord, from a public right-of-way and across those portions of Landlord’s Property as depicted on Exhibit C, 24 hours per day, 7 days per week, and in and through the Silo Grain Elevator to and from the Site (as hereinafter defined) for the purpose of installation, operation and maintenance of Tenant’s Facilities (defined below), and the non-exclusive right to install and maintain utility wires, poles, cables, conduits, pipes, and all necessary electrical and telephone utility sources over, under, or along those portions of Landlord’s Property from the Ground Space, as depicted on Exhibit B-1 (collectively, “Access and Utility Space”); provided, however, the right of ingress and egress and the right to install and maintain utilities within the Access and Utility Space shall not be superior to the public’s right to access and use of the bike path on Landlord’s Property. The Tower Space, Ground Space, Cabling Space and Access and Utility Space are hereinafter collectively referred to as the “Site”, which may generally be depicted on Exhibit B, B-1, and C.

   Landlord and Tenant hereby agree that at Tenant’s option, Tenant shall have the right to lease additional space from Landlord for the continued installation, operation and maintenance of the Facilities located on Landlord’s Property (the “Additional Leased Area”), upon Landlord’s approval of the Additional Leased Area, which approval may be granted or withheld in Landlord’s sole discretion. The Parties agree to negotiate in good faith an amendment to the Site Lease to memorialize the location of the Additional Leased Area.

2. **Use: Governmental Approvals.** Subject to Tenant obtaining and maintaining all of the certificates, permits and other approvals that may be required by any Federal, State or Local authorities, including but not limited to Landlord acting in its governmental capacity pursuant to applicable local, state and federal laws (“Governmental Approvals”), as well as a satisfactory building structural analysis which will permit Tenant use of the Site as intended by Tenant and as set forth herein, the Site may be used by Tenant for the purpose of installing, removing, upgrading, replacing, modifying, maintaining and operating, at its expense, communications service facilities, including, without limitation, antennas, remote radio units, radios, transmitters, combiners, filters microwave dishes, microwave radios (ODU), and such other communications equipment and facilities as Tenant may from time to time deem advisable, air conditioned equipment shelters and/or base station equipment, cable, wiring, power sources (including permanent...
generators and fuel storage tanks), related equipment and structures and, if applicable to the Site, an antenna support structure (the “Facilities”). This Agreement and all of Tenant’s obligations contained in this Agreement are contingent upon Tenant obtaining and maintaining all applicable Governmental Approvals. Tenant shall use the Site and the Facilities in accordance with good engineering practices, all applicable Federal Communications Commission (“FCC”) rules and regulations and the terms of this Agreement. All of the Facilities will remain Tenant’s personal property and are not fixtures. Any visual or textual representation of the Facilities on Exhibit B, B-1 and C is illustrative only and does not limit the rights of Tenant as provided for in this Agreement. Landlord agrees to cooperate with Tenant with respect to obtaining any required zoning or any other governmental approvals for the Site, the Facilities and Tenant’s contemplated use thereof. In the event that (i) any of such applications for such Governmental Approvals should be finally rejected; (ii) any Governmental Approval issued to Tenant is canceled, expires, lapses, or is otherwise withdrawn or terminated by governmental authority; (iii) Tenant determines that such Governmental Approvals may not be obtained in a timely manner; (iv) Tenant determines that any building structural analysis is unsatisfactory; (v) Tenant determines that the Site is no longer technically compatible for its use, or (vi) Tenant, in its sole discretion, determines that the use of the Site is obsolete or unnecessary, Tenant shall have the right to terminate this Agreement without further liability or obligations. Notice of Tenant’s exercise of its right to terminate shall be given to Landlord in writing by certified mail, return receipt requested, and shall be effective upon the mailing of such notice by Tenant, or upon such later date as designated by Tenant. All rentals paid to said termination date shall be retained by Landlord. Upon such termination, removal by Tenant of all of the Facilities from the Site and the restoration of the Site to substantially its condition prior to this Agreement, ordinary wear and tear and any damage resulting from any casualty excepted, this Agreement shall be of no further force or effect except to the extent of the representations, warranties and indemnities made by each Party to the other hereunder. Otherwise, the Tenant shall have no further obligations for the payment of Base Rent or any other fee to Landlord and under this Agreement.

Nothing in this this Agreement shall ever be interpreted or construed to: (i) obligate or require Landlord, acting in its governmental capacity pursuant to applicable local, state, and federal laws, to approve or to issue any certificate, permit, or approval for any use of the Site proposed or requested by Tenant, including, but not limited to, the uses of the Site described in this Agreement; (ii) be a waiver, relinquishment, diminution, or modification in any way of any lawful right or power of Landlord (acting in its governmental capacity pursuant to applicable local, state, and federal laws) now has or hereafter acquires during the Term of this Agreement with respect to the location, design, or use of any of the Facilities (as defined by applicable federal law) located or proposed to be located in or upon the Site. Nothing in this Agreement obligates or requires Landlord (acting in its governmental capacity pursuant to applicable local, state, and federal laws) to approve any use or proposed use of the Site by Tenant, and Landlord hereby reserves all rights with respect thereto. Tenant acknowledges and agrees that, notwithstanding this Agreement, it must apply for and obtain any and all permits and approvals from Landlord that are required under applicable local, state, and federal laws in existence as of the commencement of this Agreement, or as adopted during the Term of this Agreement.

3. **SURVEY.** The “Due Diligence Period” is defined as the time between the Effective Date (defined below) and the Term Commencement Date (defined below). During the Due Diligence Period, Tenant will be permitted to enter Landlord’s Property to survey Landlord’s Property and the Site, which shall include inspections, investigations and tests, including, without limitation, signal, topographical, geotechnical, structural and environmental tests, in Tenant’s sole discretion to determine the physical condition, suitability and feasibility of the Site. The survey, if commissioned, shall then become Exhibit C, which shall be attached hereto and made a part hereof, and shall control in the event of boundary and access discrepancies between it and Exhibit B-1. If Tenant determines, in its sole discretion, that the Site is not appropriate for Tenant’s intended use (or if Tenant otherwise decides, for any reason or no reason, not to commence the Term), then Tenant may terminate this Agreement upon written notice to Landlord at any time prior to the end of the Due Diligence Period. Landlord acknowledges that, prior to the Term Commencement Date, Tenant has limited access to, but no ownership or control of any portion of Landlord’s Property and that Tenant’s access during the Due Diligence Period shall not cause Tenant to be considered an owner or operator of Landlord’s Property or the Site for purposes of environmental laws or otherwise. Cost for such work shall be borne by Tenant.

4. **Term.** This Agreement becomes effective on the Effective Date. Tenant’s lease term shall commence, if at all, at the end of the Due Diligence Period on the Term Commencement Date. The term of Tenant’s lease and tenancy, if any (the “Term”), is 5 years, commencing on the “Term Commencement Date,” which is defined as January 1, 2020. The Term will be automatically renewed for 5 additional terms of 5 years each (each a “Renewal Term”), unless: (i) Tenant provides Landlord with written notice of its intention not to renew at least thirty (30) days prior to the expiration of the initial Term or any Renewal Term; or (ii) Landlord notifies Tenant in writing of Landlord’s intention not to renew at least one year prior to the expiration of the initial Term or any Renewal Term.

5. **Rent.** Tenant shall pay to Landlord as annual rent for the Site the sum of Twenty-Five Thousand Dollars ($25,000) (“Base Rent”). Starting on the Term Commencement Date, Tenant shall additionally pay to Landlord: (i) a one-time lump-sum fee of Ten Thousand Dollars ($10,000) for administrative fees and temporary site location, if required; and (ii) a one-time fee of $6250.00 to compensate Landlord for access to the Site between the Effective Date and the Term Commencement Date. Starting on the first day of every
year following the Term Commencement Date, Tenant will pay Base Rent in advance in annual installments of $25,000.00. Base Rent shall be increased on each annual anniversary of the Term Commencement Date by 3% of the Base Rent in effect during the immediately preceding year. Tenant’s obligation to pay Base Rent is contingent upon Landlord providing Tenant an IRS approved W-9 form setting forth the tax identification number of Landlord or of the person or entity to whom Base Rent is to be made payable as directed in writing by Landlord. Base Rent will be sent to Landlord pursuant to Landlord’s electronic enrollment as described below. Landlord hereby agrees to receive payments electronically using Tenant’s designated electronic platform unless an alternative payment method is agreed to in writing by the parties. Landlord agrees to enroll for electronic payment no less than thirty (30) days prior to the due date of the first payment. All of Tenant’s payment obligations set forth in this Agreement are conditioned upon Landlord’s timely enrollment for electronic payment. Landlord may obtain electronic payment enrollment forms by contacting Tenant’s “Landlord Solutions” department at 800-357-7641 or by submitting a ticket for direct deposit via the landlord portal at https://landlordsolutions.sprint.com/

Tenant shall pay Landlord a late payment charge equal to ten percent (10%) of the late payment for any payment not paid when due within five (5) days of its due date. Any amounts not paid when due shall bear interest until paid at the rate of two percent (2%) per month.

6. Access to Landlord’s Property and the Site. In order to operate and maintain the Facilities, Tenant shall have reasonable access to Landlord’s Property and the Site through use of the Access and Utility Space, as depicted on Exhibit C, Monday through Friday during the hours of 8:00 a.m. to 6:00 p.m. for routine maintenance and site visits. Tenant will have 24x7 access for emergencies, except that Landlord may upon delivery of prior written notice to Tenant, to ensure the integrity of the Silo Grain Elevator or other improvements on Landlord’s Property or in the exercise of its police powers, further restrict the access hours and dates set forth herein. Landlord shall be allowed and granted access to Landlord’s Property and the Site (but not the Facilities) at reasonable times and upon at least 24 hours advanced written notice to Tenant to examine and inspect the Site for safety reasons or to ensure that the terms and conditions of Tenant’s intended use of the Site is being met. Tenant shall provide Landlord with a key or lock combination, for access to the Site (but not the Facilities) and all of its appurtenances which may be used by Landlord’s police, fire and or public works personnel for emergency access or as may otherwise be authorized in writing by Tenant, and Landlord will provide Tenant the advance notice as required in this Section 6 so Tenant may have a representative present during any such access by Landlord.

7. Title and Quiet Possession. Landlord represents and warrants to Tenant and further agrees that: (a) it is the owner of Landlord’s Property; (b) it has rights of pedestrian and vehicular access from the nearest public roadway to the Site, which Tenant is permitted to use; (c) it has the right to enter into this Agreement; (d) the person signing this Agreement has the authority to sign; (e) Tenant is entitled to access the Site pursuant to the terms and conditions of this Agreement; (f) Tenant, on paying the Base Rent and performing the covenants herein, shall peaceably and quietly have, hold, and enjoy the Site during the Term and each Renewal Term.

Tenant acknowledges and agrees that LANDLORD LEASES AND TENANT TAKES THE SITE AND EACH PART THEREOF "AS-IS" AND THAT EXCEPT AS OTHERWISE EXPRESSLY PROVIDED HEREIN, LANDLORD HAS NOT MADE, AND DOES NOT HEREBY MAKE, ANY REPRESENTATION, WARRANTY, OR COVENANT, EXPRESS OR IMPLIED, WITH RESPECT TO THE CONDITION, QUALITY, DURABILITY, DESIGN, OPERATION, FITNESS FOR USE, OR SUITABILITY OF THE SITE IN ANY RESPECT WHATSOEVER OR IN CONNECTION WITH OR FOR THE PURPOSES AND USES OF TENANT, OR AS TO THE ABSENCE OF LATENT OR OTHER DEFECTS, WHETHER OR NOT DISCOVERABLE.

8. Assignment/Subletting. Tenant may, without notice to or consent of Landlord, assign or transfer (by sublease or otherwise) its rights arising under this Agreement to any entity (i) that is controlled by, controlling or under common control with Tenant; (ii) that shall merge or consolidate with or into Tenant; (iii) that shall succeed to all or substantially all the assets, property and business of Tenant in the market as defined by the Federal Communications Commission; or (iv) to any affiliate or subsidiary or other party as may be required in connection with any offering, merger, acquisition, recognized security exchange or financing. Tenant may otherwise assign this Agreement or sublet the Site to any other entity only with the prior written consent of Landlord, which consent shall not be unreasonably withheld, conditioned or delayed.

9. Notices. All notices must be in writing and will be deemed to have been delivered upon receipt or refusal to accept delivery and are effective only when deposited in the U.S. mail, certified mail, return receipt requested and postage prepaid or when sent via nationally-recognized courier delivery service. Notices to Tenant are to be sent to: Sprint Property Services, Mailstop KSOPHT0101-Z2650, 6391 Sprint Parkway, Overland Park, KS 66251-2650, with a mandatory copy to: Sprint Law Department, Attn.: Real Estate Attorney, Mailstop KSOPHT0101-Z2020, 6391 Sprint Parkway, Overland Park, KS 66251-2020. Notices to Landlord must be sent to the address shown underneath Landlord’s signature. Landlord or Tenant may from time to time designate any other address for this purpose by written notice to the other party in accordance with this Section 9.

10. Facilities Upgrade. Tenant may, at its expense, update, repair and modify the Facilities, which shall include, but not be limited to, the replacement of its equipment from time to time as it deems necessary or desirable for the operation of the Facilities upon the prior written notice to Landlord; provided, however, the updates, repairs modifications or replacements do not result in a substantial
change under the Lafayette Code of Ordinances or does not materially change the Silo Grain Elevator, expand beyond Landlord’s Property or interfere with Landlord’s use and operation of any of Landlord’s Property. Landlord will not be entitled to any increases in Base Rent due to the installation, modification, upgrade or expansion of the Facilities, unless they are installed outside the Site with the understanding that the Site includes all of Tenant’s leased areas and rights to the Facilities under this Agreement.

11. **Compliance with Laws.** Landlord represents and warrants to Tenant that, to the best of Landlord’s knowledge as of the Effective Date and without investigation, Landlord’s Property (including the Site) and all improvements located thereon are not in violation of any applicable building, safety codes or other laws and regulations. Tenant represents and warrants to Landlord that Tenant shall comply with all applicable laws, rules and regulations now in effect or that thereafter may be issued by the FCC or any other governing bodies with jurisdiction over the Facility or Tenant’s operations relating to its possession and use of the Site.

12. **Interference.** Tenant agrees to install equipment of the type and frequency which will not cause harmful interference which is measurable in accordance with then existing industry standards to any equipment of Landlord or other tenants of Landlord’s Property which existed on Landlord’s Property prior to the Effective Date. In the event any after-installed Tenant’s equipment causes such interference, and after Landlord has notified Tenant in writing of such interference, Tenant will take all commercially reasonable steps necessary to correct and eliminate the interference, including but not limited to, at Tenant’s option, powering down such equipment and later powering up such equipment for intermittent testing. Landlord agrees that Landlord and/or any other tenants of Landlord’s Property who currently have or in the future take possession of Landlord’s Property will be permitted to install only such equipment that is of the type and frequency which will not cause interference which is measurable in accordance with then existing industry standards to the then existing equipment of Tenant. Notwithstanding the foregoing, a governmental unit may place any wireless or other communication facility upon any property of Landlord, regardless of potential or actual interference with Tenant's use; provided, however, if Tenant’s use of the Site is affected thereby, Tenant may terminate this Agreement.

13. **Utilities.** Tenant shall, at its expense, be responsible for the payment of all meter charges for the consumption of electricity and other utilities associated with its use of the Site throughout the initial Term and each Renewal Term.

14. **Termination.** Except as otherwise provided herein, this Agreement may be terminated as follows: (a) by either party upon a default of any covenant or term hereof by the other party, upon thirty (30) days’ written notice of default, which default is not cured within thirty (30) days after receipt of written notice of default to the other party; provided, however, that this Agreement shall not terminate if the defaulting party commences to cure such default within thirty (30) days of receipt of written notice of such default, and diligently prosecutes such cure to completion (without, however, limiting any other rights of the parties at law, in equity, or pursuant to any other provisions hereof); (b) by Tenant, upon sixty (60) days written notice to Landlord; (c) by Landlord, upon at least three hundred and sixty five (365) days’ written notice to Tenant, if Landlord's City Council decides in its sole discretion, to redevelop Landlord’s Property (except for redevelopment of Landlord’s Property for use by another commercial wireless communications provider) or decides to discontinue use of Landlord’s Property for commercial purposes; (d) by Landlord, upon ninety (90) days prior written notice to Tenant, if it determines, in its sole discretion, that there exists damage or destruction to Landlord’s Property resulting from Tenant’s use of the Site which requires remediation, provided that Tenant shall first be offered by written notice the opportunity to repair the damage; (e) by Landlord, upon thirty (30) days written notice to Tenant, if it determines, in its reasonable discretion, that the Silo Grain Elevator is in dangerous and unsafe condition, or otherwise poses a threat to the public health, safety, or welfare, provided that Tenant shall first be offered by written notice the opportunity to repair or resolve such condition; or (f) by Tenant, upon thirty (30) days written notice to Landlord, if: (1) signal interference, inadequate signal coverage or low signal intensity occurs at Landlord’s Property; (2) or continued use of Landlord’s Property and the Site are economically unfeasible.

Upon termination of this Agreement for any reason, Tenant shall, at its sole cost and expense, remove its goods, equipment, personal property, fixtures, structures, including all antenna footings and any other improvements from Landlord’s Property within ninety (90) days after the date of termination and shall restore the Site to substantially the condition as of the Effective Date, normal wear and tear and damage from any casualty excepted. If Tenant fails to remove its goods, equipment, personal property, structures and any other improvements, Landlord shall have the right to remove and store such items at Tenant’s sole cost and expense.

If this Agreement is terminated, Base Rent shall be prorated as of the date of termination and, in the event of termination for any reason other than nonpayment of Base Rent, all prepaid Base Rents shall be refunded to Tenant within thirty (30) days subject to any set offs due Landlord for any Tenant obligations due under this Agreement.

15. **Liquidated Damages; Early Termination.** Notice of Tenant's early termination shall be given to Landlord in writing by personal service or certified mail, return receipt requested, and shall be effective upon the date provided in such notice. All Base Rent paid for the lease of Landlord’s Property prior to the termination date shall be retained by Landlord. Upon termination, this Agreement shall become null and void and the parties shall have no further obligations to each other, except that if Tenant terminates this
16. **Limitation of Landlord’s Liability; Early Termination.** In the event Landlord causes interruption of the business of Tenant without terminating this Agreement, Landlord’s liability for damages to Tenant shall be limited to the actual and direct costs of Tenant's cure of the cause of the interruption, and shall specifically exclude any recovery for value of the business of Tenant as a going concern, future expectation of profits, loss of business or profit, or related damages to Tenant. Tenant shall be entitled to a credit against Base Rent for the costs of such cure.

17. **Default.** If either party is in default under this Agreement for a period of 30 days following receipt of written notice from the non-defaulting party, the non-defaulting party may pursue any remedies available to it against the defaulting party at law and in equity, including, but not limited to, the right to terminate this Agreement. If a non-monetary default cannot reasonably be cured within a 30-day period, this Agreement may not be terminated if the defaulting party commences action to cure the default within the 30-day period and proceeds with due diligence to fully cure the default.

18. **Indemnity.** Except with respect to Hazardous Substances, which are subject to the provisions of Section 19 herein, Tenant agrees to indemnify, defend and hold harmless Landlord and its elected officials, officers, employees, agents and representatives from and against any and all claims, losses, expenses, costs (including reasonable attorneys’ fees and other reasonable costs and expenses of litigation), damages, causes of action, (collectively, “Claims”) to the extent arising out of and caused by Tenant, its employees, agents, or contractors negligence or intentional conduct in the performance of this Agreement. Notwithstanding the foregoing, in no event shall Tenant be obligated to indemnify Landlord for Claims to the extent arising out of and caused by Tenant’s negligence or intentional misconduct, or negligence or intentional misconduct of any person acting by or through Landlord. If Tenant (“Indemnifying Party”) fails or neglects to defend such actions for which it is required to indemnify following reasonable notice, Landlord (“Indemnified Party”) may defend the same and any reasonable, out-of-pocket and documented expenses (including reasonable attorneys' fees) actually incurred by the Indemnified Party in defending said actions, as well as the amount of any judgment or good faith settlement which it may be required to pay, shall promptly be reimbursed by the Indemnifying Party. The indemnity obligations under this Section will survive the expiration or sooner termination of this Agreement.

19. **Hazardous Substances Indemnification.** Landlord represents to Tenant that as of the Effective Date it has no knowledge of any substance, chemical or waste on or affecting Landlord’s Property (including the Site) that is identified as hazardous, toxic or dangerous in any applicable federal, state or local law or regulation (collectively, “Hazardous Substance”). Tenant represents and warrants that its use of Landlord’s Property will not generate and it will not store or dispose on the Property or transport to or over Landlord’s Property or any other property of the Landlord any Hazardous Substance in violation of applicable law. Tenant further agrees to hold Landlord harmless from and indemnify and defend Landlord against any release of any such Hazardous Substance caused by Tenant or its employees or agents and any damage, loss, or expense or liability resulting from such release, including all attorneys' fees, costs and penalties incurred as a result thereof, except to the extent contributed to by the negligence or willful misconduct of Landlord, its employees, or agents. "Hazardous Substance" shall be interpreted broadly to mean any substance or material defined or designated as hazardous or toxic waste, hazardous or toxic material, hazardous, or toxic, or radioactive substance, or other similar term by any federal, state, or local environmental law, regulation or rule presently in effect or promulgated in the future, as such laws, regulations or rules may be amended from time to time; and it shall be interpreted to exclude the use of batteries and exclude the use of generators and related fuels for purposes of providing emergency power. To the extent allowed by law, Landlord agrees to indemnify, defend and hold Tenant harmless from any and all Claims relating to any Hazardous Substance present on or affecting Landlord’s Property or the Site prior to or on the Effective Date, unless the presence or release of the Hazardous Substance is caused by the activities of Tenant. The indemnity obligations under this Section will survive the expiration or sooner termination of this Agreement.

20. **Subordination.** This Agreement is subordinate and subject to any possibility of reverter retained or held by Burlington Northern Santa Fe Railroad Company against the Site as of the Effective Date.

21. **Taxes.** Tenant shall have the responsibility to pay any personal property, real estate taxes, assessments, or charges owed on Landlord’s Property which Landlord demonstrates is the direct result of Tenant’s use of the Site or attributable to the installation, maintenance and operation of the Facilities, or to improvements to the Site made by Tenant, along with any sales tax imposed on the rent (except to the extent that Tenant is or may become exempt from the payment of sales tax in the jurisdiction in which Landlord’s Property is located), including any increase in real estate taxes at Landlord’s Property which Landlord demonstrates arises directly from Tenant’s improvement and/or Tenant’s use of the Site. Tenant shall be responsible for the payment of any taxes, levies, fees, assessments or other charges imposed including franchise and similar taxes imposed upon the business conducted by Tenant at the Site.

Tenant shall have the right, at its sole option and at its sole cost and expense, to appeal, challenge or seek modification of any tax assessment or billing for which Tenant is wholly or partly responsible for payment. In the event that as a result of any appeal or challenge by Tenant, there is a reduction, credit or repayment received by Landlord for any taxes previously paid by Tenant, Landlord agrees to promptly reimburse to Tenant the amount of said reduction, credit or repayment.
22. **Insurance.** During the initial Term and all Renewal Terms, Tenant shall carry Commercial Liability Insurance Coverage, including premises-operation coverage, bodily injury, property damage, independent contractors liability, completed operations coverage, and contractual liability coverage, in a combined single limit of not less than Two Million Dollars ($2,000,000) per occurrence. Such policy shall include Landlord as an additional insured as its interest may appear under this Agreement by a blanket additional insured endorsement and shall provide that it will be the primary coverage. Tenant shall also maintain workers' compensation insurance as required by law. Neither party shall be liable to the other (or to the other's successors or assigns) for any loss or damages caused by fire or any of the risks enumerated in a standard "All Risk" insurance policy, and in the event of such insured loss, neither party's insurance company shall have a subrogated claim against the other. Tenant shall provide Landlord, prior to the Term Commencement Date and before each Renewal Term, evidence of the required insurance in the form of a certificate of insurance issued by an insurance company licensed to do business in the State of Colorado, which includes all coverage required in paragraph (a) of this section. Said certificate shall also provide that the coverage may not be canceled, non-renewed, or reduced below the requirements specified in this Agreement without thirty (30) days' written notice to Landlord.

23. **Damage or Destruction.** If Landlord’s Property or any portion thereof is destroyed or damaged so as to hinder Tenant’s effective and intended use of the Facilities through no fault or negligence of Tenant, Tenant may elect to terminate this Agreement upon thirty (30) days' written notice to Landlord. In such event, all rights and obligations of the parties shall cease as of the date of the damage or destruction and Tenant shall be entitled to the prompt reimbursement of any Base Rent prepaid by Tenant.

24. **Maintenance.** Tenant shall have sole responsibility for repairing and maintaining the Facilities installed by Tenant at the Site in a proper operating and reasonably safe condition; provided, however, if any repair or maintenance is required due to the acts or omissions of Landlord, its agents, contractors or employees, Landlord will promptly reimburse Tenant for the reasonable costs incurred by Tenant to restore the damaged areas to the condition which existed immediately prior thereto. Tenant shall have sole responsibility for the security of all its goods, personal property and Facilities located upon the Site. Landlord will maintain, in good operating condition and repair, the structural elements of the Silo Grain Elevator and all other portions of Landlord’s Property. Tenant shall maintain the non-structural portions of the Site in good condition, reasonable wear and tear and casualty damage excepted, but excluding any items which are the responsibility of Landlord pursuant to this Section. Tenant shall keep Landlord’s Property and the Site free of debris and anything of a dangerous noxious or offensive nature or which would create a hazard or undue vibration, heat, noise or in violation of the interference provisions set forth herein Tenant shall provide Landlord with a twenty-four (24) hour per day, seven (7) days per week, emergency contact name and telephone number and site number information. Tenant shall additionally post such emergency contact information in a visible location on the Site.

25. **Miscellaneous.** (a) This Agreement applies to and binds the heirs, successors, executors, administrators and assigns of the parties to this Agreement; (b) this Agreement is governed by the laws of the State of Colorado, and venue for any litigation arising under or relating to this Site Lease shall be in Boulder County District Court; (c) The parties acknowledge that this is a nonexclusive agreement, subject to Section 6. Nothing in this Agreement shall preclude Landlord from leasing other space for wireless communication facilities or equipment to any person or entity which may be in competition with Tenant, or any other party, subject to the conditions set forth in Section 10 of this Agreement. Landlord hereby agrees to execute concurrently with this Agreement and deliver to Tenant a recordable Memorandum of Agreement in the form of Exhibit D, attached, which Tenant may record at its own expense.; (d) this Agreement (including the Exhibits) constitutes the entire agreement between the parties and supersedes all prior written and verbal agreements, representations, promises or understandings between the parties; (e) if any provision of this Agreement is invalid or unenforceable with respect to any party, the remainder of this Agreement or the application of the provision to persons other than those as to whom it is held invalid or unenforceable, will not be affected and each provision of this Agreement will be valid and enforceable to the fullest extent permitted by law; (f) Tenant acknowledges that Landlord is a Colorado home rule municipality and that nothing within this Agreement shall be deemed a waiver or abrogation of Landlord’s exercise of its police powers or of the rights, immunities, limitations and protections afforded it by the Colorado Governmental Immunity Act C.R.S. 24-10-101 et seq., as same may be amended from time to time each party has had the opportunity to consult with its own legal counsel in connection with the negotiation of this Agreement; there will be no construction against any party based any presumption of that party’s involvement in the drafting of this Agreement; (g) This Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which together shall constitute a single instrument; and (h) the prevailing party in any action or proceeding in court to enforce the terms of this Agreement is entitled to receive its reasonable attorneys’ fees and other reasonable enforcement costs and expenses from the non-prevailing party.

The following Exhibits are attached to and made a part of this Agreement: Exhibits A, B, B-1, C and D.
LANDLORD:

CITY OF LAFAYETTE
a Colorado home-rule municipality

By: ___________________________
Printed Name: ______________________
Title: ___________________________
Date: ____________, 201__
(Date must be completed)

Address: ___________________________
__________________________________
__________________________________
Contact Phone Number: ______________
Email address: ___________________________

Attest:

__________________________
Susan Koster, CMC, City Clerk

APPROVAL AS TO FORM:

__________________________
David S. Williamson, City Attorney

TENANT:

SPRINT SPECTRUM L.P., a Delaware limited partnership
a ___________________________

By: ___________________________
Printed Name: ______________________
Title: ___________________________
Date: ____________, 201__
(Date must be completed)
EXHIBIT A
TO SITE LEASE AGREEMENT

Legal Description of Landlord’s Property

Landlord’s Property is located at 816 E. Baseline Rd, situated in the City of Lafayette, County of Boulder, State of Colorado commonly described as follows:

02-1S-69 RAILROADS PUBLIC UTILITY 522,000 SF
EXHIBIT B
TO SITE LEASE AGREEMENT

REMOVE IF NOT A TOWER

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<th>Site and Facilities</th>
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<tr>
<td>Aggregate Surface Area (square inches)*</td>
<td>17500</td>
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<td>Aggregate Weight (lbs)</td>
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<td>Aggregate Line Diameter (individual line count and size may vary)**</td>
<td>8.5&quot;</td>
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<tr>
<td>Ground Space</td>
<td>250 SF</td>
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* Surface Area calculation: Sum of length x width of all antenna and auxiliary components that are not installed in the ground/rooftop cabinet space. For Cylinders use length x diameter to calculate surface area. For round MW dishes use formula to calculate the area of a circle.

** If conduits are used, only the diameter of the conduit will count towards the aggregate line diameter. The lines running inside the conduit will not be considered in the aggregate line diameter calculation.

REMOVE IF NOT A ROOFTOP

<table>
<thead>
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<th>Site and Facilities</th>
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<tr>
<td>Aggregate Surface Area (square inches)*</td>
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<td>All lines, cables, conduits, risers, trays required to support the Lessee Facilities</td>
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<tr>
<td>Shelter/base station equipment space</td>
<td>250 SF</td>
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* Surface Area calculation: Sum of length x width of all antenna and auxiliary components that are not installed in the ground/rooftop cabinet space. For Cylinders use length x diameter to calculate surface area. For round MW dishes use formula to calculate the area of a circle.

Without limiting Tenant’s right to make future changes or add additional equipment to the Site, Tenant has the right to install at the Site, even if not reflected in Exhibit B-1: (i) panel antennas; (ii) remote radio units/transmitters; (iii) microwave dishes each with one or multiple ODUs; (iv) transmission lines and conduits; (v) filters; (vi) combiners/junction boxes; (vii) GPS antennas; (viii) shelters or cabinets; (ix) utility pedestals; and (x) any other related communications equipment and appurtenances.

Note: Tenant may, at Tenant’s option and with notice to Landlord, replace Exhibit B with an exhibit setting forth the legal description of the Site or an as-built drawing depicting the Site. Any visual or textual representation of the Facilities is illustrative only and does not limit the rights of Tenant as provided for in the Agreement. Without limiting the generality of the foregoing:

1. The Site may be setback from the boundaries of Landlord’s Property as required by the applicable governmental authorities.
2. The access road’s width may be modified as required by governmental authorities, including police and fire departments.
3. The locations of any access roads and utilities are illustrative only. Actual locations may be determined by Tenant and/or the servicing utility company in compliance with local laws and regulations.

The Site Plan is attached in the following page under Exhibit B-1.
EXHIBIT B-1
TO SITE LEASE AGREEMENT

Site Plan

See attached
Sprint

DN63XC007

PUBLIC RECORD PARCEL NO. 157502101001

816 E. BASELINE ROAD
LAFAYETTE, COLORADO 80026
BOULDER COUNTY

EXISTING SILO COMMUNICATION SITE
EXHIBIT C
TO SITE LEASE AGREEMENT

Survey

See attached
EXHIBIT D  
TO SITE AGREEMENT

Memorandum of Agreement

This Memorandum of Agreement (this “Memorandum”) dated as the Effective Date (as defined below), evidences that a certain Site Agreement (the “Agreement”) dated _______, 201___ (the “Effective Date”), was made and entered into between City of Lafayette, a Colorado home-rule municipality (“Landlord”) and Sprint Spectrum L.P., a Delaware limited partnership (“Tenant”).

The Agreement provides in part that Tenant has the right to enter upon certain real property owned by Landlord and located at ________________, City of __________, County of __________, State of __________, as further described in the Agreement (the “Site”) for the purpose of performing investigations and tests and, upon finding the Site appropriate, to lease the Site for the purpose of installing, operating and maintaining a communications facility and other improvements. The Site is further described in Exhibit A attached hereto.

The term commencement date of Tenant’s lease and tenancy under the Agreement is 5 years commencing on the earlier to occur of start of construction of the Facilities (as defined in the Agreement) or eighteen (18) months following the Effective Date, whichever first occurs, and is subject to five (5) renewal terms of five (5) years each that may be exercised by Tenant.

The parties have executed this Memorandum as of the day and year first above written.

LANDLORD:

City of Lafayette  
a Colorado home-rule municipality

By: ________________________________________________________________________________
Printed Name: ________________________________________________________________________
Title: ______________________________________________________________________________
Address: ____________________________________________________________________________
____________________________________________________________________________________

TENANT:

Sprint Spectrum L.P.,  
a Delaware limited partnership

By: ________________________________________________________________________________
Printed Name: ________________________________________________________________________
Title: ______________________________________________________________________________
Address:  
Sprint Property Services  
Mailstop KSOPHT0101-Z2650  
6391 Sprint Parkway  
Overland Park, KS 66251-2650

Attach Exhibit A - Site Description  
[ACKNOWLEDGEMENTS FOLLOW ON NEXT PAGE]
LANDLORD NOTARY BLOCK:

STATE OF ________________
COUNTY OF ________________

The foregoing instrument was (choose one) □ attested or □ acknowledged before me this ________________ day of ________________, 201__, by (choose one) □ ____________________________ as an individual, □ ____________________________, a ____________________________ corporation, on behalf of the corporation, or □ ____________________________, partner or agent on behalf of ____________________________, a ____________________________ partnership.

(AFFIX NOTARIAL SEAL) ____________________________
(Official Notary Signature) ____________________________
Notary Public State of ____________________________

My commission expires: ____________________________
(Printed, typed or stamped name of notary)
Commission Number: ____________________________

TENANT NOTARY BLOCK:

STATE OF ________________
COUNTY OF ________________

The foregoing instrument was (choose one) □ attested or □ acknowledged before me this ________________ day of ________________, 201__, by (choose one) □ ____________________________ as an individual, □ ____________________________, a ____________________________ corporation, on behalf of the corporation, or □ ____________________________, partner or agent on behalf of ____________________________, a ____________________________ partnership.

(AFFIX NOTARIAL SEAL) ____________________________
(Official Notary Signature) ____________________________
Notary Public State of ____________________________

My commission expires: ____________________________
(Printed, typed or stamped name of notary)
Exhibit A to Memorandum of Agreement

(Legal Description of Site)

02-1S-69 RAILROADS PUBLIC UTILITY 522,000 SF
Call to Order
The October 1, 2019, City Council Meeting began at 5:30 p.m. in the Council Chamber at Lafayette City Hall, 1290 S. Public Road, Lafayette, Colorado.

Roll Call
Those in attendance included Mayor Alexandra Lynch, Mayor Pro Tem Jamie Harkins, and Councilors JD Mangat, Nicole Samson, Chelsea Behanna, Carolyn Cutler, and Stephanie Walton.

Also present were City Administrator Fritz Sprague, City Clerk Susan Koster, City Attorney Mary Lynn Macsalka, City Attorney Keith Martin, Finance Director Steve McFarland, Police Chief Rick Bashor, Public Works Director Jeff Arthur, Transportation/Planning Engineer Joliette Woodson, Assistant City Administrator Roger Caruso, Director of Parks, Recreation, & Open Space Monte Stevenson, City Engineer Matt Knight, and Planning & Building Director Paul Rayl.

Employee Introduction
City Administrator Sprague introduced the City’s new Transportation/Planning Engineer Joliette Woodson. Ms. Woodson previously worked for the Cities of Louisville and Northglenn. She will be spearheading Lafayette’s first Transportation Master Plan.

Presentations
2018 Comprehensive Annual Financial Report
Mayor Pro Tem Harkins and Councilor Walton talked about their participation on the Audit Committee and the report submitted by auditor Jim Hinkle, which depicts the City’s finances in a positive light. A motion was made by Councilor Samson and seconded by Mayor Pro Tem Harkins to accept the 2018 Comprehensive Annual Financial Report. The motion passed unanimously.

Legacy Lafayette Comprehensive Plan Update
Planning & Building Director Rayl introduced Britt Palmberg, of RICK and Chris Cares of RRC who presented the key takeaways from the stakeholder meetings, findings of community assessment and the results of the Legacy Lafayette survey as they relate to the next phase of the comprehensive plan process.

Liquor Authority
City Clerk Koster presented the application for a Lodging and Entertainment License for Maruti Operator LLC dba Hampton Inn and Suites Lafayette. Carol Johnson, of Esquire Petition Services reviewed the results of the Needs and Desires survey conducted by her firm. Hotel Manager Konika Patel represented the application and answered the Authority’s questions.

Mayor Lynch opened a public hearing at 7:06 pm and invited interested parties to come forward. Seeing no one, she closed the hearing.

City Attorney Macsalka had no questions for the applicant.
A motion was made by Councilor Samson and seconded by Mayor Pro Tem Harkins to approve Resolution No. 2019-55 / Granting a New Lodging and Entertainment Liquor License to Maruti Operator LLC dba Hampton Inn and Suites Lafayette at 317 Exempla Circle in Lafayette. The motion passed unanimously.

**Public Input**
Mike Page who lives north of the Blue Sage neighborhood, asked why prairie dogs are being exterminated while the moratorium is in place.

Laura Snyder asked Council to intervene on behalf of the Lafayette residents living near the Acama well pad.

Karen Norback spoke in favor creating a “shop local” campaign.

**Recess to Executive Sessions**
At 7:12 pm, a motion was made by Mayor Pro Tem Jamie Harkins and seconded by Councilor Cutler to enter into an Executive Session according to C.R.S. 26-6-402(e)(1) for determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators pertaining to a potential open space acquisition; and according to C.R.S. 26-6-402(4)(b), to confer with an attorney for the City for the purpose of receiving legal advice on specific legal questions pertaining to Prairie Dog Policy. The motion passed unanimously.

**Return to Regular Session**
Mayor Lynch said the executive sessions concluded at 8:50 p.m. The participants were Mayor Lynch, Mayor Pro Tem Harkins, and Councilors Mangat, Cutler, Samson, Behanna, and Walton.

Also in attendance were City Administrator Sprague, Assistant City Administrator Caruso, and City Attorneys Mary Lynn Macsalka and Keith Martin.

Mayor Lynch asked if any person who participated in the executive sessions believed that any substantial discussion of matters not included in the motions to go into the executive sessions occurred during the executive session, or that any improper action occurred during the executive session in violation in the Open Meetings Law. No one answered in the affirmative.

**Resolution No. 2019-56 / Approving and Accepting a Conservation Easement from the Town of Erie and the Town of Erie Urban Renewal Authority**
As part of an Intergovernmental Agreement between the City of Lafayette and the Town of Erie and Town of Erie Urban Renewal Authority (TOEURA), the parties agreed that TOEURA should grant a conservation easement to Lafayette of a 150-foot wide strip of land on the southernmost portion of the Nine Mile Property. As well, the parties agreed that TOEURA would provide and preserve a landscaped buffer between future development and the Beacon Hill Subdivision.

A motion was made by Councilor Samson and seconded by Councilor Cutler to adopt Resolution No. 2019-56 / Approving and Accepting a Conservation Easement from the Town of Erie and the Town of Erie Urban Renewal Authority. The motion passed unanimously.
First Reading / Ordinance No. 27, Series 2019 / Providing for a 3-month Extension of the Moratorium on the Removal and Relocation of, and the Utilization of Lethal Control Measures for any Black-Tailed Prairie Dogs located on any Property Within the City; and Declaring an Emergency with Respect Thereto. It was noted by Mayor Lynch that this ordinance has an exemption for those who can prove hardship associated with these animals on their private property.

A motion was made by Councilor Behanna and seconded by Councilor Walton to approve on first reading Ordinance No. 27, Series 2019 as presented. The motion passed unanimously.

Proclamation
Councilor Mangat read a proclamation recognizing Indigenous Peoples Day as October 12, 2019 and acknowledging a parcel of land at the Great Park as a place to reflect, and show honor and respect to the peoples who have lived, worked, or passed through the city throughout history. A motion was made by Councilor Mangat and seconded by Councilor Walton to approve the proclamation as read. The motion passed unanimously.

Consent Agenda

Mayor Lynch read the Consent Agenda.

G. Minutes of the September 17, 2019 City Council Meeting
H. Minutes of the September 23, 2019 City Council Workshop
I. Resolution No. 2019-57 / First Amendment to the Development Agreement / Sundar Apartments Subdivision
J. Contract / Parks & Open Space Signage Project – Phase 3 / E3 Enterprises, Inc.
K. Purchase Orders and Amendments

A motion was made by Councilor Walton and seconded by Councilor Behanna to approve the of the Consent Agenda. The motion passed unanimously.

Council Appointments

A motion was made by Councilor Mangat and seconded by Councilor Behanna to reappoint Josie Briggs, Julia Cook, Cullen Ferron, Matthew Hinojosa, Wyatt Lunz, Alexis McKay, Liam Muller, Katie Perez, Mia Reta, and Maya Walton to the Lafayette Youth Advisory Committee as voting members for a one-year term ending in August 2020. The motion passed unanimously.

A motion was made by Councilor Mangat and seconded by Councilor Behanna to appoint Luka Bodeux, Dante Flores, Lorenzo Harrison, Alaric Hoebel, Andrea Lastiri-Montiel, Jorge Perez, Saul Ramirez, and Amy Resendiz-Salazar to the Lafayette Youth Advisory Committee as voting members for a one-year term ending in August 2020. The motion passed unanimously.

A motion was made by Councilor Behanna and seconded by Councilor Cutler to appoint Isabella Brady and Fiona Muller to the Lafayette Youth Advisory Committee as alternates for a one-year term ending in August 2020. The motion passed unanimously.
A motion was made by Councilor Mangat and seconded by Councilor Samson to appoint Bea Glassford to the Public Art Committee for a three-year term. The motion passed unanimously.

**Filling Vacancies in Elective Office**
City Attorney Macsalka reviewed a draft of an ordinance outlining the process for filling vacancies on City Council. Councilors made changes to the draft and instructed the attorney to bring a first reading to the next meeting.

**Postponement of Council Workshop**
A motion was made by Councilor Samson and seconded by Councilor Behanna to postpone the November 25, 2019 Council Workshop and to reschedule within 60 days. The motion passed unanimously.

**Spending Levels for City Staff**
A motion was made by Mayor Lynch and seconded by Councilor Behanna to direct staff to prepare a resolution increasing the spending levels for the City Administrator and for the Department Directors. The motion passed unanimously.

Mayor Pro Tem Harkins asked Council to consider funding an expansion of the Boulder Valley School District’s Trip Tracker in the 2020 Budget. Mayor Lynch asked her to provide participation data from the existing program at Pioneer Elementary.

**Adjourn**
The meeting was adjourned at 9:40 p.m.
Recommendation: Council moves to approve Resolution 2019 - 60, which establishes new spending authority limits for the City Administrator and Department Heads. Spending authority for the City Administrator will be increased to $100,000 from $25,000, while spending authority for Department Heads will be increased to $25,000 from $7,500.

Background: Administrative Policies AP-101 and AP-102, modified in 2016 by Resolution No. 2016-50, defines spending limits for the City Administrator (CA) and Department Heads (DH).

Under current conditions, the City Administrator (CA) may:
- Negotiate/executes contracts of less than $25,000
- Negotiate/executes change orders on construction contracts up to $50,000
- Negotiate contracts in excess of $25,000, with Council approval

Department Heads may negotiate/executes contracts up to $7,500.

Finance Director McFarland recently polled 15 surrounding municipalities regarding CA and Department Head (DH) spending authority limits. Increasing CA spending authority to $100,000 and DH spending authority to $25,000 would seem to be reasonable and prudent given the recent survey. Construction contract change orders will follow the $100,000/$25,000 limits with the added layer of the change order being limited to 10%/5% of the contract or $100,000/$25,000, whichever is less.

Approval is sought to increase levels of spending authority for the City Administrator and Department Heads, due to the ever increasing costs of goods and services, capital improvements and construction, and to increase economic and Council meeting efficiency.

Attachments: Resolution No. 2019 - 60
CITY OF LAFAYETTE
RESOLUTION NO. 2019 - 60

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
LAFAYETTE AMENDING RESOLUTION NO. 2016-50 (AND
ADMINISTRATIVE POLICIES AP-101 AND AP-102) TO INCREASE
THE CITY ADMINISTRATOR’S MONETARY AUTHORITY TO
NEGOTIATE AND APPROVE ALL PURCHASES, CONTRACTS AND
SALES UP TO $100,000, AND TO INCREASE DEPARTMENT HEAD
MONETARY AUTHORITY TO NEGOTIATE AND APPROVE ALL
PURCHASES, CONTRACTS AND SALES to $25,000.

WHEREAS, on July 15th, 2016, Council approved Resolution No. 2016-50, which, in
part, authorized the City Administrator to negotiate and enter into contracts with a value of
$25,000 or less; and authorized Department Heads to negotiate and execute contracts of $7,500 or
less; and,

WHEREAS, the specifics of Resolution No. 2016-50 were entered into Administrative
Policy AP-101 (Purchasing), and into Administrative Policy AP-102 (Purchasing Approval
Dollar Limits for Contracts and Purchase Orders), and

WHEREAS, such authority is exercised in accordance with Sections 12.1 and 12.3 of the
Charter which, in part, authorizes Council, subject to the limitations set forth in the Charter or
statute, to establish by resolution a monetary amount for which the City Administrator may
negotiate and execute contracts; and

WHEREAS, given the ever-increasing cost of capital improvements and construction,
and to increase economic efficiency, Council desires to increase the City Administrator’s
authorization to negotiate and execute purchases, contracts, and sales up to $100,000, and to
increase Department Head authorization to negotiate and execute contracts of up to $25,000,

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of
Lafayette, Colorado as follows:

Section 1. Section VI of Administrative Policy AP-101, is amended as follows:

• Purchases/contracts of $100,000 or less may be negotiated and executed by the City
Administrator on behalf of the City. Purchases/contracts of $25,000 or less may be
negotiated and executed by Department Heads on behalf of the City.
• The General Conditions of the standard construction contract provide that the City
Administrator can approve change orders for the lesser of 10% of the project amount or
$100,000. Department Heads may approve change orders for the lesser of 5% of the
project amount or $25,000.
• The Purchase Procedures Recap section at the end of AP-101 shall be revised to reflect
the above changes.

Section 2. Sections I, III, IV, and V, of Administrative Policy AP-102, are amended as
follows:

• Section I. The City Council shall approve all purchases in excess of $100,000 (the
remainder of Section 1 shall be eliminated).

- **Section III.** Purchases/contracts of less than or equal to $25,000 may be negotiated and executed by Department Heads on behalf of the City. Department Heads may also negotiate and execute change orders on construction contracts on behalf of the City for up to 5% of the project amount or up to an aggregate of $25,000, whichever is less, per construction contract.

- **Section IV.** Purchases/contracts of less than or equal to $100,000 may be negotiated and executed by the City Administrator on behalf of the City. The City Administrator may also negotiate and execute change orders on construction contracts on behalf of the City for up to 10% of the project amount or up to an aggregate of $100,000, whichever is less, per construction contract.

All other terms and conditions of Administrative Policies AP-102 and AP-101 shall remain in full force and effect.

RESOLVED AND PASSED THIS 15th DAY OF OCTOBER, 2019.

CITY OF LAFAYETTE, COLORADO

ATTEST:

Alexandra Lynch, Mayor

_______________________
Susan Koster, CMC
City Clerk

APPROVED AS TO FORM:

_______________________
David S. Williamson, City Attorney
Recommendation: Support WOW! Children’s Museum’s application for a grant from Great Outdoors Colorado (GOCO) to fund a portion of a community art garden which will be built on City property leased by WOW! Children’s Museum located at 110 N. Harrison Ave.

Background: On May 21st, 2019 during a public meeting, City Council of the City of Lafayette by majority authorized the expenditure and contribution of $50,000 toward the construction of a 1,200 square foot community art garden to be situated on the north side of the WOW! Children’s Museum campus, a site owned by the City of Lafayette.

In addition to this approved contribution, WOW! Children’s Museum, on behalf of the City of Lafayette, is seeking to apply for and request $60,000.00 in the form of a grant from Great Outdoors Colorado to fund a portion of the construction.

As part of its grant application process, GOCO requires that the governing body of any entity applying for grant funds passes a resolution to show that it is aware of and supports the application, and recognizes the financial and other obligations the grant creates. The City will act as fiscal agent for the proceeds of the grant.

Fiscal Impact: $50,000 ($25,000 from Council contingency and $25,000 from the unreserved General Fund balance)

Attachments: Resolution No. 2019-61
A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAFAYETTE, COLORADO, SUPPORTING THE SUBMISSION OF AN APPLICATION FOR LOCAL PARKS AND OUTDOOR RECREATION GRANT FUNDS FROM THE STATE BOARD OF THE GREAT OUTDOORS TRUST FUND

WHEREAS, WOW! Children’s Museum, on behalf of the City of Lafayette, has applied for and requested $60,000.00 in the form of a grant from Great Outdoors Colorado to fund a portion of the construction of a 1,200 square foot community art garden to be situated on the north side of the WOW! Children’s Museum campus, which is located at 110 N. Harrison Ave. Lafayette, Colorado (the “Project”); and

WHEREAS, the Project will be located on a site owned by the City of Lafayette; and

WHEREAS, as part of its grant application process, GOCO requires that the governing body of any entity applying for grant funds passes a resolution to show that it is aware of and supports the application, and recognizes the financial and other obligations the grant creates; and

WHEREAS, such resolution is to include an acknowledgement of the applicant’s obligation to provide matching funds, a statement verifying ownership of the real property necessary for the Project, and a commitment to maintain the Project in the future; and

WHEREAS, the entire cost of the Project is approximately $154,000.00 and

WHEREAS, the grant would require a 25 percent match from the City of Lafayette; and

WHEREAS, the City of Lafayette supports the Great Outdoors Colorado grant application submitted by WOW! Children’s Museum, to help offset costs of construction and completion of the Project; and

WHEREAS, the City Council of the City of Lafayette, at a public meeting held on May 21, 2019, by majority resolved to authorize the expenditure and contribution of $50,000.00 towards completion of the Project pursuant to a request from WOW! Children’s Museum; and

WHEREAS, the City Council intends for the $50,000 expenditure and contribution to serve as the City’s matching contribution to the GOCO grant, if awarded; and

WHEREAS, should the City receive a GOCO grant for the Project and complete the Project as planned, the City will ensure the Project, including real property, is maintained in high quality condition, subject to the annual appropriation by the City Council in the City Council’s discretion; and

WHEREAS, should the City receive a GOCO grant for the Project, staff will ask the City Council, by a separate resolution, to authorize the City to enter into a Grant Agreement with GOCO; and

WHEREAS, the funding sources for the City’s contribution to the GOCO grant have been identified, and the City has provided any required matching funds.
NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lafayette, Colorado, as follows:

Section 1. The City Council of the City of Lafayette strongly supports the application and has already appropriated any required matching funds for the Project.

Section 2. That, if the grant is awarded, the City Council strongly supports the completion of the Project.

Section 3. That the City Council has authorized the expenditure of funds necessary to meet the City’s obligations under the terms of any grant awarded.

Section 4. That the Project site involves parcels owned by the City, and the City intends to be the owner of the Project site for the next 25 years.

Section 5. That the City recognizes that, as the recipient of a GOCO local government grant, any Project site must provide reasonable public access.

Section 6. That, should the City receive a GOCO grant and the Project is completed as planned, the City will enter into an agreement with WOW! Children’s Museum requiring it to maintain any Project enhancement or improvements in a high-quality condition and to appropriate adequate funds for such maintenance in its annual budget.

RESOLVED AND PASSED THIS 15th DAY OF October, 2019.

CITY OF LAFAYETTE, COLORADO

ATTEST:

Alexandra Lynch, Mayor

Susan Koster, CMC, City Clerk

APPROVED AS TO FORM:

David S. Williamson, City Attorney
To: Fritz Sprague, City Administrator
From: Steve McFarland, Finance Director
Date: October 15th, 2019
Subject: Purchase Order memo

Recommendation: Staff recommends approving requested purchase orders.

Background

Purchase orders are pre-approvals of expenditures between $7,500 and $25,000. In theory, the expenditures have already been approved through the Budget process. However, per Resolution 2016-50, Purchase orders in excess of $25,000 require Council approval.

For Council's consideration:

- PO # 19-0368 - $25,936.00, John Elway Chevrolet, 2020 Chevrolet Express Cargo Van, Police - General Fund, account 01-201-921000.

Attachments/inclusions: None.

Fiscal Impact: There is no fiscal impact beyond what has been previously appropriated for 2019 Budget.