



Sustainability Committee Meeting
Thursday, October 26, 2023
City Hall Council Chambers – 601 Main St W. Ashland, WI 54806
6:00 PM

Take notice that a meeting of the Sustainability Committee will be held in- person in the City Hall Council Chambers, with the availability to attend virtually.

To join the meeting from your computer, tablet or smartphone: <https://meet.goto.com/740241965>. Or dial in using your phone. United States (Toll Free): 1 866 899 4679 Access Code: 740-241-965

The following items will be considered:

1. Approval of Agenda

2. Approval of Minutes

- a. Approval of Minutes from the September 28th, 2023 Meeting

3. Citizen Participation Period

4. Projects/Discussions

- a. Lawn Care Product Use and Toxicity - Discussion
- b. Waste and Recycling
- c. Climate Change
 - i. 25x25 Plan Further Discussion
 - ii. City Vehicle Fleet Discussion
- d. Water
 - i. Develop Sourcewater Protection Plan Initial Recommendations
- e. Complete Streets - Update
- f. Green Tier Legacy Communities - Update
- g. Great Lakes Friendly Restaurant Certification - Discussion
- h. Seed Mix - Discussion
- i. Community Garden Update

5. Items of Interest for Future Meetings

6. Adjournment



NOTE: Upon reasonable notice, the City of Ashland will accommodate the needs of disabled individuals or individuals with limited English proficiency through auxiliary aids or services. For additional information or to request this service, contact the Planning & Zoning Department at 715-682-7041 (not a TDD telephone number)

City of Ashland – Sustainability Committee Meeting

Thursday, September 28th, 2023

6:00 pm – 7:00 pm HYBRID MEETING:

**Meeting Link: <https://meet.goto.com/740241965> | Access Code:
740-241-965 - CITY COUNCIL CHAMBERS (601 Main Street W)**

Energy Action Plan, 25x25 Plan, Sourcewater Protection Plan linked here:
<https://sites.google.com/view/ashland-sustainability/themes>

Present: Dale Kupczyk, Amy Amman, Adam Zais, Lissa Radke, Kelly Westlund, Axel Peterman, Steven Wiley

Absent:

Agenda

- 1) Approval of Agenda
Peterman called the meeting to order at 6:01 pm. Amman moved and Westlund seconded to approve the agenda. Motion carried.
- 2) Approval of minutes from the June 27, 2023 meeting
Peterman moved and Zais seconded. Motion carried.
- 3) Citizen Comments - None
- 4) Projects/Discussions
 - a) Lawn Care Product Use and Toxicity – Bob Laskowski (Discussion)
Peterman opened the floor to discussion. Mr. Laskowski was here two months ago and concerned about his dog being poisoned by lawn care products. Kupczyk asked Wiley to correct the spelling of Laskowski's name in the agenda/minutes. Wiley stated that he would make the correction. Radke mentioned Glyphosate which is a chemical used in some of the products and is dangerous to human and environmental health. It can impact a person's DNA, etc. Peterman is curious to know how many manufacturers use the chemical in their products. He is aware of Roundup as one product. Amman mentioned us looking into the City's usage of these products and what is used and where. Wiley stated that he had not yet been able to do this. Radke mentioned that perhaps we can look at which products have Glyphosate in them and what the City uses. Maybe we do a campaign in tandem with No Mow May next year. Amman said perhaps we can look at what it means when people have their lawns sprayed and the signs are put up on lawns. Westlund mentioned an article in Time Magazine about lawn chemicals and the range of concerns. Glyphosate is in Roundup. Public education/outreach is a good place to start. Radke mentioned that Roundup is banned in Canada. Some people from there would sometimes come and buy cases from the US and sell it. The first step is to do research, find out what the City is using, (she sees signs at Kreher Park), look at model ordinances, and do education. Radke stated that the research on how quickly it affects people is astonishing. Radke asked if we want to commit to action/next steps. Westlund agreed with looking at what the City is doing, looking at sample ordinances, and highlighting the dangerous nature at No Mow May. Radke is willing to talk to John Butler. She sees flags at Kreher Park in the spring and fall. Radke mentioned the resolution

against selling coal tar asphalt covering. Westlund will look for a sample ordinance we can look at. Peterman asked if a ban on selling would cover Walmart. Westlund and Kupczyk if he has seen anything like this come up. Kupczyk replied that he had not but suggested that the Committee can put out something in the water bills. Westlund explained that at the local level municipalities cannot necessarily ban it but if City is using it at Kreher Park we can look at the City's actions. Radke stated that she was looking up legal websites to see if products can be banned by municipalities. Apparently, they can be. If protecting the public health, etc. municipalities have a better shot. She is not necessarily recommending banning specific products since it is divisive. Westlund would like to keep on the agenda for the next meeting.

b) Waste and Recycling

Radke explained that this was Ms. Ullman's initiative. Kupczyk mentioned that he brought this up because at the beaches there are no recycling bins. He stated that the City should have them. Wiley explained that he had talked with Sara Hudson and things we need to consider. There was the staff time involved in going to each location to maintain and empty recycling bins since the City's contract with Eagle Waste did not cover these locations and it was not possible to get trucks to all locations. The Parks and Public Works Departments would have to quantify the amount of staff time, the expected costs, etc. There was also the discussion of whether people would use the bins. Wiley stated that Ms. Hudson had discussed doing a pilot program downtown to see if people would use the bins. Kupczyk stated that this should be straightforward. Westlund asked if we contract with Eagle Waste, why can't we ask them to put out say a dumpster in some locations. Zais brought up the contract for waste removal downtown. He stated that currently the City was stuck in the contract but could have its ducks in a row.

Radke stated that many things on the agenda relate to John Butler so asked if we could invite him and discuss these. For example, the seed mix was one item of several. *Radke left at 6:26 pm.* Amman asked what we are paying for and are they actually recycling these items. She stated that we should find out. Wiley said he would note and follow up.

c) Climate Change

i. 25x25 Plan further discussion

Wiley mentioned the City's lighting upgrades and WWTP solar/micro grid project. Westlund explained the potential WWTP project to Kupczyk. She would like to see it as more of a priority to get this done. Kupczyk suggested budgeting money to make this building and other buildings more energy efficient. Wiley mentioned recent staff discussions that occurred on this. Westlund mentioned the airport and incandescent bulbs there which might be a temperature issue in the winter but stated that we should have technology now to look at alternatives.

ii. City Vehicle Fleet discussion

Wiley explained where we are at with this and an example would be replacing the property maintenance vehicle with a new EV. Staff is starting to have discussions on this. Peterman asked if there is a big difference in up front costs buying an EV. Zais explained that it costs more up front but you save

money over time. He asked if drafting a resolution for Council would help. Wiley answered that it could. Westlund suggested that maybe it is a policy where moving forward we look at electric or alternative fueled vehicles. Zais stated that bicycles are superior but if you have to drive go electric. EVs shine in stop and go. There is a City Public Works truck that drives down Main Street. If this truck was switched to an EV in five years' time that would help. Peterman asked how many of City's vehicles that are pickup trucks actually need to be pickup trucks. Wiley stated that he can look into it. Westlund asked if many do double duty though such as plowing and hauling brush. She stated that in cases where vehicles do double duty pickup trucks may be beneficial.

d) Water

i. Develop Sourcewater Protection Plan Initial Recommendations

Peterman stated that Radke looked at this. The Committee tabled for the next meeting.

e) Annual Report for City Council

Wiley explained that he was working on it. Peterman stated that the thought was that rather than scrape together photos and information for 2022 let's do a report for 2023. Westlund stated that if Committee will make a report to the Council it would not hurt for the Committee to ask for a budget even if it only \$2,500. If they say no they say no but at least ask. Wiley stated that he could bring up budget question. Westlund suggested reviving the Eco-Municipality Resolution for Council. It is the way the City makes decisions and has been since 2003 or 2004. Without it hanging on the wall it is easy to forget. Peterman asked if it was possible to create a poster and hang in the hall or in the Chambers. Wiley stated that he could bring this up with staff.

f) Solar Incentives Proposal

The Committee stated that this was the WWTP proposal discussed at a previous meeting with Bill Bailey. The Committee proceeded to the next item.

g) Complete Streets

i. Discussion

Wiley explained the Ellis reconstruction. Amman asked if this could tie in with the Parks and Recreation Committee's work. Wiley believed so and explained the Parks and Recreation and Public Works Committees' efforts on the bike and ped plan. Kupczyk asked what Complete Streets is. Wiley provided an explanation. Peterman mentioned maybe putting up signs at the edge of the bike path, corridor, etc. so people can see where they can ride their bikes around Ashland. He had lived here for 7-8 years before he found out that you can bike the loop. Having some signs around downtown was a good idea. Westlund stated that bicyclists trying to navigate downtown with car doors opening is a concern so asked if moving them to other streets made sense. ATVs are supposed to stick to the 3rd Street corridor but she was not sure if there was any enforcement. Zais stated that slowing down cars more and more signs are important along with the speed indicators they trot out during the summer. Peterman suggested maybe blocking off Chapple Avenue where the bakery/Black Cat/Co-op are on weekends. Kupczyk stated that if there was no parking there then we may have people parking at businesses on Main Street. This could cause issues. Zais explained that one place to start

would be to ask the businesses what they want. Westlund explained that the aging/older population is something to consider. Peterman will speak with the Co-op and Black Cat. There was also the Jujitsu place and pregnancy center, along with residential buildings. Peterman asked if someone would like to speak with someone at the jujitsu place. Westlund asked what our ask was of the property owners. Peterman answered that we would ask them if they would like us to try closing off the block for one weekend next summer. Zais asked if we just close off a street and put cones there what does that accomplish and how are people going to react to that. Westlund added that if we can incorporate some type of programming that would help.

h) Green Tier Legacy Communities

i. Update and Annual Report Discussion

Wiley went to last quarterly meeting and there were no updates now.

i) Great Lakes Friendly Restaurant Certification

i. Discussion

No updates

j) Seed Mix

i. Discussion

Westlund asked about this. Amman explained that seed mix is full of burdock which is a big huge leaf not conducive to lawns. It is highway mix instead of grass. She wanted the City to find out why this was allowed to happen and make sure it does not happen again. It should be easy to do. She asked if MacArthur will have the same problem. Kupczyk stated that when they redid his sewer they ended up with no grass rather it was just weeds in people's yards. Amman stated that the City needs to look at the contract and when they redo streets have something in there saying that they cannot use highway mix. She stated that she was not sure if there was remediation on what people have done. She was happy to write the language.

k) Community Garden Update

Peterman explained that they were wrapping up the season. There were four more weeks until shut down. The tomato plants were dying off. It was a struggle to get people to harvest their stuff since they think the season is over. Peterman is beginning to look at what they will do next year. He is looking to expand again and has been in communication with Ms. Hudson and the Parks and Rec Committee. The group doubled the size of the garden this year and are looking to double it again. They are looking to install permanent deer fencing. They will look to have smaller plots for people that want to be involved in gardening. As a satellite garden he is looking at Carlson's lumber yard. Off to the side on 6th street there is a strip of land the next block over from the Fire Station. He will ask if they are interested in letting the Beaser garden put tarps over planters in spring and make it a public orchard space. Westlund likes idea and maybe the Beautification Council would also. He is looking at ways to establish a paid manager position for the Beaser garden. He is also talking with Northland College and their new president who is supportive of community agriculture. Peterman would like a paid at least part time position. Zais is happy to make the introduction to the brothers that own Carlson's.

5) Future agenda items

Westlund explained that Bayfield County is funding an outreach position for CDBG programs for housing. There are opportunities for weatherization programs. Focus on Energy stuff. Wiley stated that he can put on if we want more discussion. Peterman asked if we should remove the Annual Report. He stated that we can still work on it but can take it off. Wiley stated that he would take this off.

6) Adjournment

Westlund moved to adjourn and Zais seconded. The meeting adjourned at 7:20 pm.

The City of Ashland does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in employment or provision of services, programs or activities.

It is possible that members of and a possible quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information or speak about a subject, over which they have decision-making responsibility. Any governmental body at the above stated meeting will take no action other than the governmental body specifically referred to above in this notice.

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PROJECT TITLE: Resilience and Prosperity in Rural Northern Wisconsin

TOPIC AREA: Area 1

REGION OF INTEREST: Midwest

TECHNICAL CONTACT: Amy Simpkins, muGrid Analytics; amy@muGrid.com 720.281.0482

BUSINESS CONTACT: Marie Redmond, State of Wisconsin Office of Sustainability and Clean Energy; maria.redmond@wisconsin.gov

TEAM MEMBER ORGANIZATIONS: State of Wisconsin Office of Sustainability and Clean Energy, State of Wisconsin Office of Rural Prosperity (ORP), Wisconsin Economic Development Corporation (WEDC), muGrid Analytics, Bayfield County and Towns, Villages and Cities in Bayfield County, Wisconsin, Red Cliff Band of Lake Superior Chippewa, Cheq Bay Renewables, Slipstream

PROJECT LOCATION(S): 28 Cities, Villages and Towns in Bayfield County, Wisconsin; Red Cliff Band of Lake Superior Chippewa

RURAL OR REMOTE AREA(S) THAT WILL BE RECEIVING TECHNICAL OR COMMUNITY BENEFITS: Red Cliff Band of Lake Superior Chippewa Indians – population 1403, Towns, Villages and Cities in Bayfield County, Wisconsin (Known collectively herein as “Bayfield County”) including the City of Bayfield – pop. 584, Town of Bayfield – pop. 787, Town of Barksdale – pop. 745, Town of Barnes – pop. 823, Town of Bayview – pop. 512, Town of Bell – pop. 355, Town of Cable – pop. 177, Town of Clover – pop. 261, Town of Delta – pop. 315, Town of Drummond – pop. 544, Town of Eileen – pop. 722, Town of Grand View – pop. 508, Town of Hughes – pop. 471, City of Iron River- pop. 768, Town of Kelly – pop. 436, Town of Keystone – pop. 373, Town of Lincoln – pop. 251, Town of Mason – pop. 289, Village of Mason – pop. 101, Town of Namakagon – pop. 316, Town of Orienta – pop. 164, Town of Oulu – pop. 560, Town of Pilsen – pop. 216, Town of Port Wing – population 156, Town of Russel – pop. 1553, Town of Tripp – pop. 244, Town of Washburn – pop. 554, City of Washburn – pop. 2051. The population density of this area is 11 people per square mile.¹

CONFIDENTIALITY STATEMENT: None

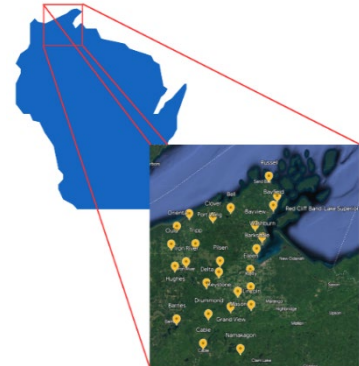
COST SHARE WAIVER STATEMENT: As a tribal government, the Red Cliff Band qualifies for the 20% special cost share. Bayfield County and the Towns in Bayfield County also qualify for the 20% special cost share as local units of government. The State of Wisconsin also qualifies for the 20% cost share as a state government. Upon approval, the tribal and government entities listed will equitably share and commit to the cost share needed.

¹ [U.S. Census Bureau QuickFacts: Bayfield County, Wisconsin](#)

MISSION & OBJECTIVES

This Resilience and Prosperity in Rural Northern Wisconsin Project will deliver clear and measurable benefits to remote and rural communities in far northern Wisconsin and create a framework to replicate benefits supporting energy access and resilience for other rural communities across the state. Wisconsin has a substantial rural character, with 26 percent of the state's population residing in rural communities. These rural communities face a unique set of challenges relating to future planning, increasing infrastructure costs on a per capita basis, and a disproportionate energy burden by percentage of income.

As a rural area in northern Wisconsin, located on the shores of Lake Superior, the communities comprising Bayfield County (which includes all the towns, villages, and cities in the county) and the Red Cliff Band of Lake Superior Chippewa's sovereign territory have already demonstrated their commitment to clean, resilient power with small municipal microgrid projects. This innovative proposal seeks to expand the current pilot microgrid projects into community-wide strategic electrification, alternative energy, and resilient power deployments as a replicable model that will be utilized to create a pipeline of similar projects in rural communities across the state. The project will support these communities in the clean energy transition with the following objectives:



- Bolster public and private vehicle electrification with fleet vehicle EV conversion and installation of a charging infrastructure network throughout the community to reduce the energy burden to community members
- Support this EV charging infrastructure plus building electrification through the proliferation of solar-plus-storage microgrids at critical facilities to improve grid performance and resilience
- Increase carbon efficiency of large municipal maintenance vehicles such as plow trucks by converting from diesel fuel to compressed natural gas (CNG) to reduce emissions

This project uses a wide variety of energy technologies, referred to collectively as Distributed Energy Resources (DER.) The Project will utilize solar photovoltaics (PV), battery energy storage systems (BESS), electric vehicle supply equipment (EVSE) and intelligent control systems to integrate all components into microgrids capable of operating with, or independent from, the electric grid. By installing 18 microgrids, equitably dispersed throughout the County and on Tribal lands, this project will demonstrate how a county-wide approach can reduce carbon emissions, increase energy security, and reduce energy burden. In addition, the Project will utilize CNG fueling to demonstrate carbon reduction, energy efficiency improvements, and monetary savings in the county's critical heavy-vehicle plow truck fleet, a sector not yet available for electrification. Conversion to CNG will reduce wheel to wheel CO₂ emissions by 25%, and substantially improve air quality with reduced NO_x and soot emissions. Costs will be reduced by 75% by reducing diesel consumption, a major portion (24%) of all energy used in County facilities (BTU equivalent) and 36% by dollar.

DEMONSTRATION PLAN

Rural Wisconsin is disproportionately at risk for direct impacts from climate change. These impacts result in decreased agricultural production, instability for rural jobs and small businesses, and loss of revenue from outdoor recreation. Wisconsin's agriculture and tourism industries, which are concentrated in rural parts of the state, contribute nearly \$95 billion dollars to the state's economy and face the greatest risks of climate change impacts. Further, Northern Wisconsin is frequently blanketed with up to six months of snow cover and Bayfield County is the northernmost county in Wisconsin. Average winter temperatures have risen, creating wetter and heavier snows with increased levels of snowpack. The current 2022 season has seen record snows, increased electric outages, stronger and more frequent winds, as well as strained snow removal equipment and human capacity. In addition, the remoteness of this area results in higher electric costs, increased travel times, reduced availability of equipment and services, and reduced capacity to compensate for these shortcomings.

This Project will increase resilience in critical services throughout the participating communities. Five highway garages will have resilient microgrids and EV charging to support fleet vehicles. Community Resilience Hubs will be established in six towns dispersed throughout the County providing heat, shelter, and charging of electronics. Red Cliff will have two microgrids established in essential tribal facilities - their Health Clinic and new Transportation Building. The transportation sector will advance the transition to electrification via public charging infrastructure, and the essential County plow fleet will reduce emissions and costs with CNG.

Preliminary Development Plan and Timeline:

The development plan includes five components which run concurrently:

- 1) Bayfield County Microgrid Implementation and CNG Plow Trucks
 - a. Bayfield County 5 Highway Garage Microgrids (Solar, BESS, EVSE)
 - b. Bayfield County CNG Fueling Station and 2 Plow Trucks
- 2) Bayfield Towns Microgrid Implementation
 - a. Bayfield Towns - 5 Town Halls & Garages Microgrids (Solar, BESS, EVSE)
 - b. Town of Port Wing - 5 Sites including WWTP (110kW Solar, BESS, EVSE)
- 3) Red Cliff Band Microgrid Implementation
 - a. Red Cliff Health Clinic Microgrid, 300kW Solar, BESS, EVSE
 - b. Red Cliff Transportation Building, (Solar, BESS, EVSE)
- 4) Workforce Development – see Investing in the American Workforce section
- 5) Community Engagement – see Community Benefits Plan section

Timeline

Phase 1: Detailed Project Planning; Q4 2023 – Q2 2024

Phase 1 will launch the project planning phase for all microgrid implementation projects. Many of the proposed implementation projects already have feasibility studies in place, and these will form the basis of the initial design and requirements. For projects that do not have a previously existing feasibility study, one will be conducted to develop preliminary designs and project architectures. Detailed design and interface requirements will be documented during this phase

to prepare for a smooth final engineering process in Phase 2. All microgrids will reach their 30% design milestone by June 2024. Relationships with local utilities and their interconnection procedures will be established. A planning study will be conducted for the CNG fueling and conversion project to finalize siting and design requirements.

The team will work with the communities to develop an operations plan to guide construction, ongoing maintenance, and upgrades. Planning for training will be included, prioritizing a local workforce. Organizers will develop microgrid operation and maintenance training and guidelines, as well as make a plan for renewable energy and microgrid certification, as well as trade training for local community members. Job requisitions for the Energy Specialist positions will be posted for both Bayfield County and Red Cliff governments and interviews will be conducted with the intention of identifying and onboarding in the beginning of Phase 2. The Project will begin detailing and executing the community benefits plan as outlined below.

Phase 2: Project Development, Permitting, and Financing; Q1 2024 – Q3 2024

Final engineering for all microgrid implementations, as well as for the CNG refueling station, will be completed by the winter of 2023-2024. The interconnection applications will be filed as soon as possible during final engineering. A request for proposal (RFP) for the construction will be posted in spring 2024. Contractor selection and contracts will be signed in the summer of 2024. RFPs may be combined for each community or split out by project. Long lead equipment items (including CNG plow trucks and fueling) will be identified in final engineering and ordered as soon as the contractors are in place.

Interested community members will be enrolled in any training programs necessary as designs are finalized and contractors engaged. Community engagement activities will continue as outlined in the Community Benefits Plan section below.

Phase 3: Installation, Integration, and Construction; Q3 2024 – Q3 2025

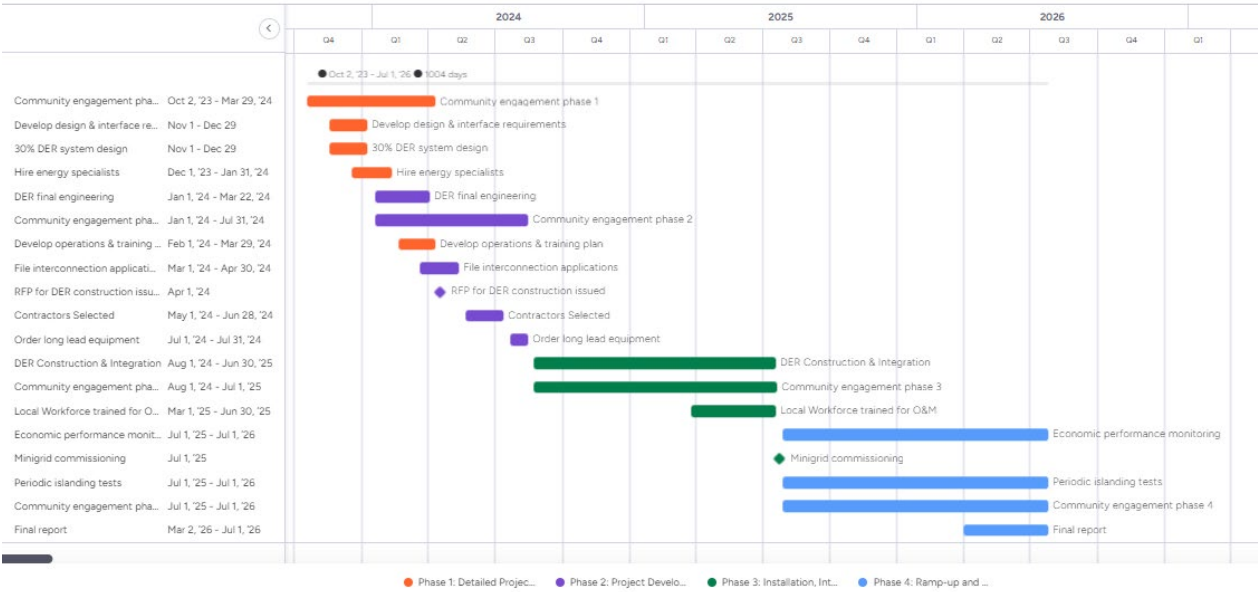
Construction of the microgrid systems and CNG refueling station will be conducted after final contractors are selected and final engineering completed. The microgrids will be commissioned in summer 2025. Previously identified community members will be engaged during construction and trained for operations and maintenance. Community engagement activities will continue as outlined in the Community Benefits Plan section below.

Phase 4: Ramp-up and Sustained Operations; Q3 2025 – Q3 2026

A trained local workforce will operate and maintain the DER systems, including any periodic testing of islanding capability. The systems will be monitored along with market conditions and utility bills paid to verify economic savings to the communities. These data will be reported monthly throughout the first year of operation to ensure project success.

A report will be generated detailing key design, engagement, and operational processes to enable other communities to replicate this process, along with lessons learned that will be helpful in future projects.

A comprehensive timeline is shown below:



Risks

Supply chain disruptions remain an ongoing concern as some electrical distribution system components need to be scheduled as far as 52-weeks out. This could create a disruption to the planned timing. Additionally, inflation could increase the price points for project estimations. This project team already navigates successfully through similar risks on distributed energy projects and can implement lessons learned for future projects.

DOE Funding Impact

This DOE funding is paramount to project success. Multiple nearby communities will be united by the unique opportunity to work together throughout this project, creating a regional approach to EV charging, electrification, and resilient power support to rural communities.

Sustainability Plan

All of the DER projects proposed herein will be analyzed for economic benefits to the communities. Based on the preliminary results provided in existing feasibility studies, these projects will be able to sustain themselves during the operations and maintenance phase based on their economic savings projections, provided that the capital cost for the project is bolstered by the DOE funding.

Additionally, the team will perform data analysis to identify rural and remote communities across Wisconsin with significant energy resiliency challenges and energy burden concerns. Using the findings of the process evaluation and this data review, Slipstream will work with ORP on how to develop a pipeline of microgrids across the state and provide support to future installations. This will include a guide on microgrid installation best practices and considerations for areas to prioritize across the state and in individual counties.

MANAGEMENT AND ORGANIZATION

Bayfield County and the Red Cliff Tribe have been working successfully with Cheq Bay Renewables and muGrid Analytics on various renewable energy projects in Wisconsin since 2018.

Team Principals

Lead Project Manager (LPM): Amy Simpkins, CEO, muGrid Analytics

muGrid Analytics, a woman-owned small business, has the technical expertise and analytical software to design and implement optimized solar plus storage systems and controls. They have been supporting DER projects in Wisconsin for over five years, including the largest BESS installation (1MWh) in Wisconsin to date.

Business Lead: Maria Redmond, Director, Office of Sustainability and Clean Energy

The OSCE staff members assigned to this program have historically served as the lead in over \$85 million federally awarded energy programs. The OSCE will work collaboratively with the partner organizations to collect data, monitor progress, manage the reporting, serve as a central point for financial management and analyze any data generated through the process.

Demonstration Site Project Manager: Mark Abeles-Allison, Bayfield County Administrator

Bayfield County is an experienced leader in the clean energy transition. Bayfield was the first county in Wisconsin to receive a commendation from Governor Evers in February 2020 for achieving 100% carbon-free electricity in all county-owned facilities.

Demonstration Site Project Manager: Morgan Gerck, Red Cliff Band of Lake Superior Chippewa

Red Cliff has been studying the feasibility of clean energy projects since 2018.

Project Manager/Community Support: William Bailey, President, Cheq Bay Renewables (CBR)

Bill Bailey has experience in solar development, financial analysis, team organization and management. His involvement as a volunteer continually demonstrates his commitment to the community and the environment.

Technical Principal: Travis Simpkins, PhD., CTO and Founder, muGrid Analytics (muGA)

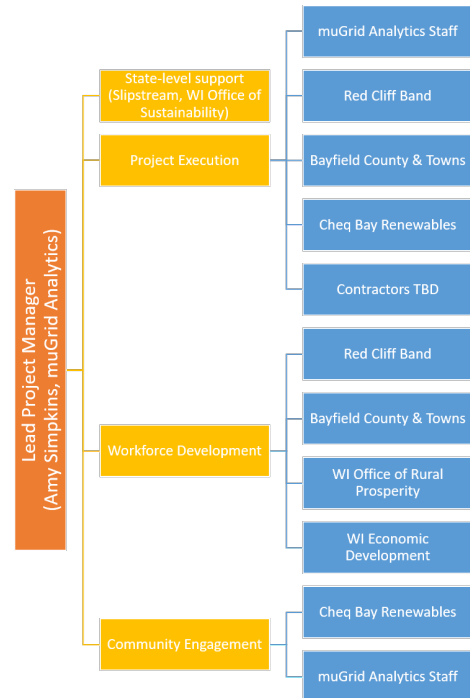
Dr. Travis Simpkins holds multiple diverse degrees in financial, electrical, and computer engineering, ideally suited to the demands of performing techno-economic analysis of the demonstration sites included in this proposal.

State-Level Community Support: Beth Haskovec, Director, Office of Rural Prosperity (ORP), WI

The Office of Rural Prosperity at the Wisconsin Economic Development Corporation (WEDC) will lead community outreach efforts utilizing the Bayfield County project as a demonstration project to create a pipeline of similar projects across rural Wisconsin.

Technical Community Support: Maddie Koolbeck, Senior Researcher, Slipstream

Slipstream is a 501(c)(3) nonprofit dedicated to accelerating climate solutions. Slipstream has deep experience with process evaluation, data analysis, and microgrid design.



COMMUNITY BENEFITS PLAN

Supporting Meaningful Community Engagement

The project team will employ various methods to engage the local communities throughout the course of the project. These methods will seek input, perform outreach, provide information, address input and concerns, and engage the community. These methods may include:

- **Supporting Rural Communities with Statewide Effort:** Connect small communities to state-level resources, align small projects with statewide objectives, and build capacity of rural communities across the state of Wisconsin to implement clean energy projects.
- **Public Meetings and Presentations:** Hold a series of public meetings and presentations to introduce the renewable energy project to the local community, such as informational presentations and Q&A sessions, where community members can provide feedback.
- **Community Surveys:** Conduct online and in-person surveys to gather community feedback on the project, gauge community sentiment, gather information about community needs and priorities, and assess the potential impacts of the project.
- **Site Visits and Tours:** Offer opportunities for community members to visit the project sites and learn more about the technology and construction process. This can include guided tours, information kiosks, and other forms of interactive engagement.
- **Educational Programs:** Develop educational programs and materials to help the community better understand the technology behind the renewable energy project. This can include school presentations, science fairs, and workshops for students and educators.
- **Public Relations:** Utilize traditional and social media channels to communicate project updates and engage with the community. This can include email updates, newsletters, social media posts, and other forms of digital or local media outreach.
- **Community Advisory Boards:** Establish community advisory boards or committees if they do not yet exist to provide ongoing input and guidance on the project. If an energy advisory board or committee exists, engage this group to leverage and complement their current community building efforts. This can help ensure that the project is aligned with the needs and priorities of the local community.
- **Continuous Feedback:** Throughout the project, provide ongoing opportunities for community feedback and engagement via a dedicated email address, contact form, a physical dropbox sited near the project or other accessible method to identify and address concerns in real-time and ensure that the project is meeting the needs of the community. The project team will ensure community members have access to a variety of formats to provide feedback.

Investing in the American Workforce

Building multiple DER projects across several communities will offer many good-paying construction jobs as well as permanent facility jobs. This transition to clean, distributed energy includes engaging the current energy workforce and ensuring that their skills transfer when transitioning from fossil fuels to renewable energy jobs.

The Red Cliff Tribe faces staffing recruitment and retention challenges due to its remote location and has struggled to maintain adequate personnel for essential services. The proposed project will help the Tribe achieve capacity in this area, and will provide recommendations for small-scale

microgrid installations that will increase grid resilience and reduce the impacts of power disruptions. Collectively, these objectives will support technical education and workforce development opportunities for tribal members, resulting in good-paying local jobs and steady employment.

This funding will directly provide for two full time clean energy specialist positions, one at Bayfield County and one at Red Cliff. With these leaders in place, the local communities will have regional strategists engaged to build up a skilled workforce. This funding will also provide training opportunities for the local workforce to expand and transition their skills to the clean energy economy. This training will be prioritized for an inclusive workforce, including Red Cliff tribal members and residents of Justice40 tracts in the area.

Advancing diversity, equity, inclusion, and accessibility

Bayfield County and the Red Cliff Reservation are located on the extreme northernmost point of Wisconsin along the windswept shores of Lake Superior. Due to the ongoing effects of climate change and an increased prevalence of lake-enhanced severe weather events, the area experiences frequent energy disruptions from downed power transmission lines caused by Lake Superior's legendary gales and extraordinary ice and snow loads. Because of its isolated geography and relatively limited service base, power restoration to this area following outage events is often challenging for regional utility providers who must focus first on upstream energy distribution infrastructure serving larger population centers. Understanding the efficacy of how renewable energy systems in this area could be achieved would provide a significant buffer against future power disruption to the community by offsetting energy deficits with self-generated power capacity. This also supports the Red Cliff Tribe's goals of increased energy sustainability and progress toward eventual energy sovereignty.

The Bayfield County Highway Department serves all the residents and visitors of the county. During a snowstorm or other severe weather event, the county operations are the first responders, clearing snow, downed trees and debris causing water backups. The highway system is the veins and arteries of the community, allowing for smooth and efficient transportation of people, goods and services. To have a secure and efficient Highway Department is part of Bayfield County's Comprehensive Plan and is primary to this project.

Contributing to the Justice40 Initiative

According to Climate and Economic Justice Screening Tool, there are two census tracts and the lands of the Federally Recognized Red Cliff Tribe that are identified as disadvantaged in and immediately adjacent to the project area. This Project will directly support those disadvantaged communities through the deployment of the microgrids, improving energy resilience and lowering energy costs. The technologies used in this project will create benefits to air quality in these areas and support jobs and training to improve employment opportunities.

Executive Summary: City of Ashland Source Water Protection Plan July 2021

(ADD Cover page)

(ADD photos, relevant charts/graphs)

Source water is untreated water from streams, rivers, lakes, and groundwater aquifers. Source water protection is a watershed-based approach to protecting drinking water sources and reducing treatment costs.

A watershed is not limited to political boundaries such as township, county or state. Instead, it is simply an area of land that drains to a common point. Although we often manage land according to political boundaries, it makes more sense to plan and manage areas by the lay of the land, and all people living within a watershed play an important role in protecting their water.

Affordable, safe drinking water is essential to the health, development and stability of all communities. Treatment is used to maintain safe drinking water for surface water systems; however, the cost and quality of treated drinking water is a function of the pretreatment water quality.

One of the best ways to ensure safe drinking water and reduce treatment costs is to develop a local source water protection program designed to protect the source of drinking water against potential contamination.

Source Water Protection (SWP) is the first line of defense in a multi-barrier approach to assure the availability and reduce the cost of clean safe drinking water. It focuses on protecting and improving water quality at the origin before reaching the drinking water intake and undergoing treatment.

SWP is accomplished using four main steps: assessment, planning, implementation, and long-term management.

For the City of Ashland, the first step, “*assessment*,” was completed in March 2003 by the Wisconsin Department of Natural Resources (WDNR) and documented in the report *Source Water Assessment For Ashland Water Utility, Ashland, Wisconsin March 27, 2003* (A copy of Ashland’s source water assessment is available by contacting the WDNR or the City of Ashland). The source water assessment for Ashland suggests that the next steps in protecting their drinking water is for the city to develop a SWP program by forming a SWP

committee to plan and implement best management practices in the source water area. This source water protection program is intended to put in place the remaining steps of planning, implementation, and long-term management of the city's source water.

In February 2016, due to an increase in public awareness about water quality concerns, city employees compiled a list of potential source water protection committee members who could collaboratively develop a SWP plan for the City of Ashland. In March 2016, the City Council voted to approve the formation of a SWP committee and development of the SWP plan.

The city contacted the Wisconsin Rural Water Association (WRWA) for assistance with facilitating the SWP plan writing process. WRWA is a non-profit association of utilities that provides technical assistance to utilities. Ashland is a long-time member of WRWA. SWP planning efforts began with an initial meeting of the SWP committee in August 2016.

The committee started to develop the SWP plan and conducted several additional meetings throughout 2016 and 2017. Due to staff turnover at the city, the plan stalled before being completed. In early 2020, with new city staff in place and a refreshed SWP committee, the SWP planning efforts were renewed and the SWP plan was completed.

Integration with City of Ashland Planning (Comprehensive Plan and Strategic Plan) Integration of the Ashland Source Water Protection Plan with the City of Ashland is done two ways: through city operations and through ordinances. Two city council members and several city staff members sit on the SWP committee. These individuals are tasked with implementing the plan by revising and updating the city's operating procedures and developing ordinances that improve and protect water quality in the Chequamegon Bay and the tributaries leading to it.

(ADD: What else?)

City of Ashland Source Water Protection Plan Recommendations (Actions): August 2023

1.2 Integration with Ashland And Bayfield Counties (Including Resource Management Plan); P. 2

“Ashland and Bayfield Counties have Land & Water Resource Management (LWRM) Plans. The Ashland Source Water Protection Plan takes a more focused look at surface water quality in Chequamegon Bay. In Chapter VIII of the Ashland County plan, coordination with the City of Ashland is specifically listed. This includes the goal “Increase collaboration on Lake Superior waterfront issues, stormwater management, invasive species, and beach health.” The Bayfield County plan lists the City of Washburn and the City of Bayfield as implementation partners.”

Recommendation: The City of Ashland should look for commonalities in the Ashland and Bayfield Counties’ Land and Water Resource Management Plans and look for opportunities to participate in the regular planning cycle.

1.3 Integration with Other Planning Efforts (Tribal Governments and Entities and Non-Governmental Organizations); P. 2

“Tribal government entities in the area include the Bad River Band of Lake Superior Chippewa, Red Cliff Band of Lake Superior Chippewa, and the Great Lakes Indian Fish and Wildlife Commission. Prominent non-governmental organizations in the area include the Superior Rivers Watershed Association, Chequamegon Bay Area Partnership, Mary Griggs Burke Center for Freshwater Innovation at Northland College, and others.”

Recommendation: The Ashland city staff and SWP committee members should seek opportunities to coordinate these tribal and non-governmental organizations to improve and protect water quality in the Chequamegon Bay and coordinate source water protection in planning efforts.

4.2 Susceptibility To Harmful Algal Blooms (P.11)

“As of January 2020, about 20,283 microcystin samples were taken through this program, and only 6 samples exceeded the advisory standards for small children, and 0 samples exceeded the advisory levels for adults. Cylindrospermopsin had 11

instances of advisory exceedance. This shows the risk of cyanotoxins being found in finished water is low, but the cyanobacteria situation is constantly evolving, so it is important to continue to monitor the situation.”

Recommendation: City Public Works staff will work with local and regional partners to monitor the situation.

5.2.4 Rural Sanitary Waste (Septic Systems, Holding Tanks; P. 21

“Septic systems must be properly used, operated, and maintained by the owner to assure the long-term performance of the system and protection of public health and the environment.”

Recommendation: The City should conduct regular and ongoing education activities to inform private property owners how to care for their septic systems.

5.2.5 Incidental Spills of Hazardous Materials; P. 23

“Minor releases can be addressed through landowner education, provision of convenient hazardous waste disposal options, and disconnecting paved area drainage from streams.”

Recommendation: The City should conduct regular and ongoing education activities to inform private property owners how to reduce the use of and safe disposal of hazardous materials.

5.4 Urban Nonpoint Sources of Pollution; P. 25

“Convincing people to change their behaviors and properly dispose of materials can minimize such pollution. It is important that the public be aware of the significance of their behavior and that their actions can either pollute or protect our waterways. The benefits of public education efforts cannot be understated, especially for urban stormwater pollution.”

Recommendation: The City should work with local and regional partners to conduct ongoing outreach about how to minimize nonpoint solution at residences, businesses, and local governmental properties.

5.4 Urban Nonpoint Sources Of Pollution; P. 26

“Encouraging community participation, forming partnerships, and combining efforts of other groups in the community will encourage everyone to work towards the same stormwater goals. Public involvement builds on community capital—the wealth of interested citizens and groups—to help spread the message to: prevent stormwater pollution; undertake group activities that highlight storm drain pollution; contribute volunteer community actions to restore and protect local water resources.”

Recommendation: The City should take the lead to encourage community participation, form partnerships, and combine efforts of other community groups to focus on stormwater goals collaboratively.

5.4 Urban Nonpoint Sources of Pollution; P. 26

“Phase II MS4s are required to follow all state, tribal, and local public notice requirements when implementing their stormwater program. Public involvement also includes creating opportunities for direct action, educational, and volunteer programs such as tree planting days, volunteer monitoring programs, storm drain marking, or stream clean-up programs.

“Preventing pollutants from entering a waterway is less expensive than restoring a waterway after it has been polluted. Therefore, programs should first focus on preventing pollution before it happens. BMPs under each of the minimum measures, but especially under this pollution prevention category, focus on preventing pollutants from contacting stormwater.

“Municipal activities such as winter road maintenance, minor road repairs and other infrastructure work, automobile fleet maintenance, landscaping and park maintenance, and building maintenance can release pollutants into MS4s that ultimately discharge to nearby water bodies.

“Municipal facilities can also be sources of stormwater pollutants if BMPs are not in place to contain spills, manage trash, and handle non-stormwater discharges. Sweeping parking lots and streets and cleaning storm drains can prevent pollutants from entering nearby waterways.

Recommendations: The City should work with local and regional partners (including property owners, city and county staff, and other groups and businesses)

to conduct ongoing outreach about: **(ADD—Names of local groups that can help with each?)**

- The importance of planting trees
- Volunteer monitoring programs
- Storm drain markings
- Stream clean-up programs
- Pollution prevention BMPs
- Smart salting strategies and practices
- Solid waste management
- Storm drain maintenance and cleaning (voluntary adoption of neighborhood storm drains) **([ADD link to city's page on educational activities such as this](#))**

5.4.1 Urban Runoff Entering the City's Storm Sewer System; P. 26

“An effective approach to reduce nonpoint source pollution in the city's storm sewer system should include efforts to reduce the volume and speed of runoff entering the system, a concept known as “slow the flow.” Implementing stormwater Best Management Practices (BMPs) will help reduce both the volume and the speed of stormwater.

“As new development or redevelopment occurs, conservation considerations should be made to reduce stormwater runoff. The city should create runoff-reduction requirements or incentives, such as minimizing the number of impervious surfaces and/or adding filter strips, swales, or bioretention areas to filter runoff from paved surfaces and rooftops before it enters storm sewers, ditches, and/or waterways.

“Consideration should also be given to practices, in the residential, commercial and industrial sectors, that result in the reduction of chemicals associated with yard fertilizer, herbicides, and pesticides within City Of Ashland Source Water Protection Plan - July 2021 the city. Fertilizer, herbicide, and pesticides are used on lawns and gardens for the purpose of growing green grass and weed control. These lawn chemicals can runoff lawns and gardens into waterways through the urban stormwater system. The extent to which fertilizer and lawn chemicals are applied is not known; however, it is important to recognize the excess use could be an important threat to water quality in the bay. Controlling excess fertilizer and lawn chemicals from commercial and industrial development focuses on BMPs for

reducing over application and minimizing the amount that reaches surface water through good stormwater management practices, as described above. The City is in a good position to promote these practices through the Sustainability Committee.”

Recommendation:

The City should work with local and regional partners (including property owners, city and county staff, and other groups and businesses) to conduct ongoing outreach about:

- Slow the flow BMPs
- Reduce stormwater runoff (rain barrels, native plantings, etc.)
- Reduce lawn chemicals

5.4.2 Streambank Erosion Along Open Channels Within the City (Bay City Creek, Other Streams and Ravines Leading to the Bay); P. 27

“Another component of the effective reduction of sediment and pollution loading to Chequamegon Bay is prevention of streambank erosion.... McClure identified five major sites (3 sites on Bay City Creek, 1 site on Industrial Park Creek, and 1 on Mack Road Creek) that combined contribute approximately 40% of the total sediment load from urban streams. The study recommended that the city prioritize and implement repairs to those five sites.”

Recommendation: The City will prioritize and implement repairs to 5 identified sites in partnership with local and regional partners.

7.1.1 Sanitary Surveys; P. 43

“A sanitary survey is an inspection of a water system’s facilities, operations, and records to ensure the delivery of safe and reliable drinking water. As required by the WI DNR under section NR809.35, the DNR must complete a sanitary survey every 3 years. Several deficiencies were identified during the most recent sanitary survey conducted in 2018 that have yet to be corrected. The city must prioritize fixing these deficiencies as well as any additional deficiencies identified during the next sanitary survey conducted during summer of 2021.”

Recommendation: The City’s Public Works Department will prioritize fixes of the deficiencies found by WI DNR of its sanitary surveys.

7.1.3 Harmful Algal Blooms; P. 43

“If it is determined that Chequamegon Bay is at high risk for cyanobacteria blooms, the City of Ashland water utility will develop a monitoring and response plan after assessing their capabilities and priorities. When creating a plan, the water utility must decide when to test for cyanobacteria, which testing method to use, which step in the drinking water treatment process to collect samples from, and which method of decontamination to use.”

Recommendation: The city’s water utility will develop a monitoring and response plan to cyanobacteria blooms after assessing its capabilities and priorities. Included will be information about when to test for cyanobacteria, which testing method to use, which step in the drinking water treatment process to collect samples from, and which method of decontamination to use.

7.1.4 Chemical Compounds; P. 44

“The City’s water utility tests for all regulated compounds on an annual basis. Reducing the water system’s susceptibility to chemical compounds can be accomplished by working directly with businesses that use or store chemical compounds and educating the general public about the hazard chemicals pose to the city's water supply.”

Recommendation: The public works department will coordinate with the fire department to help prevent spills of chemical compounds through the fire inspection program.

7.1.5 Redundant Water Intake

“The City of Ashland has received grant funds from the U.S. Army Corp of Engineers for the construction of a new drinking water intake to serve the city water system.... Preliminary design concepts include the incorporation of the new intake piping into the existing pumping facility in a manner that will allow the continued use of the existing intake piping as backup source of water supply.

“Although the existing intake piping has exceeded its useful life and will eventually begin to fail, rehabilitation of some portion of the piping will likely allow the city to continue use of the existing intake as a redundant source of water supply, as recommended by the WI DNR.”

Recommendation: The city will continue using the existing intake pipe as a

redundant source of water supply, as recommended by the WI DNR, when a new pipe is constructed.

7.2.1 Municipal Wastewater Treatment Plant Effluent Load Reductions: P. 45

“The Wastewater Utility anticipates that regulatory changes in the next 10-20 years will further work to reduce loading to Chequamegon Bay through the regulation of phosphorus and nitrogen.”

Recommendation: The City should monitor the regulatory process and prepare for the impact of these requirements from a technical and managerial perspective.

7.2.2 City of Ashland Sanitary System Load Reductions; P. 46

“During testing of the sanitary sewer collection system in 2019, city staff noticed an unusually high amount of clear water flowing into a manhole near the water treatment plant. Field investigation revealed that backwash water, used to clean filtration units used in the drinking water treatment process, was being disposed of in the sanitary sewer system. Upon consultation with the WI DNR, it was determined that this water could instead be directly discharged to the storm sewer system and Chequamegon Bay, as it was free of any of the chemicals used at the water treatment plant.

“City staff are currently pursuing an aggressive program to evaluate the collection system and anticipates the identification and elimination of similar discharges to the sanitary sewer as these efforts are further implemented.”

Recommendation: City staff will pursue an aggressive program to evaluate the collection system and identify and eliminate similar discharges to the sanitary sewer as these efforts are further implemented.

7.2.3 Sanitary Sewer Overflow/Inflow and Infiltration Reduction; P. 47

“Smoke testing to identify leaking sewer lines was completed in 2019 but results were inconclusive, an indication that I&I is seen from multiple diffuse sources. A pilot study completed with a specialized firm from Finland resulted in the identification of a few large sources of inflow, including one from a private property. The city is working to partner with the property owner on necessary repairs, but future changes to applicable city ordinances and regulations will be

necessary for the efficient organization and enforcement of similar repairs throughout the city.”

Recommendation: The City will partner with property owners on necessary repairs on private properties.

Recommendation: The City will determine future changes to applicable city ordinances and regulations in order to efficiently organize and enforce similar repairs throughout the city.

Recommendation: Future capital projects for the sewer collection system will be scheduled annually and supported by a funding allocation directed by the city council.

7.2.3 Sanitary Sewer Overflow/Inflow and Infiltration Reduction; P. 48

“The first step to managing the I&I issue is to measure the extent of the problem... The wastewater utility is in a good position to address the impact of I&I on the sewer collection system as a result of council direction to prioritize this work and the annual allocation of funds to support it. However, it is critical that the city continue to prioritize and support these efforts on a long term and ongoing basis in order to ensure control of I&I and ensure source water protection through the regular collection, treatment, and disposal of wastewater in accordance with WI DNR requirements.”

Recommendation: The city should continue to prioritize and support these efforts on a long term and ongoing basis in order to ensure control of I&I and ensure source water protection through the regular collection, treatment, and disposal of wastewater in accordance with WI DNR requirements.

7.3.1 Urban Runoff Load Reductions: Stormwater Utility; P. 50

“Managing stormwater quality is a requirement, particularly for communities located adjacent to pristine water resources. As such, municipal stormwater management programs are becoming an important part of a community’s infrastructure and overall operational costs. As comprehensive stormwater management programs grow in complexity they begin to resemble electric, water, and wastewater utility systems. It is becoming increasingly common to consider stormwater management as a public utility.”

Recommendation: The creation of a stormwater utility ultimately should be the future long-term end goal of the City of Ashland.

P. 51: “Although the creation of a stormwater utility is not feasible at this time, a long-term priority with a funding strategy will need to be developed in order to provide a means for implementation that does not further diminish available resources for other city priority programs.”

7.3.1 Urban Runoff Load Reductions: Ongoing City Efforts; P. 50

“The City continues to seek opportunities to best reduce nonpoint source pollution and source pollution within the storm sewer system. Road reconstruction and paving projects frequently result in reduced roadway widths and associated runoff. A 2019 project at Maslowski Beach saw the installation of a bioswale for the collection, treatment, and disposal of runoff. Another example is the construction of the new police station, which incorporated onsite facilities for stormwater treatment. Reducing nonpoint source pollution should be a top priority in any development or redevelopment projects.”

Recommendation: Reducing nonpoint source pollution should be a top priority in any development or redevelopment projects.

7.3.1 Urban Runoff Load Reductions: Green Infrastructure; P. 50

“Green infrastructure efforts must be balanced with general stormwater infrastructure maintenance...Well maintained stormwater infrastructure is a key component to stormwater runoff management and should be the city’s first priority with installation of green infrastructure being a secondary goal.”

Recommendation: City staff should continue to investigate the use of green infrastructure initiatives in applicable projects.

7.3.4 Road Salt Usage Load Reduction; P. 53

“The city recognizes the safety concerns associated with icy roads and winter driving conditions and tries to maintain, to the extent practicable, reasonably clear roads during the winter months. Additionally, the city recognizes the potential water quality concerns that come from road salt-laden runoff from roadways. It is important to find a balance between maintaining safe roads and reducing the amount of road salt used. Essentially, the goal is to use the least amount of salt possible to get the job done.”

Recommendation: The City will conduct ongoing outreach programs about salt usage, with a primary goal of educating residents, leaders, and winter maintenance professionals on salt pollution and solutions, providing training, and promoting best practices to reduce salt pollution and recognize contractors committed to using the right amount of salt for conditions.

Recommendation: The City will provide this to new employees and will evaluate new technology and alternatives with the potential to reduce road salt application, such as new plow blades for existing equipment that can more effectively remove ice from roadways.

7.4.1 Sediment Load Reductions; P. 55

“The Mary Griggs Burke Center for Freshwater Innovation, along with other partners, have completed one bluff restoration project on North Fish Creek, and another is scheduled to begin construction in the summer of 2021. Prioritizing restoration in this area of the watershed is vital to reducing sediment loads in Chequamegon Bay since eroding bluffs in North Fish Creek are the primary contributors of sediment into the watershed.”

Recommendation: The City should continue to work with local and regional partners when possible to stabilize erosion along stream banks, which continue sediments to Chequamegon Bay.

7.4.2 Hydrodynamics; P. 55

“Bathymetry mapping efforts are planned for 2021. The city does not need to be directly involved with this project at this time, but it is important to keep up to date with research findings, which will help anticipate potential threats to the drinking water system based on patterns of pollutant movement.”

Recommendation: The City will keep up to date with research findings about research results related to currents in the Bay.

7.4.3 Nutrient Load Reductions; P. 57

“Nutrient load reductions are achieved by reducing the amount of nutrient laden surface water runoff that reaches lakes and rivers and when the amount of nutrients contained in the surface water runoff is reduced.

“Ashland County has adopted NR151 rules and is able to enforce NR 151 regulations at the county level....Bayfield County has adopted NR151 rules and is

able to enforce NR 151 regulations at the county level. In addition, they have adopted a number of county ordinances to manage large scale livestock operations.”

Recommendation: Ashland County will consider also adopting ordinances similar to Bayfield County’s regarding CAFO operations (see ordinance titles and links and p. 57 of this plan.)

7.4.4 Land Spreading Load Reductions; P. 57

“The City of Ashland has the most direct control over land spreading of municipal sludge from Ashland’s wastewater treatment plant. The city has a WPDES permit (#0030767) that regulates the city’s land spreading. The wastewater utility is responsible for complying with the terms of the WPDES permit and completing all required testing. The wastewater treatment plan is under the supervision of the City of Ashland Public Works Department. The wastewater department should consider SWP during long range planning and look for opportunities to upgrade facilities and improve processes to reduce pollutant runoff and improve source water quality.”

Recommendation: The wastewater department should consider source water protection during long range planning and look for opportunities to upgrade facilities and improve processes to reduce pollutant runoff and improve source water quality.

7.5.1 City of Ashland Private Well Ordinance; P. 58

“Cities have the authority to regulate private wells within the municipal boundary. Private wells in the City of Ashland are regulated under Chapter 705 *Water Utility Rates and Regulations*, Section 705.19(b). Generally speaking, the city can better ensure the quality and reliability of drinking water through the public water system, rather than private wells, due to the technical staff and regulation associated with the system. The city should more strongly enforce the provisions of the above ordinance and also consider modifications to require connection to the public water system for all residences, commercial, industrial, and institutional entities within the municipal boundary in a designated time period.”

Recommendation: The City should more strongly enforce the provisions of the above ordinance and also consider modifications to require connection to the

public water system for all residences, commercial, industrial, and institutional entities within the municipal boundary in a designated time period.

7.5.3 Capture Zone Delineation; P. 59

“Having a better understanding of where groundwater pumped from a well comes from allows for better decision making on how to protect the well. While it is not practical to delineate the capture zones for the many private wells in the SWP area, delineating capture zones for the 28 non-municipal public supply wells within the SWP area could be completed with a reasonable amount of effort.”

Recommendation: The City of Ashland should support efforts to work with Ashland and Bayfield counties to better understand and delineate groundwater capture zones for non-municipal public wells within the SWP area.

7.5.4 County Well Head Protection Ordinance; P. 59

“A common regulatory approach to protecting public wells is adopting a wellhead protection ordinance. A wellhead protection ordinance works to protect groundwater quality near a well by regulating land use within a specified distance of the well and maintaining minimum setbacks from potential groundwater contaminant sources. Municipalities often use this approach, but it can easily be expanded to non-municipal public wells at a county wide scale... The City of Ashland should support efforts to work with Bayfield and Ashland counties to develop and adopt county wellhead protection ordinances.”

Recommendation: The City of Ashland will support efforts to work with Bayfield and Ashland counties to develop and adopt county wellhead protection ordinances.

7.6.1 Community Education and Outreach; P. 59

“The wastewater utility has recently developed educational materials regarding the proper disposal of waste products in order to allow for reliable operation of the sewage collection system and wastewater treatment plant.”

Recommendation: The city should seek opportunities to staff future outreach campaigns with AmeriCorp or similar staffing programs, either in a short term or permanent capacity, as well as look to broaden the approach to incorporate sanitary sewer and drinking water management.

7.6.2 Coordination with Local Organizations; P. 60

“The City of Ashland coordinates with local groups and organizations on a variety of efforts to protect water quality in the Chequamegon Bay.”

Recommendation: The City should seek additional opportunities to work with organizations to promote source water protection or activities that protect and improve water quality. Such groups include League of Women Voters, Superior Rivers Watershed Association, UW Extension Ashland County, Ashland County Human Health Services Department, Lake Superior Collaborative, Ashland County Land and Water Conservation Department, City of Ashland’s Sustainability Committee, City of Ashland’s Public Works Advisory Committee, and local schools.

Recommendation: The City of Ashland should look for opportunities to work with local elementary, middle and high schools to educate students on the importance of protecting water resources.

7.1.2 Coordination with Other Departments; P. 61

“The plan has been provided to other city departments for awareness and discussion regarding the implementation. Source water protection impacts all departments in a variety of ways but key stakeholders within the city include the Public Works, Finance, Planning, Parks and Recreation, and Fire/EMS Departments.”

Recommendation: The Public Works Director will coordinate inter-departmental management of the plan as needed to keep all department heads and staff invested and engaged in the implementation.

Recommendation: The source water protection plan will be used as a guidance and reference to these departments as they conduct planning activities and implementation related to their department’s mission and associated goals.

Recommendation: City Departments should periodically review the plan to ensure members are familiar with its recommendations and goals.

8.1.2 Regulatory Requirements; P. 62

“The city’s primary tool for communications plan related to the drinking water system is as a stakeholder in the Ashland County Emergency Operations plan (EOP). Discussions with the WI DNR have brought up that this plan needs to be updated.”

Recommendation: The city should participate in and support efforts to update the Ashland County EOP.

8.3.2 Communication Methods; P. 63

“Communications with the public regarding source water quality issues may be provided by several different methods depending on the situation.”

Recommendation: The City of Ashland will notify customers potentially affected by an incident/event using one or more of the following options:

- Direct contact (phone, text and email)
- Local media (press release, press conference, updates)
- County emergency alert system
- Website and social media (Facebook, Twitter)
- Door-to-door/door hangers
- Posted notices (city hall, public library)

By Lissa Radke
Ashland County UW Extension
August 2023

Complete Streets Information

Here are a few Complete Streets Links from Kate: (Note that the framework can be used in any size community)

10 Elements of a complete streets policy <https://smartgrowthamerica.org/10-elements-of-complete-streets/>

Bik Fed Complete Streets graphic <https://wisconsinbikefed.org/what-we-do/advocacy/milwaukee-complete-streets-for-all/>

City of Madison Complete Streets website
<https://www.cityofmadison.com/transportation/initiatives/complete-green-streets>

This document highlights communities with good policies and provides model language. <https://smartgrowthamerica.org/wp-content/uploads/2019/05/Best-Complete-Streets-Policies-of-2018.pdf>

The Elements of a Complete Streets Policy

Effective 2018



Smart Growth America
Improving lives by improving communities



**National Complete
Streets Coalition**



1152 15th Street NW, Suite 450
Washington, DC 20005
202-207-3355

www.smartgrowthamerica.org/completestreets

Elements of a Complete Streets Policy | Effective 2018

The National Complete Streets Coalition (NCSC) previously identified 10 elements of a comprehensive Complete Streets policy to help communities develop and implement policies and practices that ensure streets are safe for people of all ages and abilities, balance the needs of different modes, and support local land uses, economies, cultures, and natural environments.

The Complete Streets movement has since evolved from when it first began over a decade ago to focus far more on implementation and equity. In response to these changes, in 2017 the Coalition updated and revised the Complete Streets policy framework to require more accountability from jurisdictions and provisions that account for the needs of the most vulnerable users. The 10 revised policy elements are based on decades of collective expertise in transportation planning and design, created in consultation with NCSC's steering committee members and a group of national stakeholders consisting of engineers, planners, researchers, and advocates.

The elements serve as a national model of best practices that can be implemented in nearly all types of Complete Streets policies at all levels of governance. For communities considering a Complete Streets policy, this resource serves as a model; for communities with an existing Complete Streets policy, this resource provides guidance on areas for improvements.

An ideal Complete Streets policy includes the following:

1. **Vision and intent:** Includes an equitable vision for how and why the community wants to complete its streets. Specifies need to create complete, connected, network and specifies at least four modes, two of which must be biking or walking.
2. **Diverse users:** Benefits all users equitably, particularly vulnerable users and the most underinvested and underserved communities.
3. **Commitment in all projects and phases:** Applies to new, retrofit/reconstruction, maintenance, and ongoing projects.
4. **Clear, accountable expectations:** Makes any exceptions specific and sets a clear procedure that requires high-level approval and public notice prior to exceptions being granted.
5. **Jurisdiction:** Requires interagency coordination between government departments and partner agencies on Complete Streets.
6. **Design:** Directs the use of the latest and best design criteria and guidelines and sets a time frame for their implementation.
7. **Land use and context sensitivity:** Considers the surrounding community's current and expected land use and transportation needs.
8. **Performance measures:** Establishes performance standards that are specific, equitable, and available to the public.
9. **Project selection criteria:** Provides specific criteria to encourage funding prioritization for Complete Streets implementation.
10. **Implementation steps:** Includes specific next steps for implementation of the policy.

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1. Vision and intent

A Complete Streets vision states a community's commitment to integrate a Complete Streets approach into their transportation practices, policies, and decision-making processes. This vision should describe a community's motivation to pursue Complete Streets, such as improved economic, health, safety, access, resilience, or environmental sustainability outcomes. The vision should acknowledge the importance of how Complete Streets contribute to building a comprehensive transportation network. This means that people are able to travel to and from their destinations in a reasonable amount of time and in a safe, reliable, comfortable, convenient, affordable, and accessible manner using whatever mode of transportation they choose or rely on.

This does not mean putting a bike lane on every street or a bus on every corridor. Rather, it requires decision-makers to consider the needs of diverse modes that use the transportation system, including but not limited to walking, biking, driving, wheeling/rolling, riding public transit, car sharing/carpooling, paratransit, taxis, delivering goods and services, and providing emergency response transportation.

12 points available:

- 3 points: The policy is clear in intent, stating firmly the jurisdiction's commitment to a Complete Streets approach, using "shall" or "must" language. This needs to be in the body of the legislation, not the "whereas" statement.
 - (1 point) – The policy states the jurisdiction "may" or "considers" Complete Streets in their transportation planning and decision-making processes.
 - (0 points) – The policy language is indirect with regard to their intent to apply a Complete Streets approach, using language such as "consider Complete Streets principles or elements."
- 2 points: mentions the need to create a complete, connected, network.
 - (0 points) No mention.
- 2 points: specifies at least one motivation or benefit of pursuing Complete Streets.
 - (0 points) No mention.
- 1 point: specifies equity as an additional motivation or benefit of pursuing Complete Streets.
 - (0 points) No mention.
- 4 points: specifies modes, with a base of four modes, two of which must be biking and walking.
 - (0 points) Policy mentions fewer than four modes and/or omits biking or walking.

2. Diverse users

Complete Streets are intended to benefit all users equitably, particularly vulnerable users and the most underinvested and underserved communities. Transportation choices should be safe, convenient, reliable, affordable, accessible, and timely regardless of race, ethnicity, religion, income, gender identity, immigration status, age, ability, languages spoken, or level of access to a personal vehicle. Which communities of concern are disproportionately impacted by transportation policies and practices will vary depending on the context of the jurisdiction. Policies are not necessarily expected to list all of these groups. For example, some communities are more racially homogeneous, but have extreme income disparities. The best Complete Streets policies will specifically highlight communities of concern whom the policy will prioritize based on the jurisdiction's composition and objectives.

9 points available:

- 5 points: The policy language requires the jurisdiction to “prioritize” vulnerable users or neighborhoods with histories of systematic disinvestment or underinvestment. This could include neighborhoods with insufficient infrastructure or neighborhoods with a concentration of vulnerable users.
 - (3 points) Policy states its intent to “benefit” the neighborhoods or vulnerable users above, as relevant to the jurisdiction.
 - (1 point) Policy mentions or considers any of the neighborhoods or users above.
 - (0 point) No mention.
- 4 points: The policy establishes an accountable, measurable definition for priority groups or places. This definition may be quantitative (i.e. neighborhoods with X% of the population without access to a vehicle or where the median income is below a certain threshold) or qualitative (i.e. naming specific neighborhoods).
 - (0 point) No mention.

3. Commitment in all projects and phases

The ideal Complete Streets policy has a strong commitment that all transportation projects and maintenance operations account for the needs of all modes of transportation and all users of the road network.

10 points available:

For municipality/county policies

- 4 points: Policy requires all new construction and reconstruction/retrofit projects to account for the needs of all modes of transportation and all users of the road network.
 - (1 point) Policy considers or mentions these projects as opportunities to apply this policy.
 - (0 points) No mention.
- 4 points: Policy requires all maintenance projects and ongoing operations, such as resurfacing, repaving, restriping, rehabilitation, or other types of changes to the transportation system to account for the needs of all modes of transportation and all users of the road network.
 - (1 point) Policy considers or mentions these projects as opportunities to apply this policy.
 - (0 points) No mention.

For state/MPO policies

- 4 points: Policy requires all new construction and reconstruction/retrofit projects receiving state or federal funding to account for the needs of all modes of transportation and all users of the road network.
 - (1 point) Policy considers or mentions these projects as opportunities to apply this policy.
 - (0 points) No mention.
- 4 points: Policy requires all maintenance projects and ongoing operations, such as resurfacing, repaving, restriping, rehabilitation, or other types of changes to the transportation system receiving state or federal funding to account for the needs of all modes of transportation and all users of the road network.
 - (1 point) Policy considers or mentions these projects as opportunities to apply this policy.
 - (0 points) No mention.

For all policies

- 2 points: Policy specifies the need to provide accommodations for all modes of transportation to continue to use the road safely and efficiently during any construction or repair work that infringes on the right of way and/or sidewalk.

4. Clear, accountable exceptions

Effective policy implementation requires a process for exceptions to providing for all modes in each project. The exception process must also be transparent by providing public notice with opportunity for comment and clear, supportive documentation justifying the exception. The Coalition believes the following exceptions are appropriate with limited potential to weaken the policy. They follow the Federal Highway Administration's guidance on accommodating bicycle and pedestrian travel and identified best practices frequently used in existing Complete Streets policies.¹

1. Accommodation is not necessary on corridors where specific users are prohibited, such as interstate freeways or pedestrian malls. Exclusion of certain users on particular corridors should not exempt projects from accommodating other permitted users.
2. Cost of accommodation is excessively disproportionate to the need or probable use. The Coalition does not recommend attaching a percentage to define "excessive," as the context for many projects will require different portions of the overall project budget to be spent on the modes and users expected. Additionally, in many instances the costs may be difficult to quantify. A percentage cap may be appropriate in unusual circumstances, such as where natural features (e.g. steep hillsides, shorelines) make it very costly or impossible to accommodate all modes. The Coalition does not believe a cap lower than 20 percent is appropriate, and any cap should always be used in an advisory rather than absolute sense.
3. A documented absence of current and future need.
4. Emergency repairs such as a water main leak that requires immediate, rapid response; however, temporary accommodations for all modes should still be made. Depending on severity of the repairs, opportunities to improve multimodal access should still be considered where possible.

Many communities have included other exceptions that the Coalition, in consultation with transportation planning and engineering experts, also feels are unlikely to create loopholes:

1. Transit accommodations are not required where there is no existing or planned transit service.
2. Routine maintenance of the transportation network that does not change the roadway geometry or operations, such as mowing, sweeping, and spot repair.
3. Where a reasonable and equivalent project along the same corridor is already programmed to provide facilities exempted from the project at hand.

In addition to defining exceptions through good policy language, there must be a clear process for granting them, preferably with approval from senior management. Establishing this within a policy provides clarity to staff charged with implementing the policy and improves transparency and accountability to other agencies and residents.

¹ https://www.fhwa.dot.gov/environment/bicycle_pedestrian/guidance/design.cfm

8 points available:

- 4 points: Policy includes one or more of the above exceptions—and no others.
 - (2 points) Policy includes any other exceptions, including those that weaken the intent of the Complete Streets policy.
 - (0 points) No mention.
- 2 points: Policy states who is responsible for approving exceptions.
- 2 points: Policy requires public notice prior to granting an exception in some form. This could entail a public meeting or an online posting with opportunity for comment.

5. Jurisdiction

Creating Complete Streets networks is difficult because many different agencies control our streets. They are built and maintained by state, county, and local agencies, and private developers often build new roads. Individual jurisdictions do have an opportunity to influence the actions of others, through funding or development review. In the case of private developers, this may entail the developer submitting how they will address Complete Streets in their project through the jurisdiction's permitting process, with approval of the permit being contingent upon meeting the Complete Streets requirements laid out by the jurisdiction. Creating a Complete Streets network can also be achieved through interagency coordination between government departments and partner agencies on Complete Streets.

8 points available:

For municipality/county policies

- 5 points: A municipality's or county's policy requires private development projects to comply.
 - (2 points) A municipality's or county's policy mentions or encourages private development projects to follow a Complete Streets approach.
 - (0 points) No mention.

For state/MPO policies

- 5 points: A state's or Metropolitan Planning Organization's policy clearly notes that projects that address how they will account for the needs of all modes and users are prioritized or awarded extra weight for funding and/or inclusion in long-range transportation improvement plans (TIPs).
 - (2 points) A state's or MPO's policy mentions or encourages projects receiving money passing through the agency to account for the needs all modes and users.
 - (0 points) No mention.

For all policies

- 3 points: Policy specifies a requirement for interagency coordination between various agencies such as public health, housing, planning, engineering, transportation, public works, city council, and/or mayor or executive office.
 - (1 point) Policy mentions or encourages interagency coordination.
 - (0 points) No mention.

6. Design

Complete Streets implementation relies on using the best and latest state-of-the-practice design standards and guidelines to maximize design flexibility. Creating meaningful change on the ground both at the project level and in the creation of complete, multimodal transportation networks requires jurisdictions to create or update their existing design guidance and standards to advance the objectives of the Complete Streets policy.

7 points available:

- 5 points: Policy directs the adoption of specific, best state-of-the-practice design guidance and/or requires the development/revision of internal design policies and guides.
 - (1 point) Policy references but does not formally adopt specific, best state-of-the-practice design guidance.
 - (0 points) No mention.
- 2 points: Policy sets a specific time frame for implementation.
 - (0 points) No mention.

7. Land use and context sensitivity

An effective Complete Streets policy must be sensitive to the surrounding community including its current and planned buildings, parks, and trails, as well as its current and expected transportation needs. Specifically, it is critical to recognize the connection between land use and transportation. Complete Streets must be designed to serve the current and future land use, while land use policies and zoning ordinances must support Complete Streets such as by promoting dense, mixed-use, transit-oriented development with homes, jobs, schools, transit, and recreation in close proximity depending on the context. Given the range of policy types and their varying ability to address this issue, a policy, at a minimum, requires the consideration of context sensitivity in making decisions. The best Complete Streets policies will meaningfully engage with land use by integrating transportation and land use in plans, policies, and practices. The Coalition also encourages more detailed discussion of adapting roads to fit the character of the surrounding neighborhood and development, as well as the consideration of unintended consequences such as displacement of residents due to rising costs of living.

10 points available:

For municipality/county policies

- 5 points: Policy requires new or revised land use policies, plans, zoning ordinances, or equivalent documents to specify how they will support and be supported by the community's Complete Streets vision
 - (4 points) Policy requires new or revised transportation plans and/or design guidance to specify how transportation projects will serve current and future land use, such as by defining streets based not just on transportation function but on the surrounding land use.
 - (2 points) Policy discusses the connection between land use and transportation or includes non-binding recommendations to integrate land use and transportation planning.
 - (1 point) Policy acknowledges land use as a factor related to transportation planning.
 - (0 points) No mention.

For state/MPO policies

- 5 points: Policy requires new or revised long-range transportation plans and/or design guidance to specify how transportation projects will serve current and future land use such as by directing the adoption of place-based street typologies
 - (2 points) Policy discusses the connection between land use and transportation or includes non-binding recommendations to integrate land use and transportation planning.
 - (1 point) Policy acknowledges land use as a factor related to transportation planning.
 - (0 points) No mention.

For all policies

- 3 points: Policy requires the consideration of the community context as a factor in decision-making.
 - (1 points) Policy mentions community context as a potential factor in decision-making.
 - (0 points) No mention.
- 2 points: Policy specifies the need to mitigate unintended consequences such as involuntary displacement.
 - (1 points) Policy acknowledges the possibility of unintended consequences.
 - (0 points) No mention.

8. Performance measures

Communities with Complete Streets policies can measure success a number of different ways, such as miles of bike lanes, percentage of the sidewalk network completed, number of people who choose to ride public transportation, and/or the number of people walking and biking along a street. They can also measure the impact of Complete Streets on the other motivations and objectives specified in the policy, such as health, safety, economic development, resilience, etc. The best Complete Streets policies will establish performance measures in line with the goals stated in their visions. Performance measures should pay particular attention to how Complete Streets implementation impacts the communities of concern identified in the policy. By embedding equity in performance measures, jurisdictions can evaluate whether disparities are being exacerbated or mitigated. Policies should also set forth an accountable process to measure performance, including specifying who will be responsible for reporting on progress and how often these indicators will be tracked.

13 points available:

- 3 points: Policy establishes specific performance measures under multiple categories such as access, economy, environment, safety, and health.
 - (1 point) Policy mentions measuring performance under multiple categories but does not establish specific measures.
 - (0 points) No mention.
- 2 points: Policy establishes specific performance measures for the implementation process such as tracking how well the public engagement process reaches underrepresented populations or updates to policies and documents.
 - (1 point) Policy mentions measuring the implementation process but does not establish specific measures.
 - (0 points) No mention.
- 3 points: Policy embeds equity in performance measures by measuring disparities by income/race/vehicle access/language/etc. as relevant to the jurisdiction.
 - (1 point) Policy mentions embedding equity in performance measures but is not specific about how data will be disaggregated.
 - (0 points) No mention.
- 2 points: Policy specifies a time frame for recurring collection of performance measures.
 - (0 points) No mention.
- 2 points: Policy requires performance measures to be released publicly.
 - (0 points) No mention.
- 1 point: Policy assigns responsibility for collecting and publicizing performance measures to a specific individual/agency/committee.
 - (0 points) No mention.

9. Project selection criteria

A Complete Streets policy should modify the jurisdiction's project selection criteria for funding to encourage Complete Streets implementation. Criteria for determining the ranking of projects should include assigning weight for active transportation infrastructure; targeting underserved communities; alleviating disparities in health, safety, economic benefit, access destinations; and creating better multimodal network connectivity for all users. Jurisdictions should include equity criteria in their project selection process and give the criteria meaningful weight.

8 points available:

- 5 points: Policy establishes specific criteria to encourage funding prioritization for Complete Streets implementation.
 - (1 point) Policy mentions revising project selection criteria to encourage Complete Streets implementation.
 - (0 points) No mention.
- 3 points: Policy specifically addresses how equity will be embedded in project selection criteria.
 - (0 points) No mention.

10. Implementation steps

A formal commitment to the Complete Streets approach is only the beginning. The Coalition has identified key steps to implementation:

1. Restructure or revise related procedures, plans, regulations, and other processes to accommodate all users on every project. This could include incorporating Complete Streets checklists or other tools into decision-making processes.
2. Develop new design policies and guides or revise existing to reflect the current state of best practices in transportation design. Communities may also elect to adopt national or state-level recognized design guidance.
3. Offer workshops and other training opportunities to transportation staff, community leaders, and the general public so that everyone understands the importance of the Complete Streets vision. Training could focus on Complete Streets design and implementation, community engagement, and/or equity.
4. Create a committee to oversee implementation. This is a critical accountability measure, ensuring the policy becomes practice. The committee should include both external and internal stakeholders as well as representatives from advocacy groups, underinvested communities, and vulnerable populations such as people of color, older adults, children, low-income communities, non-native English speakers, those who do not own or cannot access a car, and those living with disabilities.
5. Create a community engagement plan that considers equity by targeting advocacy organizations and underrepresented communities which could include non-native English speakers, people with disabilities, etc. depending on the local context. This requires the use of outreach strategies such as holding public meetings at easily accessible times and places, collecting input at community gathering spaces, and hosting and attending community meetings and events. The best community engagement plans don't require people to alter their daily routines to participate. Outreach strategies should make use of natural gathering spaces such as clinics, schools, parks, and community centers.

15 points available:

- 3 points: Policy requires that related procedures, plans, regulations, and other processes be revised within a specified time frame.
 - (1 point) Policy mentions revising procedures, plans, regulations, and other processes.
 - (0 points) No mention.
- 3 points: Policy requires workshops or other training opportunities for transportation staff. Policy is specific about the timing and/or staff members for the training and workshops.
 - (1 point) Policy mentions workshops or other training opportunities for transportation staff.
 - (0 points) No mention.
- 3 points: Policy assigns responsibility for implementation to a new or existing

committee that includes both internal and external stakeholders that are representative of underinvested and vulnerable communities. Policy is specific about which internal and external stakeholders are/will be represented on the committee.

- (1 point) Policy assigns oversight of implementation to a specific body that may not include both internal and external stakeholders.
- (0 points) No mention.
- 6 points: Policy creates a community engagement plan with specific strategies for who, when, and how they will approach public engagement in the project selection, design, and implementation process. Policy specifically addresses how the jurisdiction will overcome barriers to engagement for underrepresented communities.
 - (3 points) Policy creates a community engagement plan with specific strategies for who, when, and how they will approach public engagement but does not address underrepresented communities.
 - (1 point) Policy mentions community engagement but does not go into detail about specific strategies.
 - (0 points) No mention.

Additional elements

While Complete Streets policies are based on the principle of connecting people and place to transportation projects, many communities add language regarding environmental best practices or placemaking directives. Though the Coalition does not score these additional elements, we encourage agencies to consider cross-referencing related initiatives.

Point values

Vision and intent	12 points
Diverse users	9 points
Commitment in all projects and phases	10 points
Exceptions	8 points
Jurisdiction	8 points
Design	7 points
Land use and context sensitivity	10 points
Performance measures	13 points
Project selection criteria	8 points
Implementation steps	15 points
Total:	100 points

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