

# **City Council**

## **Agenda**

**Tuesday, January 27, 2026  
Special Meeting  
Council Chambers  
749 Main Street  
6:00 PM**

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

- You can call in to +1 719 359 4580 or 877 853 5247 (toll free) Webinar ID #876 9127 0986.
- You can log in via your computer. Please visit the [City's website](#) to link to the meeting:

The Council will accommodate public comments during the meeting. Anyone may also [email comments to the Council](#) prior to the meeting.

- 1. Call to Order & Roll Call**
- 2. Pledge of Allegiance**
- 3. Regular Business**
  - A. Cultural Services Update
  - B. 2026 Council Work Plan Review
  - C. Discussion / Direction: Upcoming Agenda Items & Identification of New Ones
- 4. Adjourn**

### **Resident Information**

If you wish to speak at the City Council meeting in person, please fill out a sign-up card and present it to the City Clerk at the meeting. If you are attending remotely, please use the "raise hand" icon to show you wish to speak in appropriate public comments section.

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or other accommodation should [email the City Clerk's Office](#) or call 303.335.4574

A forty-eight-hour notice is requested.

Si requiere una copia en español de esta publicación o necesita un intérprete durante la reunión del Consejo, por favor llame a la Ciudad al 303.335.4574 o [email](#)

**Subject:** Cultural Services Update  
**Date:** January 27, 2026  
**Prepared By:** Brandi Cummings, Director  
**Presented By:** Brandi Cummings, Director

**Summary:**

Council will receive an overview of the Cultural Services Department, including the scope of services provided across the three divisions (Louisville Public Library, Louisville Historical Museum, and Arts & Events), recent highlights, current challenges, and anticipated projects and planning efforts in 2026. The presentation will also outline areas where service demand continues to grow faster than staffing and operating resources, and how this imbalance affects sustainability, program capacity, and long-term planning.

This update is intended to inform Council as it considers future work plan priorities, strategic planning efforts, and alignment of resources with community expectations for cultural services.

**Background / Prior Discussions:**

The Cultural Services Department is comprised of three divisions:

- Louisville Public Library
- Louisville Historical Museum
- Arts & Events

Together, these divisions provide core quality-of-life services that support lifelong learning, preservation of local history, community identity, tourism, and access to arts and cultural experiences.

In prior Council discussions and work plans, Cultural Services has generally been included as an operational function rather than a policy focus area. While Council has supported individual projects and budget items related to facilities, programming, and partnerships, there has not been a comprehensive, department-wide strategic planning effort in recent years.

Community interest in arts, cultural programming, and public gathering spaces has increased, particularly following the Marshall Fire and during ongoing recovery and community-building efforts. Staff are frequently approached by community organizations

and residents seeking additional programming, exhibition opportunities, performance venues, and collaborative spaces. These requests often exceed current facility capacity and staffing levels.

## **Development Proposal:**

### **Analysis:**

#### Department-Wide Themes

Across all three divisions, staff report strong and growing community engagement alongside structural constraints related to staffing models, facility limitations, and operating budgets. Key shared themes include:

- Demand for services and programs increasing faster than staffing and operating resources
- Reliance on part-time and temporary staffing models that limit long-term capacity building
- Facilities that were not designed for the scale or diversity of current programming
- Increasing interest in partnerships that cannot always be fully supported with current resources

These trends create a need to balance healthy growth with sustainability and staff capacity, and highlight the importance of strategic planning to align services, facilities, and funding.

### **Louisville Public Library**

#### Span of Service and Use

- The Library experiences significantly higher visits and circulation per capita compared to peer communities.
- Community use continues to grow across physical materials, digital collections, and in-person programming.
- Services extend beyond books to include Wi-Fi hotspots, technology access, research support, and resources that reduce digital and information barriers.
- Programs serve all ages — from early literacy and family engagement to teen learning and lifelong enrichment for adults and seniors.
- Through an Intergovernmental Agreement, Louisville provides full library services to Superior residents, funded by a voter-approved 1.5 property tax mill levy. The agreement expands access to collections, programs, and professional support, with convenient services in Superior including 24/7 material return, local hold pickup and browsing collections, and regular family programming, plus full access to all Louisville Library resources.

## Challenges

- Staffing levels and expenditures have not increased proportionally with use and service demand.
- A large portion of staff are non-benefited part-time employees, which affects scheduling flexibility, continuity, and institutional capacity.
- The Library operates under an intergovernmental agreement (IGA) with the Town of Superior. Operating funding is approximately:
  - 76% City of Louisville
  - 21% Town of Superior
  - ~0.5% State Library Grant
  - ~2.5% Library Foundation support

## Digital Collections

- Digital lending operates under publisher licensing models that require libraries to repurchase titles after a set number of checkouts or time periods and often limit access to one user per license, making digital materials significantly more expensive to sustain than physical items.
- Meeting patron demand often requires purchasing multiple licenses for the same title to manage wait times, further increasing costs for popular materials.
- Community expectations for immediate, on-demand digital access continue to rise, placing ongoing pressure on limited collection budgets and requiring difficult trade-offs in what can be offered.

## Programming and Community Services

- Program attendance has increased by approximately 25%, without corresponding increases in staffing or program budgets.
- Expanded program offerings (including potential “Library of Things” and non-traditional lending) are of interest to the community but require staffing, storage, and maintenance capacity.

## Looking Ahead

- Planned 2026 projects include continued evaluation of service models, collection strategies, and space utilization to maintain service quality while managing growth.

## **Louisville Historical Museum**

### Scope of Work

- The Museum supports exhibitions, collections management, educational

- programs, walking tours, community partnerships, and special events.
- Staff engage in both public-facing programming and behind-the-scenes preservation work.

### Funding and Staffing

- Funding is drawn from a mix of city support, grants, donations, and earned revenue.
- The division has experienced 100% staff turnover in recent years, creating challenges in continuity, institutional knowledge, and long-term planning.

### Community Engagement

- Public interest and attendance remain strong and continue to grow, particularly around community storytelling, local history, and post-Marshall Fire recovery narratives.

### Strategic Planning Needs

- Staff are balancing opportunities for expansion with the need to stabilize operations, clarify priorities, and ensure sustainable growth.

## **Arts & Events**

### Program Growth and Community Interest

- Arts and community events are well-attended and broadly supported by residents.
- Programming has expanded over time, both in number and scale.

### Challenges

- The division currently operates with approximately 1.5 FTE, relying heavily on volunteers and support from staff in other divisions, creating service pain points throughout Cultural Services.
- Limited staffing affects program development, grant seeking, partnership capacity, and long-term planning.
- Access to indoor, city-operated programming space is limited, requiring reliance on shared or partner facilities and reducing flexibility for year-round and weather-independent programming.
- Limited access to existing storage locations and the need for external storage for equipment and supplies add logistical costs and staff time, further constraining

program delivery.

### Community Cultural Center Concept

- Community organizations have expressed strong interest in shared cultural space for rehearsals, performances, exhibitions, and educational programming.
- Staff are exploring a collaborative, community-driven approach rather than a single-organization facility model.
- Considerations include regional arts activity (e.g., proximity to Sundance Film Festival events and Front Range cultural tourism), equity of access to space, and documented unmet demand for arts facilities.

### Timeline Considerations

- Initial exploration and partnership-building are anticipated prior to any formal feasibility work, with broader planning conversations potentially aligning with 2027 planning horizons.

### **Looking Toward 2026: Strategic Focus Areas**

The department's anticipated 2026 priorities align with themes in the proposed Council Work Plan and include:

- Department-wide strategic planning
- Defining what "healthy growth" looks like across divisions
- Evaluating staffing models and service delivery capacity
- Aligning resources with demonstrated community demand
- Ensuring that equity, access, and community representation remain central to cultural service planning

### **Council Work Plan:**

The 2026 draft Council Work Plan includes Cultural Services Strategic Planning as a proposed initiative, reflecting growing recognition of the need to evaluate long-term service models, facilities, staffing, and funding in relation to community demand and equity goals.

### **Fiscal Impact:**

Not applicable. There is no fiscal / budget impact for this item.

### **Alternatives:**

N/A — This is an informational update.

**Recommendation:**

N/A — This is an informational update.

**Attachments:**

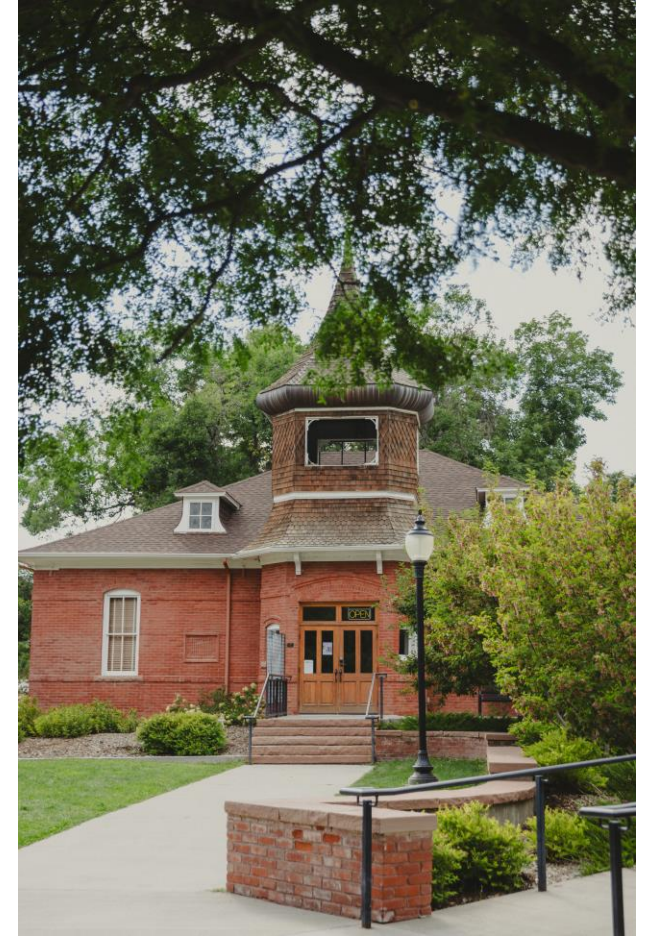
1. Superior Library Update - January 2026
2. Louisville Public Library - Superior Use Data Oct 2025
3. Fiscal Implications of Superior Library Agreement
4. Summer Reading Success Report 2025
5. Cultural Services Update Presentation

## Library Service Update

Brandi Cummings  
Director of Cultural Services

# What does that mean?

# What does that mean?



# What do we do?



Connect.  
Educate.  
Inspire.  
Preserve.  
Reflect.  
Support.  
Advocate.

# Who we are?

## Cultural Services Department

### Louisville Public Library

Library Board of Trustees

Louisville Public Library  
Foundation

### Louisville Historical Museum

Historical Museum Advisory  
Board

Louisville History Foundation

### Arts & Events

Cultural Advisory Board

# A Closer Look at the Library

## Fast Facts about Louisville Public Library (2024 Data)

- Service Area Population: 32,106 (Louisville & Superior)
- Library Cardholders as Percentage of Population: 118.17%
- Expenditures per Capita: \$58.40
- Circulation Per Capita: 58.77
- Visits per Capita: 6.75

# A Closer Look at the Library

| 2024 Data         | Service Area Population | Circ per Capita | Expenditure per Capita | Visits per Capita | Cardholders as Percentage of Population |
|-------------------|-------------------------|-----------------|------------------------|-------------------|-----------------------------------------|
| Lafayette         | 30,471                  | 13.88           | \$62.18                | 4.85              | 153.72%                                 |
| Delta County      | 31,818                  | 9.58            | \$53.16                | 4.80              | 44.81%                                  |
| <b>Louisville</b> | <b>32,106</b>           | <b>58.77</b>    | <b>\$58.40</b>         | <b>6.75</b>       | <b>118.17%</b>                          |
| Englewood         | 33,446                  | 6.17            | \$58.78                | 1.73              | 53.89%                                  |
| Clearview         | 42,823                  | 11.6            | \$142.89               | 4.47              | 64.14%                                  |



# MARMOT

## LIBRARY NETWORK

- Integrated Library Software
- Catalog Support and View
- Resource Sharing
- IT & Cybersecurity
- Hosting Services

# A Closer Look at the Library

| 2024 Budget Data  | Total Print Budget | Total Digital Budget | Other Collection Budget | Total Operating    |
|-------------------|--------------------|----------------------|-------------------------|--------------------|
| Boulder           | \$586,994          | \$945,751            | \$167,355               | \$28,419,715       |
| Broomfield        | \$161,554          | \$90,437             | \$21,909                | \$3,063,820        |
| Lafayette         | \$114,500          | \$119,596            | \$15,000                | \$1,894,567        |
| Longmont          | \$269,282          | \$111,128            | \$13,143                | \$4,573,756        |
| <b>Louisville</b> | <b>\$105,579</b>   | <b>\$54,782</b>      | <b>\$14,899</b>         | <b>\$1,874,869</b> |
| Loveland          | \$153,956          | \$70,365             | \$35,579                | \$4,085,353        |



Front Range  
Downloadable  
Library



# A Closer Look at the Library

| 2024 Data         | Total Print Collection | Total Digital Collection | Other Collection | Meeting Room Use |
|-------------------|------------------------|--------------------------|------------------|------------------|
| Boulder           | 200,646                | 240,073                  | 19,059           | 4,164            |
| Broomfield        | 92,624                 | 141,653                  | 18,239           | 196              |
| Lafayette         | 70,640                 | 62,545                   | 8,629            | 279              |
| Longmont          | 207,791                | 107,040*                 | 25,896           | 1,239            |
| <b>Louisville</b> | <b>72,908</b>          | <b>107,040*</b>          | <b>9,773</b>     | <b>6,113</b>     |
| Loveland          | 105,785                | 117,823                  | 16,235           | 5,027            |
| Westminster       |                        | 107,040*                 |                  |                  |

\*Libraries that do not offer additional digital video or music services like Kanopy or Hoopla.

# By the Numbers

## Total Operating Budget

- \$2,174,206 (2025)

## Budget Breakdown

- \$1,653,758 (Louisville 76%)
- \$452,048 (Superior 21%)
- \$11,500 (State Grant .5%)
- \$56,900 (Foundation Grant 2.5%)

## Capital Costs

- \$909,438 (2025)

## Capital Breakdown

- \$558,893 CIP (Louisville 100%)
- \$350,545 Building Maintenance (Louisville 100%)

\*Central costs not included.

# By the Numbers

## Team Members

- 32 Positions
  - 10 Full Time
  - 21 Part Time\*
  - 1 Intern (Seasonal)
- \*Most part time positions are 20 hours per week.
- Hours Open per Week
  - 58 Hours per Week

## Staff Break Down

- 31% Full Time
- 66% Part Time
- 3% Seasonal

## Volunteers

- 1,595 Volunteer Sessions
- 2,295 Hours of Support

# By the Numbers

## Visitors

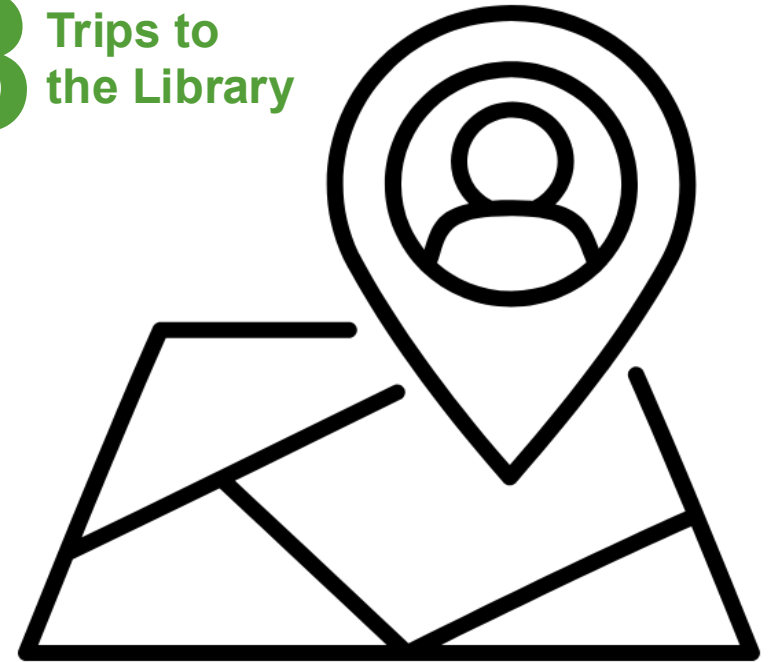
- 276,476 Total Visitors\*
  - 227,147 Louisville
  - 49,329 Superior
  - 4,055 New Library Cards
- Numbers do not reflect complete visitor count.

# By the Numbers

## Visitors

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  - 4,055 New Library Cards
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**8** Trips to  
the Library



# A Closer Look at the Library

## Circulation

- 456,417 Items Checked Out
- 108,592 Digital Downloads
- 32,045 Unique Digital Visits

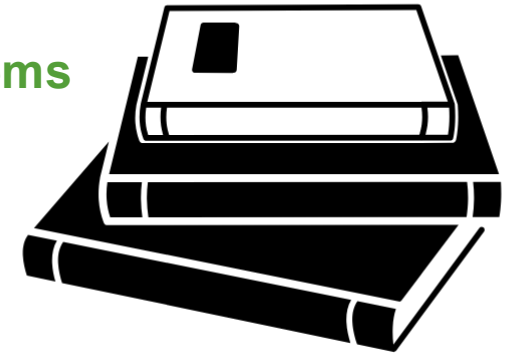
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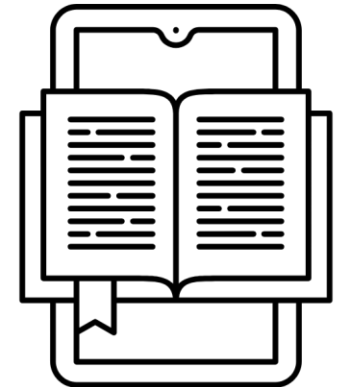
14

Average Items  
Borrowed



3

Average  
Titles  
Downloaded



# How Digital Lending Works

- Libraries offer ebooks, audiobooks, magazines, and more through platforms like OverDrive and the Libby app.
- Patrons can borrow digital items for a set lending period (e.g., 7–21 days).
- Digital loans automatically “return” — no late fees and no physical pickup needed.
- Users place *holds* when all available copies are checked out.

# How Digital Lending Works

- Libraries must purchase licenses from publishers to lend digital titles.
- These licenses are often 3–5× the cost of a regular consumer copy.
- Publishers restrict terms:
  - One copy/one user — only one borrower at a time per copy.
  - Metered licenses — expire after a time period or number of checkouts.
- Libraries must sometimes repurchase the license to keep a title in the collection.

# How Digital Lending Works

- Even though files are digital, each license counts as a “copy.”
- If a library only has one license, only *one patron* can borrow that title at a time.
- Popular titles may have multiple copies purchased to reduce wait times for patrons.
- Some publishers offer *simultaneous access* models, but those are more expensive when available.

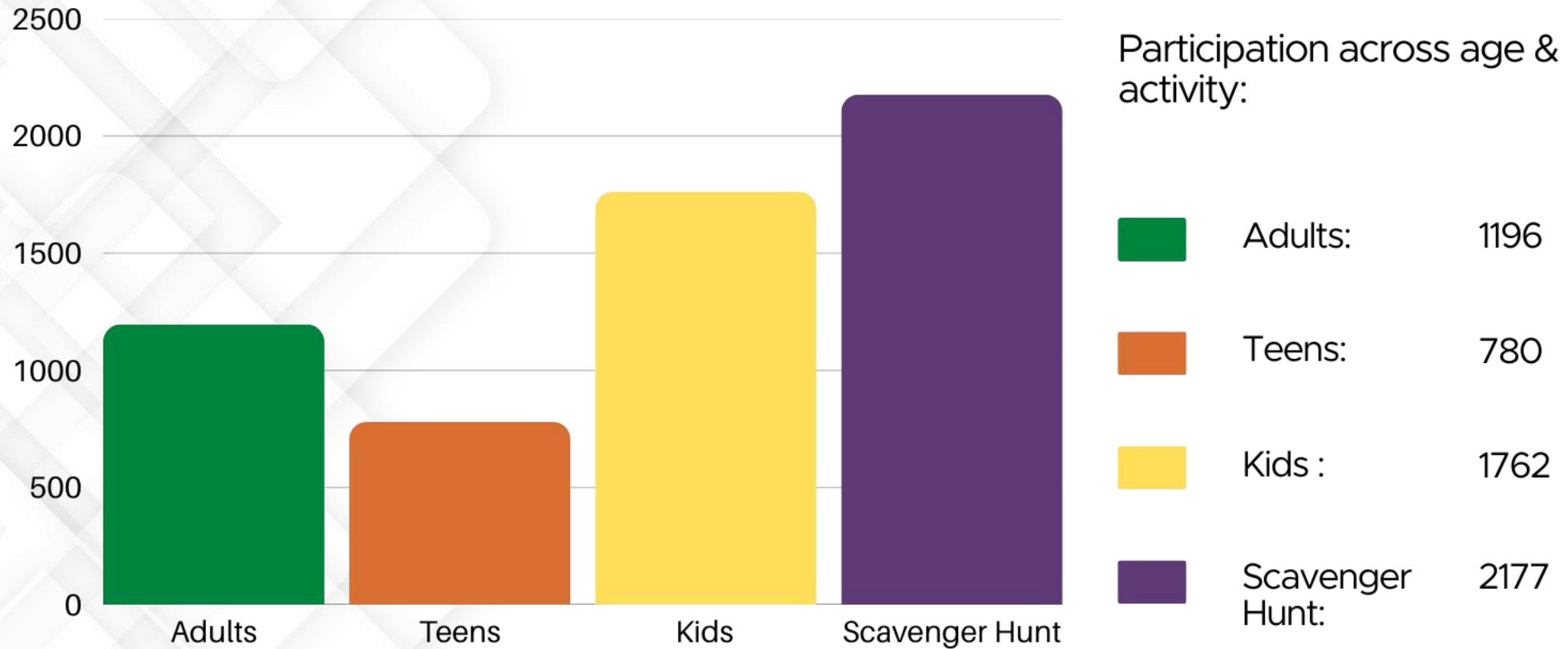
# A Closer Look at the Library

## Programs

- Programs Offered: 622
- Attendees: 28,716
  - Adults: 1,309
  - Teens: 943
  - Kids: 26,464



# Summer Reading Success Report



THANK YOU LOUISVILLE PUBLIC LIBRARY FOUNDATION AND SPONSORS!

Percentage of  
participants who  
completed the  
program:



Kids

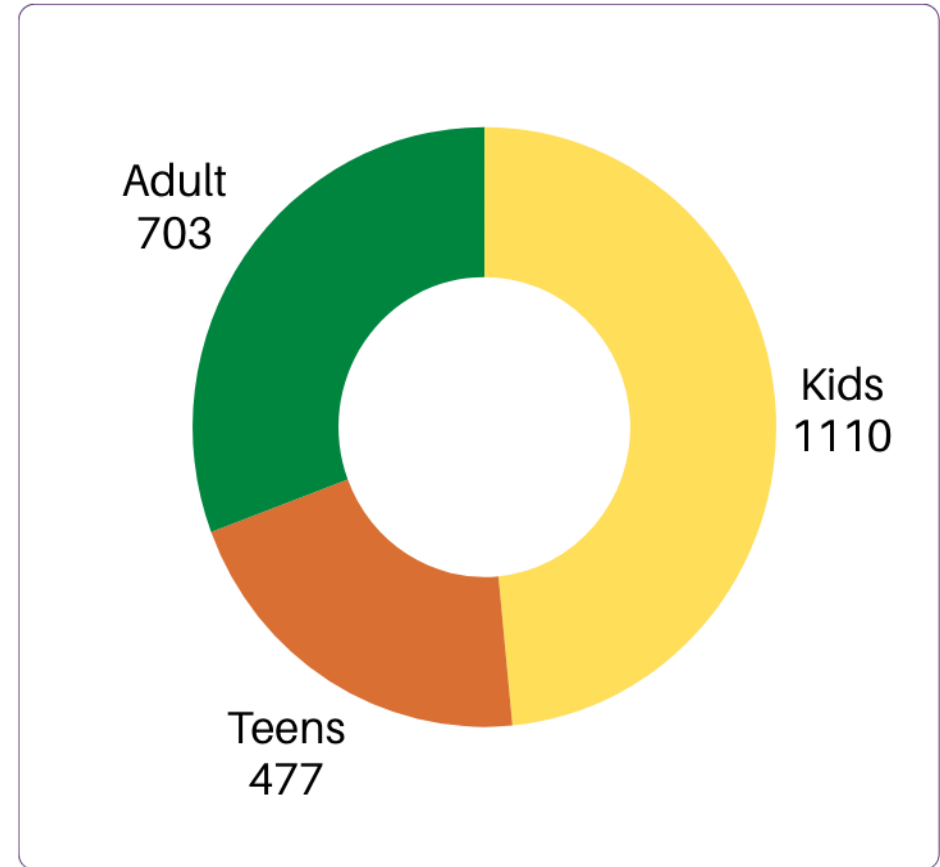


Teens



Adults

Program completion by age group:



THANK YOU LOUISVILLE PUBLIC LIBRARY FOUNDATION AND SPONSORS!



LOUISVILLE PUBLIC  
LIBRARY FOUNDATION  
*Serving Louisville & Superior, Colorado*

Total Program  
Participants



**3,738**

53% participated in  
the scavenger hunt at  
local businesses

Total Days  
Read



**129,300**

↑19%

Total Prizes  
Redeemed

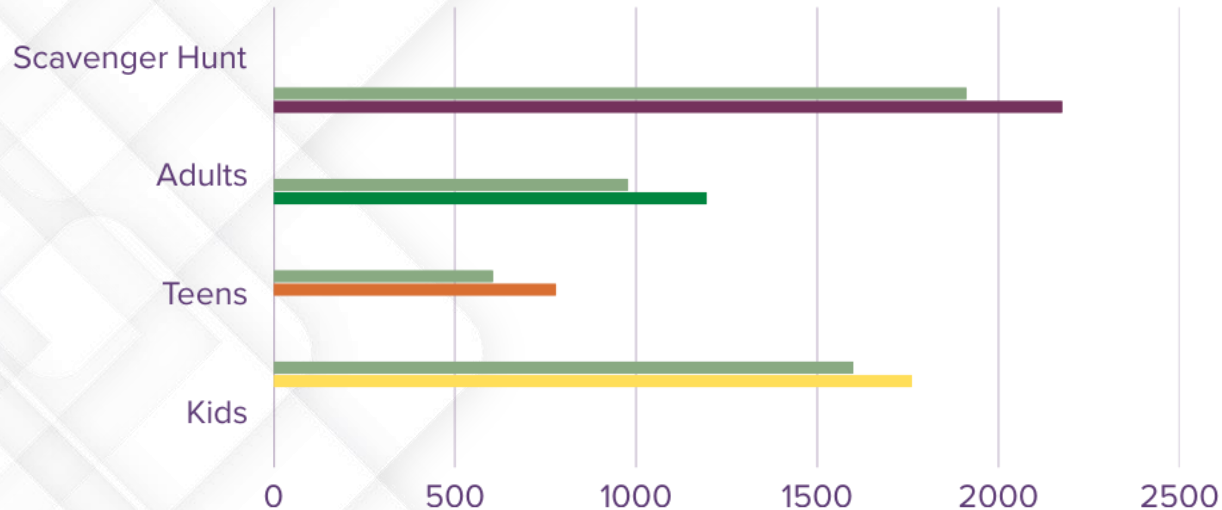


**12,325**

↑22%

## 2024 v. 2025 Participation

■ 2024 Numbers



## Participation Growth



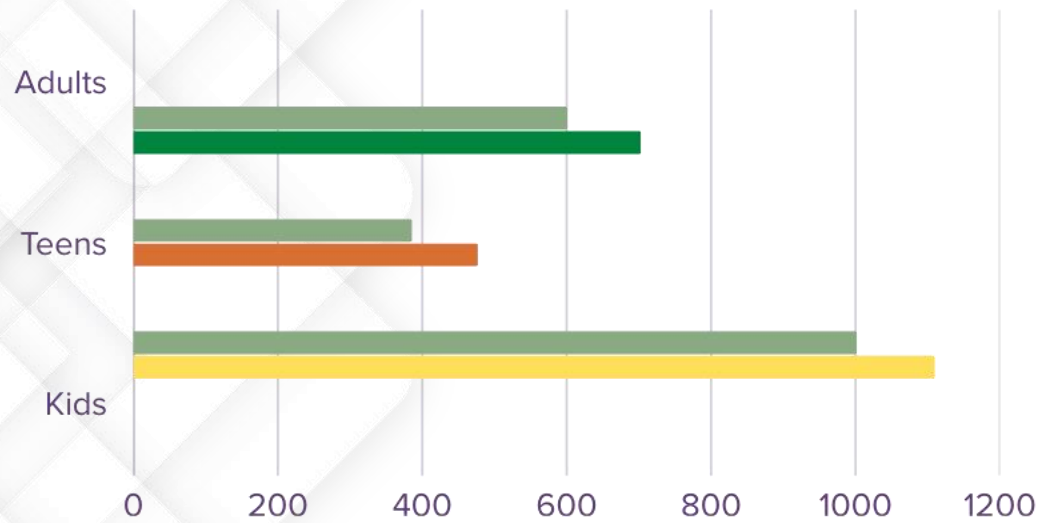
THANK YOU LOUISVILLE PUBLIC LIBRARY FOUNDATION AND SPONSORS!



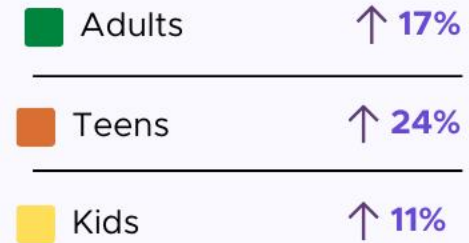
LOUISVILLE PUBLIC  
LIBRARY FOUNDATION  
Serving Louisville & Superior, Colorado

## 2024 v. 2025 Completion

■ 2024 Numbers

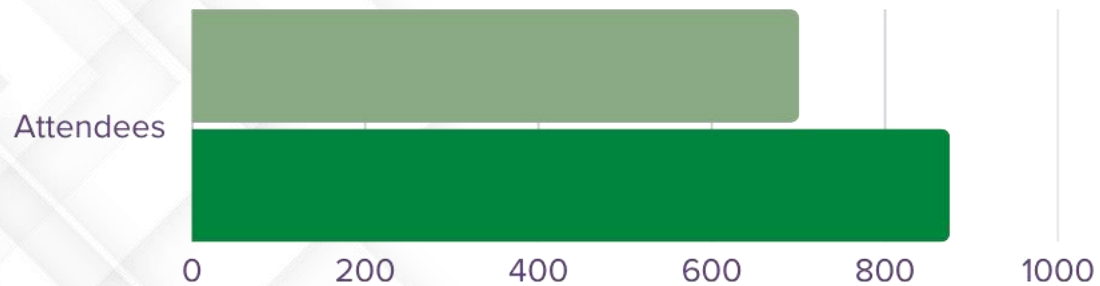


### Completion Growth

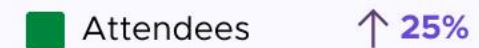


## 2024 v. 2025 Carnival Attendance

■ 2024 Numbers



### Attendance Growth



THANK YOU LOUISVILLE PUBLIC LIBRARY FOUNDATION AND SPONSORS!

# On the Horizon

## 2026 Projects Include:

- Superior Data Dashboard
- Cultural Services Strategic Plan
- Collection Analyzation
- Grant Opportunities
  - Peggy Barber Tribute Grant
  - NEA Big Read



# More Library Joy



# Thank You

## Contact Information:

**Brandi Cummings**

Director of Cultural Services

303-335-4800

[bcummings@louisvilleco.gov](mailto:bcummings@louisvilleco.gov)



All photos credited to:  
Big Heart Film  
[bigheartfilm.com](http://bigheartfilm.com)

**To: Matt Magley, Town Manager, Town of Superior**  
**From: Brandi Cummings, Director of Cultural Services – [bcummings@louisvilleco.gov](mailto:bcummings@louisvilleco.gov)**  
**Date: October 10, 2025**  
**Subject: Library Usage Overview – January 1 through August 31, 2025**

## Overview

This memorandum provides a high-level summary of Louisville Public Library usage data for the period of January 1 through August 31, 2025, highlighting engagement by Superior residents.

The data below reflects **physical item circulation only**—including materials checked out from the Louisville Public Library, the Superior Community Center collection, and the RemoteLocker. It does **not** include usage of digital content or databases such as eBooks, eAudiobooks, or research tools available through OverDrive, Libby, or the Front Range Downloadable Library. A supplemental report with those figures will be included in the year-end update.

Please note that meeting room and event attendance data are also not included in this summary, as residents were not previously asked to identify their municipality during program registration. Beginning in the fourth quarter of 2025, this information is now being collected and will be incorporated into future reports.

We are proud to continue offering weekly Superior Storytimes at the Superior Community Center, which remain one of the community's most popular programs. As shared recently by Kate Archer, *"Thank you so, so much for all you do—this is probably our most well-attended program by far, and the families absolutely love it!"*

## Library Cardholders

| Category                                    | Number of Cardholders | Notes                                                                                                                            |
|---------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Total Louisville Public Library Cardholders | 33,604                | Includes all Louisville and Superior resident cardholders.                                                                       |
| Total Superior Residents with Library Cards | 7,136 (21%)           |                                                                                                                                  |
| Adult Cards                                 | 4,709                 |                                                                                                                                  |
| Youth Cards                                 | 1,369                 |                                                                                                                                  |
| Student1 (Students via BVSD Partnership)    | 1,058                 | Provides BVSD students residing in Superior with access to online databases and homework help through the public library system. |

Circulation of Physical Items

| Circulation Source                                                   | Checkouts    | Notes                                                                                           |
|----------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------|
| Total Louisville Library Checkouts (Louisville & Superior Residents) | 265,969      | All physical materials circulated between January–August 2025.                                  |
| Superior Resident Checkouts                                          | 70,126 (26%) | Physical materials borrowed by Superior residents.                                              |
| Superior Community Center Checkouts                                  | 4,069        | Items borrowed directly from the Community Center’s browsable collection (not including holds). |
| RemoteLocker Checkouts                                               | 9,877        | Items specifically requested for pickup at the Superior RemoteLocker.                           |

Areas of Note

1. Digital Circulation (Pending Data)

The circulation statistics above reflect **physical materials only**. Data from the **Front Range Downloadable Library (FRDL)**—which provides Superior and Louisville residents access to OverDrive and Libby for digital content—is being compiled.

FRDL participation includes Broomfield, Longmont, Boulder, Lafayette, Louisville, and Westminster, and differs from the Marmot OverDrive subscription. FRDL’s cooperative funding model provides a broader collection and faster access to popular titles.

2. Superior Community Center Collection

The Superior Community Center houses a unique “browsable” collection of high-interest materials reserved for on-site users. To ensure availability, these items are **not placed on hold** for borrowers from other consortium libraries. This approach maintains a dynamic and accessible collection for residents using the Community Center.

3. Resident-Only Collections and Services

Superior residents enjoy the same level of access as Louisville residents to all collections and resident-only services. These include:

- **Exam proctoring**
- **Tutoring support for students**
- **Meeting room reservations**
- **Special collections** such as loanable technology, Wi-Fi hotspots, and kitchen equipment

In contrast, residents of surrounding communities (Broomfield, Lafayette, Longmont, etc.) have limited or fee-based access to these services.

## Resident Collections Highlight

### Adventure Pass Program

The Adventure Pass program allows library cardholders to check out free passes to local museums and cultural institutions. Passes are limited in quantity and available on a first-come, first-served basis, with a maximum of two passes per cardholder per month.

#### Participating Institutions:

- Butterfly Pavilion
- Center for Colorado Women's History
- Denver Botanic Gardens
- History Colorado Center
- Wings Over the Rockies Air & Space Museum
- WOW! Children's Museum

#### January–August 2025 Usage:

- Total Passes Used: **687**
- Used by Superior Residents: **219 (32%)**

### Library of Things

The Library of Things is a collection that lets people borrow nontraditional items—beyond books and media—such as tools, kitchen equipment, technology devices, and more. The goal is to provide affordable access to useful, fun, or specialized items that people may only need occasionally, while supporting sustainability and community sharing.

**Library of Things Checkouts:** 155 (January–August 2025)

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### Next Steps and Invitation

A more detailed presentation of library service data will be shared with the Louisville City Council in January 2026, offering a deeper analysis of community impact and resource utilization. We would warmly welcome representation from the Town of Superior to join that session for a closer look at the full value and reach of the services available to Superior residents.

## Introduction

Public libraries are among Louisville’s most visible and valued public services—welcoming spaces that foster literacy, lifelong learning, and connection for residents of all ages. Louisville Public Library (LPL) operates as a core civic institution, providing equitable access to information and resources that support education, workforce development, and community well-being.

Sustaining these services requires stable and predictable funding. One key source of that stability has been the intergovernmental partnership with the Town of Superior. As Superior evaluates its future options for library service, this briefing outlines the potential fiscal implications for Louisville should that partnership change or dissolve.

## Background

Since 2010, Superior residents have received library services through an **Intergovernmental Agreement (IGA)** with the City of Louisville. Superior voters approved a **1.5 mill property tax** to fund this partnership, ensuring that Superior residents receive the same library privileges as Louisville residents—including cardholder access and representation on the Library Board.

In **2025**, Superior transferred **\$452,048** to Louisville—the full amount collected through the mill levy. As property values have increased, this contribution has also grown proportionally. The current arrangement represents approximately **21% of LPL’s total operating budget**, and is integral to sustaining existing hours, staffing, and service levels.

### Louisville Public Library 2025 Budget Snapshot

| Category                                    | Amount      |
|---------------------------------------------|-------------|
| Total Operating Budget                      | \$2,117,306 |
| Staffing Costs (wages & benefits)           | \$1,781,876 |
| Superior Contribution (IGA revenue)         | \$452,048   |
| Operating Budget less Superior Contribution | \$1,665,258 |

## Regional Context – Peer Library Expenditures

The closest library in service area population is the Lafayette Public Library. The following table and chart summarizes community use of both the Louisville and Lafayette Public Library.

| Library   | Service Area | Visits  | Collection | Circulation |
|-----------|--------------|---------|------------|-------------|
| Lafayette | 30,471       | 147,683 | 70,640     | 307,881     |

Louisville

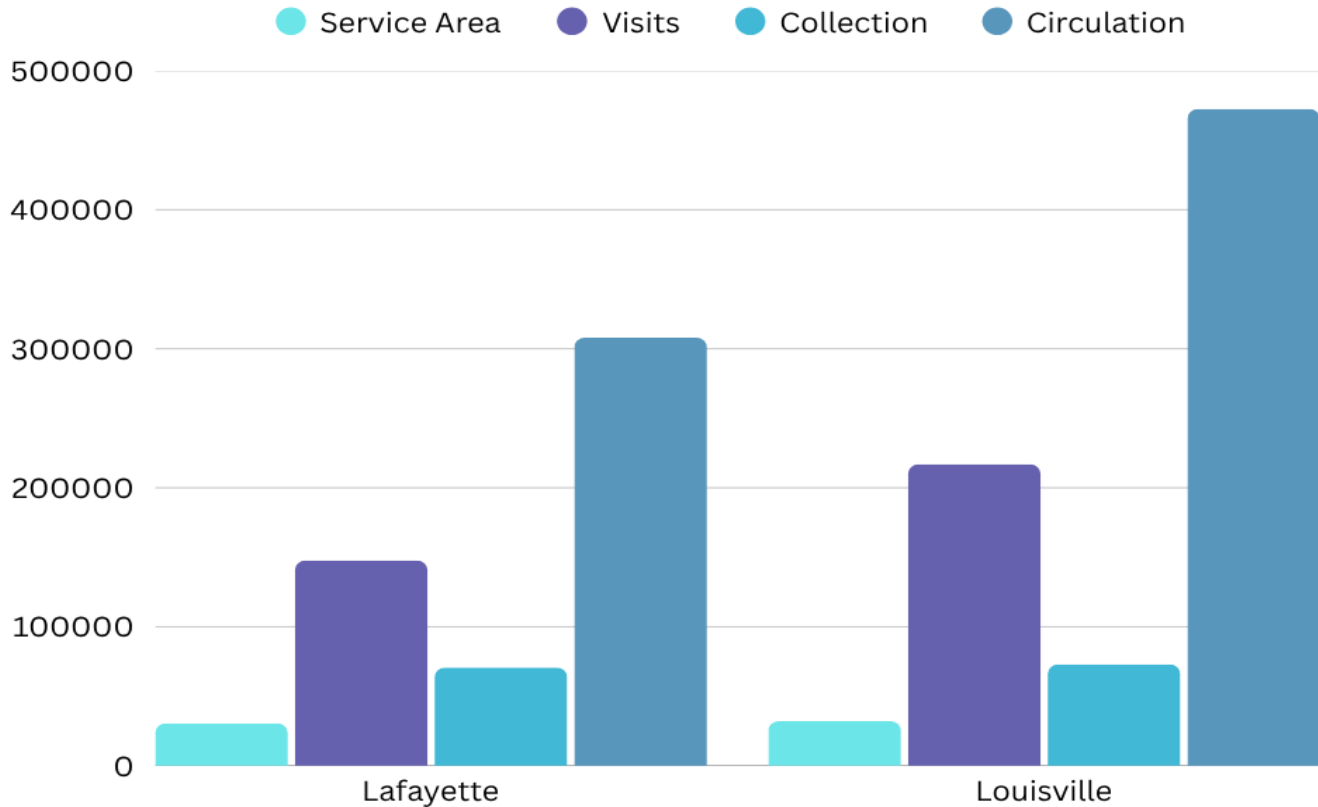
32,106

216,864

72,908

472,385

Visits per Capita: Louisville – 6.75, Lafayette – 4.85



To provide comparative perspective, the following table summarizes materials and collection expenditures for neighboring and similarly sized libraries in the region.

| Library     | Print Expenditures | E-Resources | Other Materials | Total Collection Expenditures |
|-------------|--------------------|-------------|-----------------|-------------------------------|
| Boulder     | \$586,994          | \$945,751   | \$167,355       | \$1,700,100                   |
| Broomfield  | \$161,554          | \$90,437    | \$21,909        | \$273,900                     |
| Lafayette   | \$114,500          | \$119,596   | \$15,000        | \$249,096                     |
| Longmont    | \$269,282          | \$111,128   | \$13,143        | \$393,553                     |
| Louisville  | \$105,579          | \$54,782    | \$14,899        | \$175,260                     |
| Loveland    | \$153,956          | \$70,365    | \$35,573        | \$259,894                     |
| Westminster | \$237,043          | \$331,053   | \$67,418        | \$635,514                     |

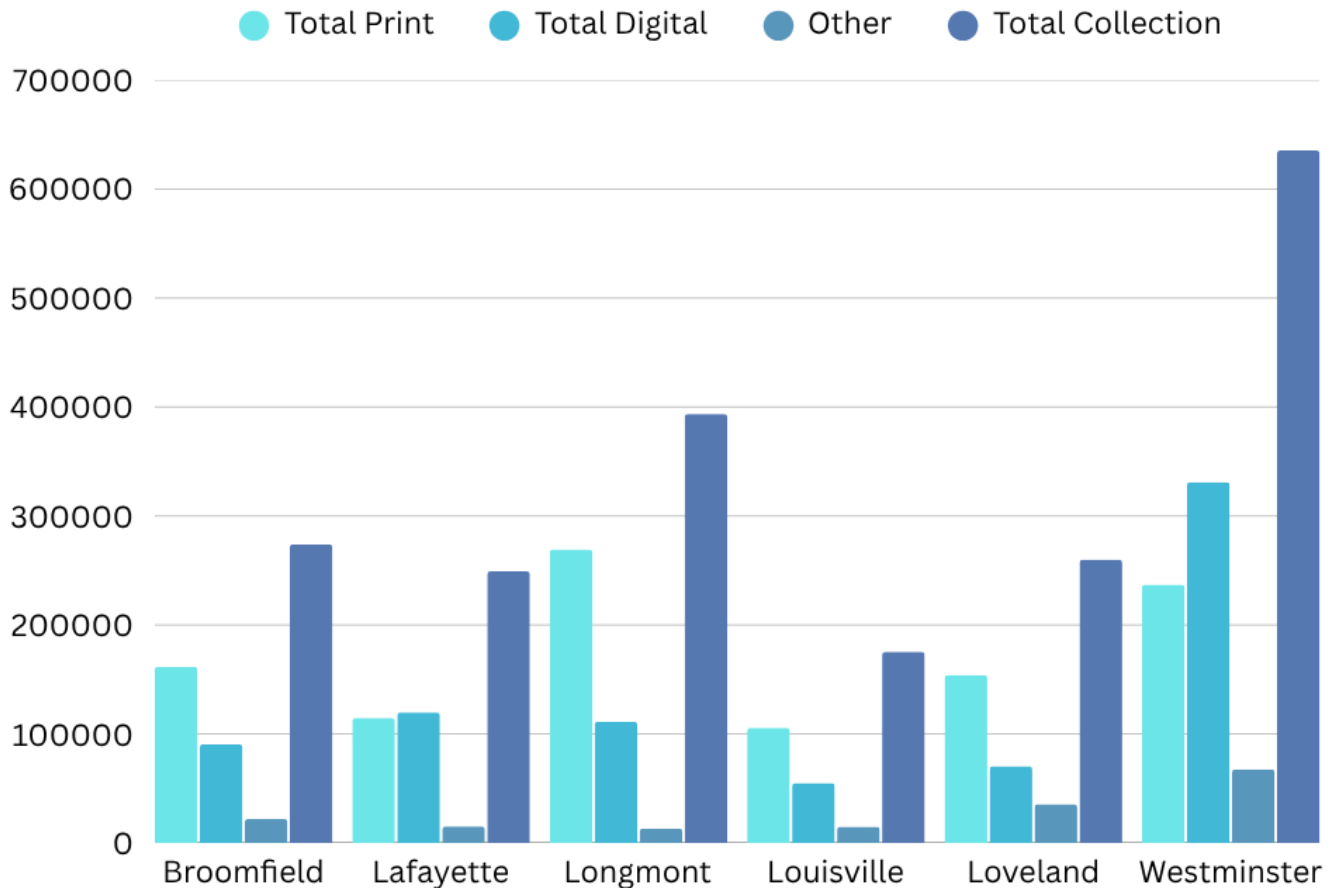
Average (excl.  
Boulder)

\$232,701

\$246,159

\$47,900

\$526,760



Even with the Superior contribution in place, **Louisville’s materials expenditures remain well below regional averages**, reflecting a lean operating model that already emphasizes efficiency and resource sharing.

## Superior’s Current Deliberations

According to the Town of Superior’s September 15, 2025 memo:

- **Option 1 – Contract with a Private Library Operator (LS&S):**

Superior could contract with Library Systems & Services (LS&S), a national private firm that manages 84 libraries. LS&S estimated a **\$220,000 start-up cost** plus tiered service-level costs, with annual inflators of **3% (10-year)** or **4% (5-year)** agreements. Services would include staffing, operations, analytics, and marketing in partnership with the Town.

- **Option 2 – Establish a Town-Operated Library:**

Superior could create its own municipal library. Start-up costs are estimated at **\$1 million**, with **ongoing annual costs of \$870,000**, plus inflation. The Town has consulted with state library service agencies (Marmot, CLiC, and the Colorado State Library) to explore requirements.

The current IGA with Louisville remains the most cost-effective arrangement for Superior residents, but either alternative would end Superior’s direct funding contribution to LPL.

## **Fiscal Implications for Louisville**

If the current IGA is dissolved, **Louisville Public Library’s available funding would decrease by \$452,048**—a reduction of approximately **21% of total operating revenue**.

At that level:

- **Staffing costs alone (\$1,781,876)** would exceed the remaining operating budget (\$1,665,258).
- Without offsetting revenue, the library would not be able to sustain current service levels, hours, or staffing.
- The likely adjustments to achieve a balanced budget would include **reducing hours of operation, eliminating positions, and deferring collection development or technology updates**.

Even if Superior were to establish its own public library, Louisville would continue to serve Superior residents under **Colorado Libraries Collaborate (CLC)** reciprocal borrowing standards. This means the **demand on LPL services would not decrease**, even though local revenue would.

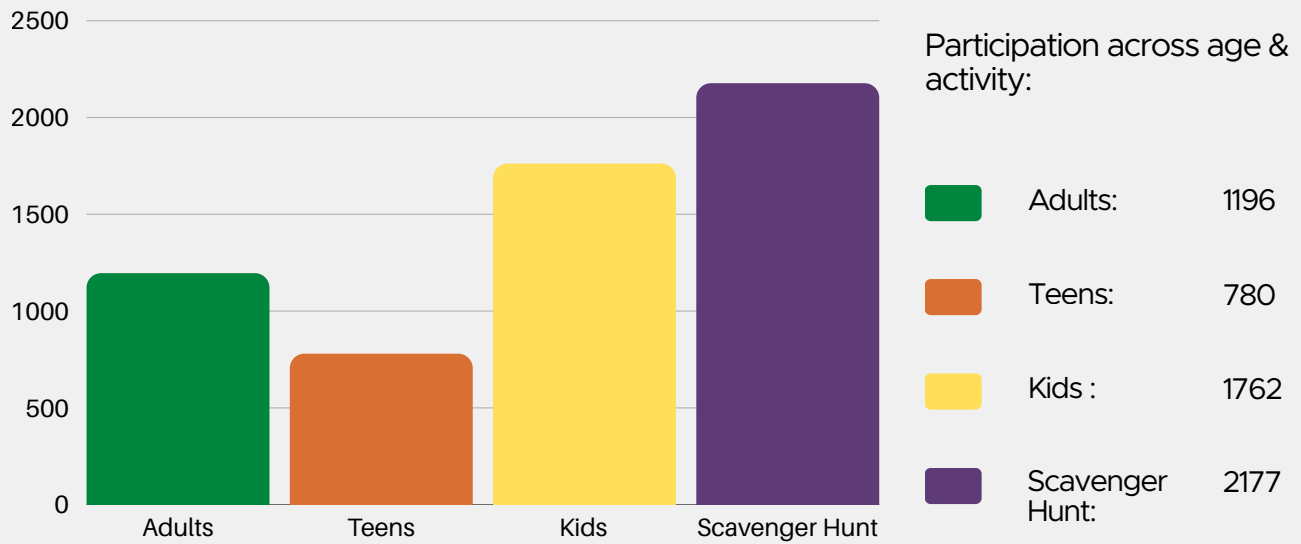
## **Conclusion**

Library access is a foundational public service, integral to Louisville’s educational, cultural, and economic vitality. The partnership with Superior has helped ensure that both communities share in the benefits of strong, well-resourced library services.

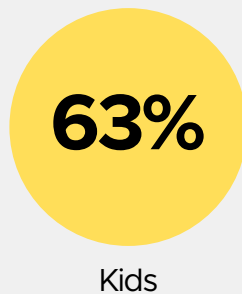
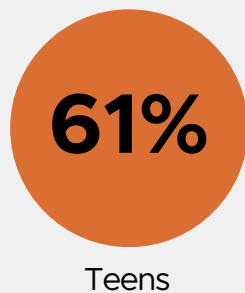
If Superior’s contribution were to cease, Louisville Public Library would face an immediate and significant structural deficit. Given that staffing and service delivery account for nearly all operational spending, there are no practical reductions that would not affect public access. Sustaining the library’s ability to operate at current levels therefore depends directly on maintaining funding at or near existing levels.



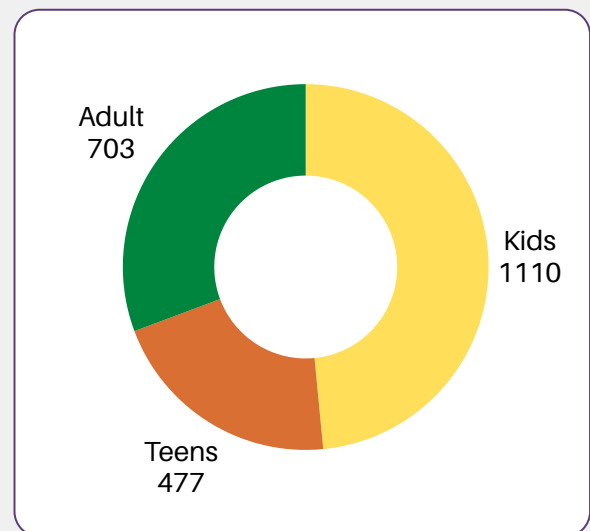
# SUMMER READING SUCCESS REPORT



Percentage of  
participants who  
completed the  
program:



Program completion by age group:



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# GROWTH REPORT

Total Program  
Participants



**3,738**

53% participated in  
the scavenger hunt at  
local businesses

Total Days  
Read



**129,300**

↑19%

Total Prizes  
Redeemed

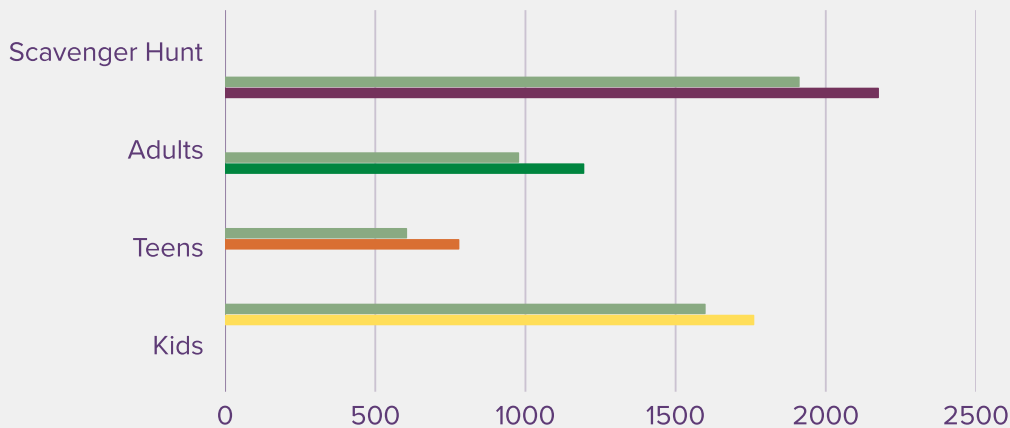


**12,325**

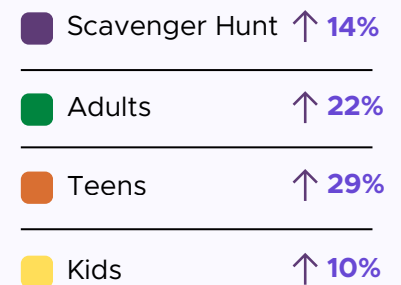
↑22%

## 2024 v. 2025 Participation

2024 Numbers

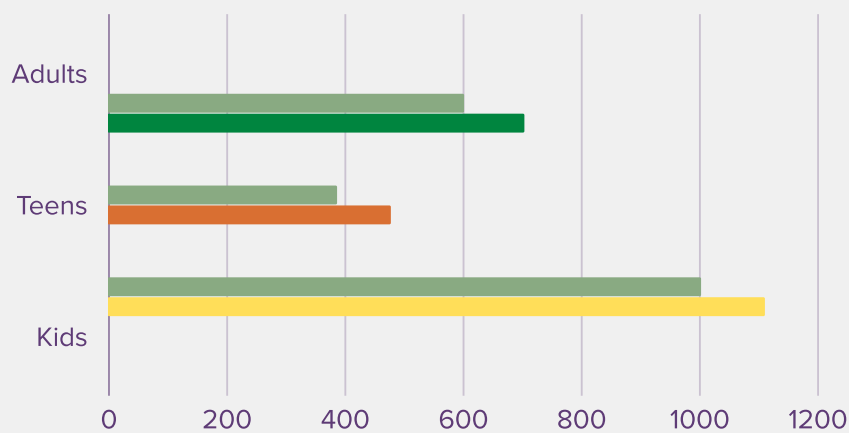


## Participation Growth

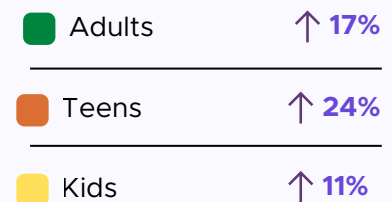


## 2024 v. 2025 Completion

2024 Numbers

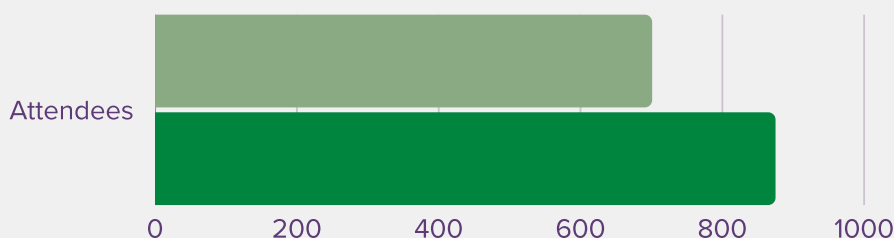


## Completion Growth



## 2024 v. 2025 Carnival Attendance

2024 Numbers



## Attendance Growth



## Cultural Services Update

Brandi Cummings  
Director of Cultural Services

## Purpose

- Provide Council and the Community an overview of the Cultural Services Department
- Understand Department-wide themes
- Highlights for each division
- 2026 Priorities

## What does that mean?



Cultural Services Update – January 2026

## What do we do?



Connect.  
Educate.  
Inspire.  
Preserve.  
Reflect.  
Support.  
Advocate.



Cultural Services Update – January 2026

# Who we are?

## Cultural Services Department

### Louisville Public Library

Library Board of Trustees

Louisville Public Library Foundation

### Louisville Historical Museum

Historical Museum Advisory Board

Louisville History Foundation

### Arts & Events

Cultural Advisory Board



Cultural Services Update – January 2026

# A Closer Look at the Library



Connect.  
Educate.  
Inspire.



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**MARMOT**  
LIBRARY NETWORK

**CLiC**  
Colorado Library Consortium



Front Range  
Downloadable  
Library



**Prospector**



Cultural Services Update – January 2026

## A Closer Look at the Library

### Fast Facts about Louisville Public Library (2024 Data)

- Service Area Population: 32,106 (Louisville & Superior)
- Library Cardholders as Percentage of Population: 118.17%
- Expenditures per Capita: \$58.40
- Circulation Per Capita: 58.77
- Visits per Capita: 6.75



Cultural Services Update – January 2026

## A Closer Look at the Library - Use

| 2024 Data         | Service Area Population | Circ per Capita | Expenditure per Capita | Visits per Capita | Cardholders as Percentage of Population |
|-------------------|-------------------------|-----------------|------------------------|-------------------|-----------------------------------------|
| Lafayette         | 30,471                  | 13.88           | \$62.18                | 4.85              | 153.72%                                 |
| Delta County      | 31,818                  | 9.58            | \$53.16                | 4.80              | 44.81%                                  |
| <b>Louisville</b> | <b>32,106</b>           | <b>58.77</b>    | <b>\$58.40</b>         | <b>6.75</b>       | <b>118.17%</b>                          |
| Englewood         | 33,446                  | 6.17            | \$58.78                | 1.73              | 53.89%                                  |
| Clearview         | 42,823                  | 11.6            | \$142.89               | 4.47              | 64.14%                                  |



Cultural Services Update – January 2026

## By the Numbers

### Visitors (2025)

- 276,476 Total Visitors\*
  - 227,147 Louisville
  - 49,329 Superior
  - 4,055 New Library Cards
- Numbers do not reflect complete visitor count.



Cultural Services Update – January 2026

## By the Numbers

### Visitors (2025)

- 276,476 Total Visitors\*
  - 227,147 Louisville
  - 49,329 Superior
  - 4,055 New Library Cards
- Numbers do not reflect complete visitor count.

**8** Trips to the Library



Cultural Services Update – January 2026

## A Closer Look at the Library – Stuff & Spaces

| 2024 Data         | Total Print Collection | Total Digital Collection | Other Collection | Meeting Room Use |
|-------------------|------------------------|--------------------------|------------------|------------------|
| Boulder           | 200,646                | 240,073                  | 19,059           | 4,164            |
| Broomfield        | 92,624                 | 141,653                  | 18,239           | 196              |
| Lafayette         | 70,640                 | 62,545                   | 8,629            | 279              |
| Longmont          | 207,791                | 107,040*                 | 25,896           | 1,239            |
| <b>Louisville</b> | <b>72,908</b>          | <b>107,040*</b>          | <b>9,773</b>     | <b>6,113</b>     |
| Loveland          | 105,785                | 117,823                  | 16,235           | 5,027            |
| Westminster       |                        | 107,040*                 |                  |                  |

\*Libraries that do not offer additional digital video or music services like Kanopy or Hoopla.



Cultural Services Update – January 2026

# A Closer Look at the Library

## Circulation (2025)

- 456,417 Items Checked Out
- 108,592 Digital Downloads
- 32,045 Unique Digital Visits



Cultural Services Update – January 2026

# A Closer Look at the Library

## Circulation (2025)

- 456,417 Items Checked Out
- 108,592 Digital Downloads
- 32,045 Unique Digital Visits

**14** Average Items Borrowed



**3** Average Titles Downloaded



Cultural Services Update – January 2026

## How Digital Lending Works

- Libraries offer ebooks, audiobooks, magazines, and more through platforms
- Libraries must purchase licenses from publishers to lend digital titles
- These licenses are often 3–5× the cost of a regular consumer copy
- Publishers restrict terms:
  - One copy/one user — only one borrower at a time per copy
  - Metered licenses — expire after a time period or number of checkouts
- Patrons can borrow digital items for a set lending period (e.g., 7–21 days) (auto-returns)
- If a library only has one license, only *one patron* can borrow that title at a time
- Popular titles may have multiple copies (multiple licenses) purchased to reduce wait times for patrons



Cultural Services Update – January 2026

## A Closer Look at the Library - Funding

| 2024 Budget Data  | Total Print Budget | Total Digital Budget | Other Collection Budget | Total Operating    |
|-------------------|--------------------|----------------------|-------------------------|--------------------|
| Boulder           | \$586,994          | \$945,751            | \$167,355               | \$28,419,715       |
| Broomfield        | \$161,554          | \$90,437             | \$21,909                | \$3,063,820        |
| Lafayette         | \$114,500          | \$119,596            | \$15,000                | \$1,894,567        |
| Longmont          | \$269,282          | \$111,128            | \$13,143                | \$4,573,756        |
| <b>Louisville</b> | <b>\$105,579</b>   | <b>\$54,782</b>      | <b>\$14,899</b>         | <b>\$1,874,869</b> |
| Loveland          | \$153,956          | \$70,365             | \$35,579                | \$4,085,353        |



Cultural Services Update – January 2026

## By the Numbers

### Total Operating Budget

- \$2,174,206 (2025)

### Budget Breakdown

- \$1,653,758 (Louisville 76%)
- \$452,048 (Superior 21%)
- \$11,500 (State Grant .5%)
- \$56,900 (Foundation Grant 2.5%)

### Capital Costs

- \$909,438 (2025)

### Capital Breakdown

- \$558,893 CIP
- \$350,545 Building Maintenance



Cultural Services Update – January 2026

## By the Numbers

### Team Members

- 32 Positions
    - 10 Full Time
    - 21 Part Time\*
    - 1 Intern (Seasonal)
- \*Most part time positions are 20 hours per week.
- 1 Current Part Time Vacancy
- Hours Open per Week
    - 58 Hours per Week

### Staff Break Down

- 31% Full Time
- 66% Part Time
- 3% Seasonal

### Volunteers

- 1,595 Volunteer Sessions
- 2,295 Hours of Support



Cultural Services Update – January 2026

# A Closer Look at the Library - Programs

## Programs

- Programs Offered: 622
- Attendees: 28,716
  - Adults: 1,309
  - Teens: 943
  - Kids: 26,464



Cultural Services Update – January 2026

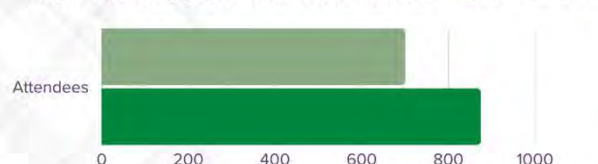
## 2024 v. 2025 Completion



### Completion Growth

|        |       |
|--------|-------|
| Adults | ↑ 17% |
| Teens  | ↑ 24% |
| Kids   | ↑ 11% |

## 2024 v. 2025 Carnival Attendance



### Attendance Growth

|           |       |
|-----------|-------|
| Attendees | ↑ 25% |
|-----------|-------|



Cultural Services Update – January 2026

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LOUISVILLE PUBLIC LIBRARY FOUNDATION  
Serving Louisville & Superior, Colorado

## On the Horizon

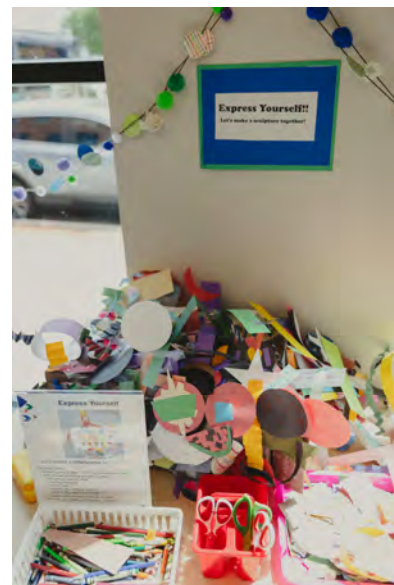
### 2026 Projects Include:

- Data Dashboard
- Cultural Services Strategic Plan
- Collection Analyzation
- Grant Opportunities
  - Peggy Barber Tribute Grant
  - NEA Big Read



Cultural Services Update – January 2026

## More Library Joy



Cultural Services Update – January 2026

## A Closer Look at the Museum

Preserve.  
Reflect.  
Connect.



Cultural Services Update – January 2026

## By the Numbers

### Visitors (2025)

- 6,422 Total Visitors
  - International Visitors: Malaysia, England, Switzerland, Columbia, Netherlands, Germany, Spain, New Zealand, Ireland, UK, Israel, Australia, Italy and France



Cultural Services Update – January 2026

## By the Numbers



Cultural Services Update – January 2026

### Programs (2025)

- 89 Total Programs & Tours
  - Rocky Flats Film Screening
  - 13 Walking Tours
  - 6 First Friday Activation
  - 30 Tours for Seniors or Adults with Disabilities
- 4,262 Attendees
  - 517 Historic Baseball Game
  - 242 Students Visited
  - 123 Arapaho Language and Culture

## A Closer Look at the Museum

### Historic Preservation Support

- Building Reports
  - 12 annually
  - Over 300 hours in research
- Storytelling
  - 4 Historians annually
  - Local research, interviews, and articles
- Research Requests
  - 53 request from residents and businesses
  - Deep dives into the history of properties



Cultural Services Update – January 2026

## By the Numbers

### Team Members

- 6 Positions
  - 1 Full Time
  - 3 Part Time
  - 2 Intern (Seasonal)
- 2 Current Part Time Vacancies
- Hours Open per Week
  - 25 Hours per Week

### Staff Break Down

- 17% Full Time
- 50% Part Time
- 33% Seasonal

### Volunteers

- 85 Volunteer Sessions
- 245 Hours of Support



Cultural Services Update – January 2026

## On the Horizon

### 2026 Projects Include:

- Cultural Services Strategic Plan
- Trott-Downer Cabins
- 250/150 Celebrations
- Collection Analyzation
- Grant Opportunities
  - SCFD



Cultural Services Update – January 2026

## A Closer Look at the Arts & Events



Connect.  
Inspire.  
Reflect.



Cultural Services Update – January 2026

## A Closer Look at the Arts & Events



Cultural Services Update – January 2026

## A Closer Look at the Arts & Events

### Events (2025)

- 26 Events
- New Series: World Music Series, Old Time Fiddle Contest, Trunk or Treat, Transgender Day of Remembrance



Cultural Services Update – January 2026

## A Closer Look at the Arts & Events

### Attendees (2025)

- ~29,000 attendees
  - Nearly ~13,000 attendees for Labor Day Weekend
    - Senior Dinner, Parade, Fall Festival



Cultural Services Update – January 2026

## Public Art Installations



Cultural Services Update – January 2026

## A Closer Look at Arts & Events

### Rentals (2025)

- 16 Art Center Rentals\*
- 9 Steinbaugh Rentals\*\*

\*does not include resident arts group program

\*\*does not include Farmers Market, Ice Rink, or Street Faire

### Resident Arts Groups

- 3 Arts Nonprofits
  - Louisville Art Association
  - Coal Creek Theater
  - Center Stage
- Contracted Partnership
  - Includes Priority Scheduling and Storage
- 2026 Schedule
  - 315 Bookings
  - 2,934 Hours



Cultural Services Update – January 2026

# By the Numbers

## Team Members

- 2 Positions
  - 1 Full Time
  - 1 Part Time
- 1 Current Part Time Vacancy

Large scale community events require borrowing staff from other Cultural Services teams.

## Staff Break Down

- 50% Full Time
- 50% Part Time



Cultural Services Update – January 2026

# On the Horizon

## 2026 Projects Include

- Cultural Services Strategic Plan
- 250/150 Celebrations
  - Public Art: Mary Trebing Project, Find the Pomodoro
- 2026 Arts Grants
- Sundance Planning
- Collaboration with Chamber, DBA, and Economic Vitality
- 5 Year Marshall Fire Remembrance



## What's Next

### Community Led Cultural Services Strategic Plan

#### Cultural Services Strategic Plan Timeline

- **Current State Analysis:** Oct 2025 – March 2026
- **Community Engagement:** March – July 2026
- **Data Insights & Organization:** July – August 2026
- **Plan Development:** August – November 2026
- **Community Reporting:** November – December 2026



Cultural Services Update – January 2026

## What's Next

- Aligning Services for Impact
- Meeting the Community Where They Are
- Diversifying Funding
  - Potential Event Sponsorship
  - Library & Museum Foundation Support
- Increase communication about event participation opportunities
  - 150/250, Colorado Day, etc.



Cultural Services Update – January 2026

# Ultimate Goal

## Healthy, inclusive growth.

Growth that is:

- Community-driven
- Equitably accessible
- Operationally sustainable

So that *every* resident can see themselves reflected in our services, spaces, and stories.



Cultural Services Update – January 2026

# What does this look like?

## Community – Access, Voice, Belonging

- Programs and events that reflect Louisville’s diverse cultures, ages, and abilities
- Outreach beyond downtown and into more neighborhoods
- Reduced barriers to participation (cost, transportation, scheduling, language, ability)
- More opportunities for community members to help shape offerings



Cultural Services Update – January 2026

# What does this look like?

## Organization – Capacity, Culture, Care

- Staffing models that support retention, development, and belonging
- Workloads that allow for relationship-building, not just event delivery
- Training and tools to serve diverse communities well
- Partnerships that extend reach without overextending staff



Cultural Services Update – January 2026

# What does this look like?

## Spaces – Shared, Flexible, Welcoming

- Spaces that support multiple cultural expressions and community uses
- Affordable access for nonprofits, artists, and community groups
- ADA-accessible, transit-aware, and family-friendly design
- Facilities that grow with community needs, not just current demand



Cultural Services Update – January 2026

# What does this look like?

## How We Listen & Learn

- Regular community feedback loops
- Data to identify who we are — and are not — reaching
- Adjusting services when gaps are identified
- Transparent reporting back to the community



Cultural Services Update – January 2026

# Thank You

## Contact Information:

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Director of Cultural Services  
303-335-4800  
[bcummings@louisvilleco.gov](mailto:bcummings@louisvilleco.gov)



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Big Heart Film  
[bigheartfilm.com](http://bigheartfilm.com)



Cultural Services Update – January 2026

**Subject:** 2026 Council Work Plan Review  
**Date:** January 27, 2026  
**Prepared By:** Samma Fox, Deputy City Manager  
**Presented By:** Samma Fox, Deputy City Manager, Diana Langley, City Manager

**Summary:**

The City Council establishes their work plan annually. The annual work plan reflects Council's priorities and includes only those items that require City Council involvement such as policy direction, guidance, or approval. The Council Work Plan also helps staff prioritize internal work plans and schedule the work that is needed to bring to City Council for engagement.

This is the second discussion for the 2026 Council Work Plan. Staff will provide a recap of the first meeting and an update on the proposed 2026 Council Work Plan and timeline for next steps. The goal of this meeting is to refine the proposed 2026 work plan.

**Background / Prior Discussions:**

Prior discussions include:

- June 11, 2024 – [Initial 2025 Council Work Plan Discussion](#), introducing new format
- July 23, 2024 – [2025 Council Work Plan Discussion](#), setting priorities
- December 17, 2024 – [2024 City Council Work Plan Wrap Up](#)
- January 14, 2025 – Draft 2025 Council Work Plan Review and Discussion
- January 21, 2025 – Adoption of the 2025 Council Work Plan
- May 27, 2025 – Initial 2026 Council Work Plan Discussion, with the goal of setting priorities for use in the 2026 Supplemental Budget Process
- July 15, 2025 – [Second discussion of the 2026 City Council Work Plan](#), focused on challenges and opportunities for each department
- November 10, 2025 — Discussion of the 2026 City Council Work Plan was postponed by Council to allow for input from the Executive Leadership Team Retreat on January 5, 2026.
- January 20, 2026 - Discussion of the 2026 Council Work Plan was postponed by Council to January 27th.

**Development Proposal:**

N/A

**Analysis:**

Council was provided an initial draft of the 2026 Council Work Plan, along with discussion notes from the May meeting, in August for review and consideration during the 2026 Supplemental Budget. Staff utilized those notes to draft the attached work plan, with additional items for discussion highlighted throughout.

It is important to remember through this process, Council work plans are a reflection of City Council's priorities for one year and do not reflect every priority of the City. Council work plans reflect policy priority areas where City Council plans to provide direction and take action within a year. These priorities should be framed in the context of the [Louisville Charter](#), [Code of Ordinances](#), [Comprehensive Plan](#), [2024 Community Survey](#), [prior work plans](#), [the budget](#), and other strategic and planning documents. Staff also recommends Council recall the July 15 presentations from Department Heads and the one-pagers provided (linked in background) when considering capacity, as the current draft over commits the City.

The draft 2026 Work Plan breaks items into categories:

- **Proposed Items:** These consist of items discussed in May where Council expressed support for adding into the 2026 Council Work Plan
- **Additional Items for Council Discussion:** These are items identified by Council Members, but where the direction was not clear.
- **Board and Commission Submissions:** These are items submitted by the boards and commissions that were not identified by Council for either inclusion or additional discussion. This does not necessarily indicate Council is not supportive of these items, as there may be other reasons Council chose not to include them on the work plan. For example, Council already supported the Bird City Designation this October.

Staff will review the proposed items with Council, seeking confirmation of Council consensus and prioritization, or clear alternate direction. Staff has compiled the discussion items and Board and Commission submissions into a table that indicates which priority the item aligns with, the source of the item and if it is already scheduled for Council. The table also indicates items staff believes are covered by current initiatives, could be included in the budget process, and where additional direction is sought.

**Council Work Plan:**

N/A - This item is a review of the proposed 2026 Council Work Plan.

**Fiscal Impact:**

N/A - Council Work Plan priorities are used to guide budget development and fiscal impacts will be explored through that process.

**Alternatives:**

Council may support the current draft work plan, provide edits, or provide other direction to staff regarding priority setting. Council should keep in mind, the February 10 Council and Executive Leadership Team Workshop will provide additional insights and opportunity for discussion. The final work plan is scheduled to be presented to Council for adoption on February 24.

**Recommendation:**

Staff recommends Council review and discuss the Draft 2026 Council Work Plan, keeping in mind the priorities of the Council and Community, as well as capacity. Staff further recommends Council confirm, or provide direction, on the proposed items and focus discussion of the additional items utilizing staff's recommendations for where they align with current initiatives and where additional direction is sought.

**Attachments:**

1. 2026 Council Work Plan Discussion - May 2025
2. 2026 Council Work Plan Draft - Aug 2025
3. 2026 Council Work Plan Draft - Nov 2025
4. Council Work Plan Decision Points Summary\_2026.01.22
5. 2026 Council Work Plan Presentation - Jan 2026
6. Council 2026 Work Plan Public Comments

## 2025 Work Plan Update & 2026 Initial Work Plan Discussion

**May 27, 2025**

- Council Strategic Goals Discussion
  - Agree with the 4 priorities set for 2025
    - Safety includes disaster preparedness, traffic safety, etc.
    - Overlap between goals
  - Struggled with Core Services being part of the Work Plan – always a priority
    - What is it that Council is going to do this year related to Core Services?
    - It would be helpful to better define core services and what should be included in that Strategic Goal.
    - During budget conversations, we discuss balancing budget limitations with services. Need to define core services, and proposed new core services, to determine how to fund those services. How to address gaps?
    - Maintain the core services that we have, effectively and efficiently, and cost-effectively. It is the City's responsibility to deliver on the top items that the community wants the City to focus on.
    - Important to maintain our current core services.
      - A conversation this year will be can we maintain our core services?
  - Would like to consider more than 4 priorities
    - Consider adding environmental sustainability as a priority.
  - Proposed modifications
    - Definition and title of economic vitality – expand what that means to consider financial sustainability.
    - Housing – Encompass more than affordable housing and focus on all housing.
    - Core Services – Potential priority action item – How do we ensure that the core services that we provide keep up with future demands?
  - Definition of core services?
    - Police, fire, roads, water, sewer, power (health and public safety)
    - Many amenities are considered core services by the community.
    - Everything that the City pays for is a core service.
    - Look at our Charter to see if core services are defined.
  - May need to decrease some of our service levels to address budget issues.

- Example – Reduce acceptable pavement condition index?
- 2026 Priority Action Items
  - Economic Vitality
    - Simplifying/streamlining our processes (building, development, etc.) to make things clearer and easy to accomplish in the community.
      - Utilization of AI for review?
      - Development Code rewrite, including design guidelines
      - Administrative approval of projects
      - Simple, speedy, consistent, inexpensive, certain, and competitive
    - Complete and adopt the Comp Plan this year
    - McCaslin Revitalization Task Force
      - Guide how recent and upcoming developments will help to revitalize the McCaslin corridor
    - Sundance Film Festival
      - Short-term rentals in January?
      - Infrastructure needs?
      - Transportation dollars?
      - Staff coordination with regional partners and the business community
  - Safety
    - Lack of cell coverage
    - Shutoff of power
    - E-Bike safety – push more on what we are able to do
    - Traffic safety for pedestrians and bikes
    - Additional use and promotion of text notification
    - Strategic Planning for Resilience and Adaptation
    - Resilience and LFPD Study – Allocate time and resources
      - What is the next phase for resilience?
  - Core Services
    - Fiscal Sustainability
      - How do we make sure our existing core services are sustainable?
      - How are we looking at service expansions – level of interest but no funding available?

- Coordination and collaboration with neighboring jurisdictions?
- Public/private partnerships?
- 1% arts contribution – capital projects
- Historic Preservation Tax – expiring in 2028
  - Success would be considering expansion to include benefits for ADA's (accessibility), deed restricted, building materials, etc.
  - Deep dive around issues of equity and how the money is spent
    - There are a lot of cases where people that can afford to do the work they are doing have the means to pay for it.
  - Broaden the scope of what can be covered (e.g. hvac units)
  - Consider increasing award amounts
  - Modify process to allow more to be approved administratively, or at the very least be placed on consent?
- Parks & Open Space
  - How to pay for parks maintenance and improvements?
  - How to get developers to pay for maintenance of new parks?
  - Add a multi-use field
  - Park in the north end
  - Add bike racks at every city facility and events
  - Open Space – Water rights for Hecla and Coal Creek
  - PROS Plan – Consultants interview Councilmembers
- Maintenance of existing core services
  - Integrated Weed Management Plan Review and Update
  - Universal recycling ordinance
  - EV Charging stations at city facilities for cars and bikes
  - Underpasses
  - City Hall Work Space
  - Xcel Franchise Agreement – Incorporate a carbon tax (residents and businesses)

- *City-wide educational campaign on residential and commercial electrification (submitted via email by Councilmember Cooperman on 5/28/25)*
- *Phasing out the sale and use of gasoline-powered landscaping equipment including a grant program for Louisville-based landscaping companies (submitted via email by Councilmember Cooperman on 5/28/25)*
- Housing
  - Simplify the process for people that want to build affordable housing to get a rezone from non-residential to residential
  - Evaluate smart stair concept – single stair concept
  - Identify barriers that make development expensive
    - Reduce construction and rezoning costs
  - Hire a consultant, budget for a person, or collaborate with other agencies for shared resources to assist with affordable housing/housing implementation
  - Evaluate and rewrite, as applicable, “anti-affordable housing” elements of code
  - Inclusionary Housing Ordinance – Council did previously discuss – combine with efforts for code rewrite
    - Intent is to do the Inclusionary Housing Ordinance this year
  - Intersection of affordable housing and historic preservation
  - Affordable and attainable housing – senior-focused, have main floor accessibility
  - Different terms – affordable, attainable, workforce, mixed income
- Lenses
  - Continue to view everything through the lenses of EDI and Sustainability

#### Next Steps:

1. What problem are we trying to solve?
2. What is the measure of success?
3. What is the measure of progress?
4. Graphic – connections between priorities and lenses
- 5.



## DRAFT 2026 Louisville City Council Work Plan

# DRAFT 2026 Louisville City Council Work Plan

### Council Priorities

### Economic Vitality • Core Services • Safety • Housing

Equity, Diversity, and Inclusion (EDI) and Sustainability are core values of the City of Louisville and should be used as lenses through which to view all actions on this work plan. Council directs staff to consider both EDI and Sustainability in their decision making and in options presented for council direction.

#### Guiding Documents:

- [Louisville City Charter](#)
- [Louisville City Code](#)
- [2025/2026 Louisville City Budget](#)
- [2024 Louisville Community Survey](#)
- [2012-2013 Comprehensive Plan](#), transitioning to the [2025 Comprehensive Plan](#) when adopted
- [Sustainability Action Plan](#)
- [EDI Task Force – Final Report](#)

**NOTE – This is a preliminary draft and subject to change.**

**Capacity Considerations:** The current state of the 2026 Council Work Plan oversubscribes the City on special projects above and beyond day-to-day work. In follow up discussions, Council should consider alignment of the work with core and day-to-day service priorities, urgency, and resource constraints. For example, much of this work plan falls on just a couple departments, without a corresponding addition of staffing for 2026.

*The 2026 Louisville City Council Work Plan represents planned work on council priorities in 2026 above and beyond day-to-day services and anticipates updates to council throughout the year. Council may adjust this plan as needed, recognizing the scale of many of these initiatives and that adjustments such as additions or changes will impact items listed below. The following pages preliminarily define each of Council's four 2026 priorities.*



# DRAFT 2026 Louisville City Council Work Plan

## Economic Vitality

Economic Vitality, also known as Economic Prosperity, includes completion of current planning initiatives such as the Comprehensive Plan and Downtown Vision Plans, code updates to continue a business-friendly approach, and traditional economic development focuses such as business attraction and retention. In addition, financial sustainability is a key component of economic vitality. Not only does a thriving economic base support financial sustainability for the City, but the City must maintain a sustainable fiscal approach in order to support the economy and a vibrant community.

## Additional Guiding Documents

- [Downtown Vision Plan for Streetscapes and Public Places](#)
- [Housing Plan](#)
- [McCaslin Parcel O Redevelopment Study](#)
- Urban Renewal Plans
  - [Highway 42 Urban Renewal Plan](#)
  - [550 South McCaslin Urban Renewal Plan](#)
- FUTURE: 2025 Business Survey (anticipated to launch Sept. 2025)

## PROPOSED 2026 Priority Items

*2026 council actions will be adjusted as this draft progresses.*

| Item                                                                | Description                                                                                                                                                                                 | 2026 Council Actions                         |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| <b>Comprehensive Plan</b><br>(Lead: Community Development Director) | Update to 2013 Comprehensive Plan addressing community future growth and development, infrastructure, and a range of other topics including but not limited to Housing Plan implementation. | Anticipate City Council adoption early 2026. |



## DRAFT 2026 Louisville City Council Work Plan

|                                                                                                                          |                                                                                                                                                                                                                                                                                        |                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Downtown Vision Plan for Streetscapes and Public Places – Front and Center</b><br>(Lead: Public Works Director)       | The Downtown Vision Plan for Streetscapes and Public Places was adopted by the Louisville Revitalization Committee and City Council in 2024. The next steps focus on design and construction, being thoughtful to mitigate impacts for business and the community during this process. | Anticipate 1-2 meeting for review of final design and award of construction.                                                                                     |
| <b>Economic Vitality Committee (EVC) Policy Recommendations</b><br>(Lead: EVC, with Community Development staff support) | Evaluation of 2025 Business Survey Recommendations and potential policy recommendations for council consideration.                                                                                                                                                                     | Anticipate one or more meetings to review results of the 2025 Business Survey and evaluate recommendations for council consideration.                            |
| <b>Targeted Development Code and Process Amendments</b><br>(Lead: Community Development Director)                        | Identify near term, targeted, priority development code updates that should occur prior to the development code rewrite project.                                                                                                                                                       | Potential council actions include discussion and direction, if needed, as well as adoption of targeted code amendments.                                          |
| <b>Development Code Rewrite</b><br>(Lead: Community Development Director)                                                | A rewrite of Title 16 (Subdivisions) and Title 17 (Zoning) of the Louisville Municipal Code addressing development and design standards, procedures, land use, and other related topics. This project is estimated to take 18 months to complete and will require consultant support.  | Council to review RFP and scope of work, approve consultant contract, and begin first phases of project in first half of 2026, with project continuing into 2027 |
| <b>Sundance Film Festival –</b><br>(Lead: Cultural Services Director & Community Development Director)                   | Partner with neighboring communities to identify needs and opportunities. Bring forward council policy and resource allocation considerations.                                                                                                                                         | Potential council actions include discussion and direction, if needed, as well as adoption of related policies.                                                  |
| <b>McCaslin Corridor –</b><br>(Lead: Community Development Director)                                                     | Revitalization initiatives related to the McCaslin Corridor.                                                                                                                                                                                                                           | Anticipate one or more meetings to receive and implement Council direction. May be combined with other items on this Work Plan.                                  |



## DRAFT 2026 Louisville City Council Work Plan

### Additional Items for Council Discussion

*None Identified*

### Potential Partners

- Louisville Chamber
- Louisville Downtown Business Association (DBA)
- Louisville Revitalization Commission (LRC)

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# DRAFT 2026 Louisville City Council Work Plan

## Core Services

Core Services are broad ranging with a 2026 focus on defining core services, such as maintaining existing infrastructure and assets, including utilities, parks, open space, and sustainable asset management, as well as city communications. The proposed 2026 priority items are not a full list of core services. They are the areas of core services where council anticipates providing policy direction in 2026.

## Additional Guiding Documents

- [Boulder County Community Wildfire Protection Plan](#)
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- [Digital Accessibility Guidance](#) (state guidance)
- [Historic Preservation Master Plan](#)
- [Open Space Vegetation Survey](#)
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- [Parks, Recreation, Open Space, and Trails Master Plan](#)
- [Police Department 2025-2028 Guiding Document](#)
- [Transportation Master Plan](#)
- Utility Master Plan (coming for adoption in 2025)
- [Wildfire Risk Assessment](#)

## PROPOSED 2026 Priority Items

*2026 council actions will be adjusted as this draft progresses.*

| Item                                                                          | Description                                                                                                          | 2026 Council Actions                                                                                                                            |
|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROS Long-Range Plan &amp; Trails Master Plan</b><br>(Lead: PROS Director) | The 10-year PROS(G) department strategic plan will be completed in concert with the City's first Trails Master Plan. | Anticipate one or more status update meetings and/or requests to attend Open Houses or Public Engagement meetings. Anticipate adoption in 2026. |
| <b>Website Update</b><br>(Lead: Deputy City Manager)                          | Revision of the City's website.                                                                                      | Anticipate one or more meetings with council.                                                                                                   |



## DRAFT 2026 Louisville City Council Work Plan

|                                                                                                         |                                                                                                                                                                                                                                           |                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Waste Water Treatment Plant (WWTP) Expansion</b><br>(Lead: Public Works Director)                    | Expansion of WWTP to service Redtail Ridge.                                                                                                                                                                                               | Approve Redtail Ridge WWTP Expansion Construction contract.                                                                                                |
| <b>Transportation Infrastructure</b><br>(Lead: Public Works Director)                                   | Receive an overview on current transportation and transportation infrastructure strategies and priorities, such as the Transportation Master Plan, rail, multi-modal, and regional efforts.                                               | Review current transportation strategy and priorities. Provide feedback on future strategic work if desired.                                               |
| <b>Advocacy</b><br>(Lead: City Council, with City Manager's Office staff support)                       | Core services rely on supportive legislation, regional partnerships, and are benefited by grant funding and incentives. Support of and active advocacy around the legislative agenda, especially on items such as transit, is imperative. | Anticipate 1-2 meetings on the legislative agenda. Additional agenda items, such as resolutions in support or opposition of legislation, as needed.        |
| <b>2027-28 Biennial Budget and Capital Improvement Program (CIP)</b><br>(Lead: Finance Director)        | Funding is crucial for core services.                                                                                                                                                                                                     | Anticipate 3 or more meetings to set and adopt the 2027-28 biennial budget.                                                                                |
| <b>Xcel Franchise Agreement</b><br>(Lead: Public Works)                                                 | Xcel, due in 2027.                                                                                                                                                                                                                        | Anticipate one or more meetings to review and approve the agreement.                                                                                       |
| <b>Core Services</b><br>(Lead: City Manager)                                                            | Define core services for the City of Louisville, including corresponding service levels, and align with current and future demands for fiscal sustainability.                                                                             | Anticipate meetings as needed to receive and implement Council's direction.                                                                                |
| <b>Strategic Planning</b><br>(Lead: City Manager)                                                       | City-wide strategic planning for long-term effective use of City resources and alignment of service levels in service of the City's Vision.                                                                                               | 2026 Council Actions include defining core services (above), adopting the Vision, and continuing to build readiness as well as providing policy direction. |
| <b>Historic Preservation Tax</b><br>(Lead: Community Development Director & Cultural Services Director) | Consideration of alternatives and potential next steps ahead of the Historic Preservation Tax expiring in 2028.                                                                                                                           | Anticipate one or more meetings to receive and implement Council direction.                                                                                |
| <b>Parks &amp; Open Space Initiatives – Scope TBD</b><br>(Lead: PROS Director)                          | Consideration of initiatives and policies such as an updated review of the Integrated Weed Management Plan.                                                                                                                               | Anticipate 1-3 meetings for Council consideration and potential adoption of                                                                                |



## DRAFT 2026 Louisville City Council Work Plan

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|                                                                                              |                                                                                                                                                                                                                                                                                                                                                                      | policies. May be combined with other items on this Work Plan.                                                                                                                               |
| <b>Environmental Sustainability Initiatives</b><br>(Lead: Deputy City Manager)               | Consideration of sustainability priorities and alignment with core services (such as reducing water usage) or new items such as Sustainable Neighborhood Networks.                                                                                                                                                                                                   | Anticipate one or more meetings to receive Council direction.                                                                                                                               |
| <b>Cultural Services Strategic Planning Initiative</b><br>(Lead: Cultural Services Director) | The Cultural Services Strategic Plan will serve as the department's inaugural comprehensive plan encompassing all three divisions: Library, Historical Museum, and Arts & Events. The plan will establish shared goals, guide priorities, and align resources across the department to strengthen community access to learning, creativity, history, and connection. | Anticipate 2-4 status update meetings in 2026. May also include requests to attend focus groups and stakeholder interviews. Anticipate plan completion in 2026 with implementation in 2027. |

### Additional Items for Council Discussion

- Fees
- EDI Task Force
- 1% dedicated arts contribution from the capital fund
- Determine how to have developers pay for maintenance of new parks
- Add multi-use field(s)
- Park in the north end
- Add bike racks at every city facility, including parks, and events
- Water rights for Hecla and Coal Creek
- Universal Recycling Ordinance
- EV Charging Stations at City Facilities
- City Hall Work Space
- City-wide educational campaign on electrification
- Gasoline-powered landscape equipment phase out and grant



# DRAFT 2026 Louisville City Council Work Plan

## Board/Commission Recommendations

- Louisville Sustainability Advisory Board:
  - o Climate resilience fund or tax to support local climate adaptation and mitigation efforts
  - o Water conservation through smart technology via rate structure adjustments to incentivize conservation
  - o Universal recycling or zero waste ordinance
- Open Space Advisory Board:
  - o Bird City designation (*Resolution scheduled to go to Council for consideration on October 7<sup>th</sup>*)
  - o Collaborate with neighboring communities on wildlife and environmental conservation goals
  - o Rodenticide ordinance
  - o Plan for a 2028 vote to make the 2C sales tax permanent
  - o Dark sky designation near open spaces
  - o Volunteer and education coordinator staff position
  - o Mobile education trailer
  - o Water rights for Coal Creek and Hecla Lake
- Parks and Public Landscape Advisory Board:
  - o Integrated Weed Management Plan
  - o Pesticide usage
- Recreation Advisory Board:
  - o Clubhouse/Community Facility at Coal Creek Golf Course

## Potential Partners

- Boulder Valley School District
- Colorado Municipal League
- Comcast
- Denver Regional Council of Governments (DRCOG)
- Developer
- Metro Mayor's Caucus
- Neighboring Jurisdictions
- Northwest Mayors and Commissioners Coalition
- Xcel



## DRAFT 2026 Louisville City Council Work Plan

### Safety

Safety is a core priority for council with a desire for residents to feel safe being in our community and a 2025 focus on bike and pedestrian safety, traffic safety, disaster and emergency preparedness.

### Additional Guiding Documents

- [Boulder County Community Wildfire Protection Plan](#)
- [Police Department 2025-2028 Guiding Document](#)
- [Transportation Master Plan](#)
- [Wildfire Risk Assessment](#)
- FUTURE: Fire Protection District WCRA

### PROPOSED 2026 Priorities

*2026 council actions will be adjusted as this draft progresses.*

| Item                                                          | Description                                                                                                                                                                                                                                                                                                                       | 2026 Council Actions                                                                                                                                                                         |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Building the Foundation</b><br>(Lead: Deputy City Manager) | Potential study session topics include: <ul style="list-style-type: none"><li>- Police and Public Safety</li><li>- Emergency Response &amp; Disaster Preparedness</li><li>- Cyber Security</li><li>- Information Technology</li><li>- Mental Health</li></ul>                                                                     | Anticipate 2-4 study sessions to provide insight into different areas of safety.                                                                                                             |
| <b>Preparedness</b><br>(Lead: City Manager)                   | Collaboration and Coordination between Police, Fire District, ODM, Internal City departments, and other Regional Partners, balancing an all hazards approach with the importance of fire preparedness in our community. Training, communications, education, and engagement, such as for disaster preparedness month and bringing | May include study session(s) as noted above and discussion/direction opportunities. May also include requests to attend public engagement and promote trainings and education opportunities. |



## DRAFT 2026 Louisville City Council Work Plan

|                                                                       |                                                                                                                                                          |                                                                                                                        |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|                                                                       | together resources and work done in these areas.                                                                                                         |                                                                                                                        |
| <b>ODM Buy In</b><br>(Lead: City Manager)                             | Continue pursuing a buy in to the Boulder County Office of Disaster Management to support disaster response and preparedness for the City of Louisville. | Anticipate 1-3 meetings with Council to receive direction and approve an agreement.                                    |
| <b>Cell Coverage</b><br>(Lead: City Manager)                          | Pursue opportunities to increase cell coverage and reliability.                                                                                          | Anticipate one or more meetings, depending on Council's direction.                                                     |
| <b>Traffic Safety</b><br>(Lead: Police Chief & Public Works Director) | Continue efforts to support traffic safety, specifically related to pedestrians, bicycles, and e-bikes.                                                  | Anticipate one or more meetings, depending on Council's direction. May be combined with other items on this Work Plan. |

### Additional Items for Consideration by Council

- Power shutoff support
- Additional use of text communications
- Determining the next phase for resilience
- LFPD Wildfire and Conflagration Risk Assessment (WCRA)

### Potential Partners

- Boulder Valley School District
- Boulder County (including Office of Disaster Management)
- Louisville Fire District
- Neighboring Jurisdictions
- Xcel



## DRAFT 2026 Louisville City Council Work Plan

### Housing Policy

Includes implementation of the Housing Plan through development and adoption of code changes and policies, partnership with regional efforts, and a push to break ground on new units within Louisville.

### Additional Guiding Documents

- [Housing Plan](#)
- State Requirements
  - [HB 24-1313](#) (Housing in Transit Oriented Communities)
  - [SB 24-174](#) (Sustainable Affordable Housing Assistance)
  - [HB 24-1152](#) (Accessory Dwelling Units)
  - [HB 24-1007](#) (Prohibit Residential Occupancy Limits)
  - [HB 24-1304](#) (Minimum Parking Requirements)
  - [HB 24-1175](#) (Local Government Rights to Property for Affordable Housing)
  - [Proposition 123 Compliance](#)

### PROPOSED 2026 Priority Items

*2026 council actions will be adjusted as this draft progresses.*

| Item                                                                                                                                           | Description                                                                                                                                                              | 2026 Council Actions                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Potential City Initiated Rezoning</b><br>(Lead: Community Development Director)                                                             | Consider potential city-initiated rezoning for housing development. The 2025 Comprehensive Plan's future land use framework will provide guidance for any such rezoning. | As a potential action item from the 2025 Comprehensive Plan, there could be 1-3 meetings on the subject.                     |
| <b>Potential Property Acquisition or Project Contribution for the Creation of Affordable Housing</b><br>(Lead: Community Development Director) | Potential to utilize budgeted capital funding for acquisition or contribution to leverage additional funding and support affordable housing.                             | Anticipate one council meeting in 2025 to develop strategy and one meeting in 2026 to explore opportunities with consultant. |



## DRAFT 2026 Louisville City Council Work Plan

|                                                                                                                      |                                                                                                                                                                                                                                |                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Prop. 123 Compliance</b><br>(Lead: Community Development Director)                                                | Includes audit of development code for compliance with Prop 123 expedited review for affordable housing requirement as part of regional grant. This audit will inform a code amendment that must be in place by November 2026. | Anticipate one council meeting.                                                                                                                                                                      |
| <b>Development</b> - Building Permit Process for Affordable Housing<br>(Lead: Community Development Director)        | Consider expedited building permit review and other code or process changes recommended from Prop 123 Audit.                                                                                                                   | Anticipate 1-3 meetings for Council consideration and potential adoption of policies. May be combined with other items on this Work Plan.                                                            |
| <b>Housing Plan</b> – Continued Implementation<br>(Lead: Community Development Director)                             | Continue implementation of the Louisville Housing Plan.                                                                                                                                                                        | Anticipate 1-3 meetings for Council consideration and potential adoption of policies. May be combined with other items on this Work Plan.                                                            |
| <b>Affordable Housing Strategic Framework and Funding Prioritization</b> –<br>(Lead: Community Development Director) | Consultant study to develop strategies and framework for how to utilize and prioritize affordable housing funding.                                                                                                             | Anticipate two meetings. One meeting to inform strategy and priority development and second meeting to review consultant recommendations for potential projects and strategic funding opportunities. |

### Additional Items for Council Discussion

- Evaluate smart stair (aka single stair) concept
- Hire a consultant or add an FTE to assist in implementing the Housing Plan
- Re-zone to encourage housing

### Potential Partners

- Boulder County
- Boulder County Housing Authority
- Neighboring Jurisdictions
- Nonprofits
- Regional Housing Partnership
- The State of Colorado - Department of Local Affairs (DOLA)



## DRAFT 2026 Louisville City Council Work Plan

# DRAFT 2026 Louisville City Council Work Plan

### Council Priorities

### Economic Vitality • Core Services • Safety • Housing

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**Capacity Considerations:** The current state of the 2026 Council Work Plan oversubscribes the City on special projects above and beyond day-to-day work. In follow up discussions, Council should consider alignment of the work with core and day-to-day service priorities, urgency, and resource constraints. For example, much of this work plan falls on just a couple departments, without a corresponding addition of staffing for 2026.

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- FUTURE: 2025 Business Survey (anticipated to launch Sept. 2025)

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| Item                                                                | Description                                                                                                                                                                                 | 2026 Council Actions                         |
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| <b>Comprehensive Plan</b><br>(Lead: Community Development Director) | Update to 2013 Comprehensive Plan addressing community future growth and development, infrastructure, and a range of other topics including but not limited to Housing Plan implementation. | Anticipate City Council adoption early 2026. |



## DRAFT 2026 Louisville City Council Work Plan

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| <b>Downtown Vision Plan for Streetscapes and Public Places – Front and Center</b><br>(Lead: Public Works Director)       | The Downtown Vision Plan for Streetscapes and Public Places was adopted by the Louisville Revitalization Committee and City Council in 2024. The next steps focus on design and construction, being thoughtful to mitigate impacts for business and the community during this process. | Anticipate 1-2 meeting for review of final design and award of construction.                                                                                     |
| <b>Economic Vitality Committee (EVC) Policy Recommendations</b><br>(Lead: EVC, with Community Development staff support) | Evaluation of 2025 Business Survey Recommendations and potential policy recommendations for council consideration.                                                                                                                                                                     | Anticipate one or more meetings to review results of the 2025 Business Survey and evaluate recommendations for council consideration.                            |
| <b>Targeted Development Code and Process Amendments</b><br>(Lead: Community Development Director)                        | Identify near term, targeted, priority development code updates that should occur prior to the development code rewrite project.                                                                                                                                                       | Potential council actions include discussion and direction, if needed, as well as adoption of targeted code amendments.                                          |
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| <b>Sundance Film Festival –</b><br>(Lead: Cultural Services Director & Community Development Director)                   | Partner with neighboring communities to identify needs and opportunities. Bring forward council policy and resource allocation considerations, <a href="#">such as Festival Lodging Licenses.</a>                                                                                      | Potential council actions include discussion and direction, if needed, as well as adoption of related policies.                                                  |
| <b>McCaslin Corridor –</b><br>(Lead: Community Development Director)                                                     | Revitalization initiatives related to the McCaslin Corridor.                                                                                                                                                                                                                           | Anticipate one or more meetings to receive and implement Council direction. May be combined with other items on this Work Plan.                                  |



## DRAFT 2026 Louisville City Council Work Plan

### Additional Items for Council Discussion

- [Reconsideration of local minimum wages](#)

### Potential Partners

- Louisville Chamber
- Louisville Downtown Business Association (DBA)
- Louisville Revitalization Commission (LRC)

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# DRAFT 2026 Louisville City Council Work Plan

## Core Services

Core Services are broad ranging with a 2026 focus on defining core services, such as maintaining existing infrastructure and assets, including utilities, parks, open space, and sustainable asset management, as well as city communications. The proposed 2026 priority items are not a full list of core services. They are the areas of core services where council anticipates providing policy direction in 2026.

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| <b>Website Update</b><br>(Lead: Deputy City Manager)                   | Revision of the City's website.                                                                               | Anticipate one or more meetings with council.                                                                                                   |



## DRAFT 2026 Louisville City Council Work Plan

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| <b>Waste Water Treatment Plant (WWTP) Expansion</b><br>(Lead: Public Works Director)                    | Expansion of WWTP to service Redtail Ridge.                                                                                                                                                                                               | Approve Redtail Ridge WWTP Expansion Construction contract.                                                                                                |
| <b>Transportation Infrastructure</b><br>(Lead: Public Works Director)                                   | Receive an overview on current transportation and transportation infrastructure strategies and priorities, such as the Transportation Plan, rail, multi-modal, and regional efforts.                                                      | Review current transportation strategy and priorities. Provide feedback on future strategic work if desired.                                               |
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| <b>2027-28 Biennial Budget and Capital Improvement Program (CIP)</b><br>(Lead: Finance Director)        | Funding is crucial for core services.                                                                                                                                                                                                     | Anticipate 3 or more meetings to set and adopt the 2027-28 biennial budget.                                                                                |
| <b>Xcel Franchise Agreement</b><br>(Lead: Public Works)                                                 | Xcel, due in 2027.                                                                                                                                                                                                                        | Anticipate one or more meetings to review and approve the agreement.                                                                                       |
| <b>Core Services</b><br>(Lead: City Manager)                                                            | Define core services for the City of Louisville, including corresponding service levels, and align with current and future demands for fiscal sustainability.                                                                             | Anticipate meetings as needed to receive and implement Council's direction.                                                                                |
| <b>Strategic Planning</b><br>(Lead: City Manager)                                                       | City-wide strategic planning for long-term effective use of City resources and alignment of service levels in service of the City's Vision.                                                                                               | 2026 Council Actions include defining core services (above), adopting the Vision, and continuing to build readiness as well as providing policy direction. |
| <b>Historic Preservation Tax</b><br>(Lead: Community Development Director & Cultural Services Director) | Consideration of alternatives and potential next steps ahead of the Historic Preservation Tax expiring in 2028.                                                                                                                           | Anticipate one or more meetings to receive and implement Council direction.                                                                                |
| <b>Parks &amp; Open Space Initiatives – Scope TBD</b><br>(Lead: PROS Director)                          | Consideration of initiatives and policies such as an updated review of the Integrated Weed Management Plan.                                                                                                                               | Anticipate 1-3 meetings for Council consideration and potential adoption of                                                                                |



## DRAFT 2026 Louisville City Council Work Plan

|                                                                                              |                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                              |                                                                                                                                                                                                                                                                                                                                                                      | policies. May be combined with other items on this Work Plan.                                                                                                                               |
| <b>Environmental Sustainability Initiatives</b><br>(Lead: Deputy City Manager)               | Consideration of sustainability priorities and alignment with core services (such as reducing water usage), <a href="#">the 2026 Sustainability Work Plan</a> , or new items such as Sustainable Neighborhood Networks.                                                                                                                                              | Anticipate one or more meetings to receive Council direction.                                                                                                                               |
| <b>Cultural Services Strategic Planning Initiative</b><br>(Lead: Cultural Services Director) | The Cultural Services Strategic Plan will serve as the department's inaugural comprehensive plan encompassing all three divisions: Library, Historical Museum, and Arts & Events. The plan will establish shared goals, guide priorities, and align resources across the department to strengthen community access to learning, creativity, history, and connection. | Anticipate 2-4 status update meetings in 2026. May also include requests to attend focus groups and stakeholder interviews. Anticipate plan completion in 2026 with implementation in 2027. |

### Additional Items for Council Discussion

- Fees
- EDI Task Force
- 1% dedicated arts contribution from the capital fund
- Determine how to have developers pay for maintenance of new parks
- Add multi-use field(s)
- Park in the north end
- Add bike racks at every city facility, including parks, and events
- Water rights for Hecla and Coal Creek
- Universal Recycling Ordinance
- EV Charging Stations at City Facilities
- City Hall Work Space
- City-wide educational campaign on electrification



## DRAFT 2026 Louisville City Council Work Plan

- Gasoline-powered landscape equipment phase out and grant
- Legal protections for mature trees
- Funding options for significant capital projects like underpasses and playing fields
- Creation of more community garden plots
- Climate adaptation planning
- Consideration of potential Charter updates
- Image & Video Capture Policy
- Evaluate and update Impact Fees
- Review Water and Wastewater Tap Fees
- Review the Water Rate Structure – Residential Uses – make the rates more equitable and affordable for those that are using reasonable amounts of water

### Board/Commission Recommendations

- Louisville Sustainability Advisory Board:
  - o Climate resilience fund or tax to support local climate adaptation and mitigation efforts
  - o Water conservation through smart technology via rate structure adjustments to incentivize conservation
  - o Universal recycling or zero waste ordinance
- Open Space Advisory Board:
  - o Bird City designation (~~Resolution scheduled to go to Council for consideration on October 7<sup>th</sup>~~) Completed
  - o Collaborate with neighboring communities on wildlife and environmental conservation goals
  - o Rodenticide ordinance
  - o Plan for a 2028 vote to make the 2C sales tax permanent
  - o Dark sky designation near open spaces
  - o Volunteer and education coordinator staff position
  - o Mobile education trailer
  - o Water rights for Coal Creek and Hecla Lake
- Parks and Public Landscape Advisory Board:
  - o Integrated Weed Management Plan
  - o Pesticide usage
- Recreation Advisory Board:
  - o Clubhouse/Community Facility at Coal Creek Golf Course



## DRAFT 2026 Louisville City Council Work Plan

### Potential Partners

- Boulder Valley School District
- Colorado Municipal League
- Comcast
- Denver Regional Council of Governments (DRCOG)
- Developer
- Metro Mayor's Caucus
- Neighboring Jurisdictions
- Northwest Mayors and Commissioners Coalition
- Xcel

### Safety

Safety is a core priority for council with a desire for residents to feel safe being in our community and a 2025 focus on bike and pedestrian safety, traffic safety, disaster and emergency preparedness.

### Additional Guiding Documents

- [Boulder County Community Wildfire Protection Plan](#)
- [Police Department 2025-2028 Guiding Document](#)
- [Transportation Plan](#)
- [Wildfire Risk Assessment](#)
- FUTURE: Fire Protection District WCRA

### PROPOSED 2026 Priorities

*2026 council actions will be adjusted as this draft progresses.*

| Item                                                          | Description                                                                                                        | 2026 Council Actions                                                             |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <b>Building the Foundation</b><br>(Lead: Deputy City Manager) | Potential study session topics include: <ul style="list-style-type: none"><li>- Police and Public Safety</li></ul> | Anticipate 2-4 study sessions to provide insight into different areas of safety. |



## DRAFT 2026 Louisville City Council Work Plan

|                                                                       |                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                              |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                       | <ul style="list-style-type: none"><li>- Emergency Response &amp; Disaster Preparedness</li><li>- Cyber Security</li><li>- Information Technology</li><li>- Mental Health</li></ul>                                                                                                                                                                                                 |                                                                                                                                                                                              |
| <b>Preparedness</b><br>(Lead: City Manager)                           | Collaboration and Coordination between Police, Fire District, ODM, Internal City departments, and other Regional Partners, balancing an all hazards approach with the importance of fire preparedness in our community. Training, communications, education, and engagement, such as for disaster preparedness month and bringing together resources and work done in these areas. | May include study session(s) as noted above and discussion/direction opportunities. May also include requests to attend public engagement and promote trainings and education opportunities. |
| <b>ODM Buy In</b><br>(Lead: City Manager)                             | Continue pursuing a buy in to the Boulder County Office of Disaster Management to support disaster response and preparedness for the City of Louisville.                                                                                                                                                                                                                           | Anticipate 1-3 meetings with Council to receive direction and approve an agreement.                                                                                                          |
| <b>Cell Coverage</b><br>(Lead: City Manager)                          | Pursue opportunities to increase cell coverage and reliability.                                                                                                                                                                                                                                                                                                                    | Anticipate one or more meetings, depending on Council's direction.                                                                                                                           |
| <b>Traffic Safety</b><br>(Lead: Police Chief & Public Works Director) | Continue efforts to support traffic safety, specifically related to pedestrians, bicycles, and e-bikes.                                                                                                                                                                                                                                                                            | Anticipate one or more meetings, depending on Council's direction. May be combined with other items on this Work Plan.                                                                       |

### Additional Items for Consideration by Council

- Power shutoff support
- Additional use of text communications
- Determining the next phase for resilience
- LFPD Wildfire and Conflagration Risk Assessment (WCRA)
- A land acknowledgement from the City



## DRAFT 2026 Louisville City Council Work Plan

- [Pedestrian and bicyclists improvements to the intersection of South Boulder Road and Main Street](#)

### Potential Partners

- Boulder Valley School District
- Boulder County (including Office of Disaster Management)
- Louisville Fire District
- Neighboring Jurisdictions
- Xcel

DRAFT



## DRAFT 2026 Louisville City Council Work Plan

### Housing Policy

Includes implementation of the Housing Plan through development and adoption of code changes and policies, partnership with regional efforts, and a push to break ground on new units within Louisville.

### Additional Guiding Documents

- [Housing Plan](#)
- State Requirements
  - [HB 24-1313](#) (Housing in Transit Oriented Communities)
  - [SB 24-174](#) (Sustainable Affordable Housing Assistance)
  - [HB 24-1152](#) (Accessory Dwelling Units)
  - [HB 24-1007](#) (Prohibit Residential Occupancy Limits)
  - [HB 24-1304](#) (Minimum Parking Requirements)
  - [HB 24-1175](#) (Local Government Rights to Property for Affordable Housing)
  - [Proposition 123 Compliance](#)

### PROPOSED 2026 Priority Items

*2026 council actions will be adjusted as this draft progresses.*

| Item                                                                                                                                           | Description                                                                                                                                                              | 2026 Council Actions                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Potential City Initiated Rezoning</b><br>(Lead: Community Development Director)                                                             | Consider potential city-initiated rezoning for housing development. The 2025 Comprehensive Plan's future land use framework will provide guidance for any such rezoning. | As a potential action item from the 2025 Comprehensive Plan, there could be 1-3 meetings on the subject.                     |
| <b>Potential Property Acquisition or Project Contribution for the Creation of Affordable Housing</b><br>(Lead: Community Development Director) | Potential to utilize budgeted capital funding for acquisition or contribution to leverage additional funding and support affordable housing.                             | Anticipate one council meeting in 2025 to develop strategy and one meeting in 2026 to explore opportunities with consultant. |



## DRAFT 2026 Louisville City Council Work Plan

|                                                                                                                      |                                                                                                                                                                                                                                |                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Prop. 123 Compliance</b><br>(Lead: Community Development Director)                                                | Includes audit of development code for compliance with Prop 123 expedited review for affordable housing requirement as part of regional grant. This audit will inform a code amendment that must be in place by November 2026. | Anticipate one council meeting.                                                                                                                                                                      |
| <b>Development</b> - Building Permit Process for Affordable Housing<br>(Lead: Community Development Director)        | Consider expedited building permit review and other code or process changes recommended from Prop 123 Audit.                                                                                                                   | Anticipate 1-3 meetings for Council consideration and potential adoption of policies. May be combined with other items on this Work Plan.                                                            |
| <b>Housing Plan</b> – Continued Implementation<br>(Lead: Community Development Director)                             | Continue implementation of the Louisville Housing Plan.                                                                                                                                                                        | Anticipate 1-3 meetings for Council consideration and potential adoption of policies. May be combined with other items on this Work Plan.                                                            |
| <b>Affordable Housing Strategic Framework and Funding Prioritization</b> –<br>(Lead: Community Development Director) | Consultant study to develop strategies and framework for how to utilize and prioritize affordable housing funding.                                                                                                             | Anticipate two meetings. One meeting to inform strategy and priority development and second meeting to review consultant recommendations for potential projects and strategic funding opportunities. |

### Additional Items for Council Discussion

- Evaluate smart stair (aka single stair) concept
- Hire a consultant or add an FTE to assist in implementing the Housing Plan
- Re-zone to encourage housing
- A more substantive affordable ADU program

### Potential Partners

- Boulder County
- Boulder County Housing Authority
- Neighboring Jurisdictions
- Nonprofits
- Regional Housing Partnership



## DRAFT 2026 Louisville City Council Work Plan

- The State of Colorado - Department of Local Affairs (DOLA)

DRAFT

## 2026 City Council Work Plan Decision Points Summary

This document reflects areas where staff needs additional guidance from City Council and includes insight and recommendations to help categorize. If Council supports the recommendations of items are covered by an existing initiative, or should be in the budget process, there are a few remaining (highlighted) items that need additional direction from Council.

| Item                                                              | Priority Area     | Source                | Scheduled for Council | Covered in Current Initiative | Include in Budget Process | DIRECTION SOUGHT | Notes                                                                  |
|-------------------------------------------------------------------|-------------------|-----------------------|-----------------------|-------------------------------|---------------------------|------------------|------------------------------------------------------------------------|
| <b>Economic Vitality</b>                                          |                   |                       |                       |                               |                           |                  |                                                                        |
| Festival Lodging Licenses                                         | Economic Vitality | Council member        | X                     | X                             |                           |                  | Scheduled for Council in March Sundance and EVC Policy Recommendations |
| Reconsideration of Local Minimum Wages                            | Economic Vitality | Council member        |                       |                               |                           | X                |                                                                        |
| <b>Core Services</b>                                              |                   |                       |                       |                               |                           |                  |                                                                        |
| City-wide educational campaign on electrification                 | Core Services     | Council member        |                       | X                             |                           |                  | Sustainability Action Plan                                             |
| Gasoline-powered landscape equipment phase out and grant          | Core Services     | Council member        |                       | X                             |                           |                  | Sustainability Action Plan                                             |
| Legal protections for mature trees                                | Core Services     | Council member        |                       | X                             |                           |                  | Sustainability Action Plan                                             |
| Universal Recycling Ordinance                                     | Core Services     | Council member & LSAB |                       | X                             |                           |                  | Sustainability Action Plan                                             |
| Creation of more community garden plots                           | Core Services     | Council member        |                       | X                             |                           |                  | Sustainability Action Plan                                             |
| Climate adaptation planning                                       | Core Services     | Council member        |                       | X                             |                           |                  | Sustainability Action Plan                                             |
| EV Charging Stations at City Facilities                           | Core Services     | Council member        |                       | X                             |                           |                  | Sustainability Action Plan                                             |
| Determine how to have developers pay for maintenance of new parks | Core Services     | Council member        |                       | X                             |                           |                  | PROS Long-Range and Trails Plans                                       |
| Add multi-use field(s)                                            | Core Services     | Council member        |                       | X                             |                           |                  | PROS Long-Range and Trails Plans                                       |
| Park in the north end                                             | Core Services     | Council member        |                       | X                             |                           |                  | PROS Long-Range and Trails Plans                                       |

| Item                                                                                                   | Priority Area | Source         | Scheduled for Council | Covered in Current Initiative | Include in Budget Process | DIRECTION SOUGHT | Notes                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------|---------------|----------------|-----------------------|-------------------------------|---------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Add bike racks at every city facility, including parks, and events                                     | Core Services | Council member |                       | X                             |                           |                  | PROS Long-Range and Trails Plans                                                                                                           |
| Water rights for Hecla and Coal Creek                                                                  | Core Services | Council member |                       | X                             |                           |                  | PROS Long-Range and Trails Plans                                                                                                           |
| Review Water & Wastewater Tap Fees                                                                     | Core Services | Council member | X                     |                               |                           |                  | Scheduled for Council in March                                                                                                             |
| Review Water Rate Structure                                                                            | Core Services | Council member | X                     |                               |                           |                  | Scheduled for Council in March                                                                                                             |
| Evaluate and update Impact Fees                                                                        | Core Services | Council member | X                     | X                             |                           |                  | This is already planned for 2026 and is a subsequent step after completion of the Comprehensive Plan and PROS Long-Range and Trails plans. |
| Water conservation through smart technology via rate structure adjustments to incentivize conservation | Core Services | LSAB           | X                     |                               |                           |                  | This item can be addressed as part of the review of the rate and tap fee workshop scheduled for March                                      |
| Bird City designation                                                                                  | Core Services | OSAB           | X                     |                               |                           |                  | Completed!                                                                                                                                 |
| Collaborate with neighboring communities on wildlife and environmental conservation goals              | Core Services | OSAB           |                       | X                             |                           |                  | PROS Long-Range and Trails Plans and Sustainability Action Plan                                                                            |
| Water conservation through smart technology via rate structure adjustments to incentivize conservation | Core Services | LSAB           | X                     |                               |                           |                  | This item can be addressed as part of the review of the rate and tap fee workshop scheduled for March                                      |
| Bird City designation                                                                                  | Core Services | OSAB           | X                     |                               |                           |                  | Completed!                                                                                                                                 |
| Collaborate with neighboring communities on wildlife and environmental conservation goals              | Core Services | OSAB           |                       | X                             |                           |                  | PROS Long-Range and Trails Plans and Sustainability Action Plan                                                                            |
| Volunteer and education coordinator staff position                                                     | Core Services | OSAB           |                       |                               | X                         |                  | Additional staffing requests are typically considered as part of the budget process.                                                       |
| Mobile education trailer                                                                               | Core Services | OSAB           |                       | X                             | X                         |                  | PROS Long-Range and Trails Plans or consider as part of the budget process                                                                 |
| Water rights for Coal Creek and Hecla Lake                                                             | Core Services | OSAB           |                       | X                             |                           |                  | PROS Long-Range and Trails Plans                                                                                                           |

| Item                                                                                      | Priority Area | Source         | Scheduled for Council | Covered in Current Initiative | Include in Budget Process | DIRECTION SOUGHT | Notes                                                                                                                                                              |
|-------------------------------------------------------------------------------------------|---------------|----------------|-----------------------|-------------------------------|---------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Integrated Weed Management Plan (IWMP)                                                    | Core Services | PPLAB          |                       |                               | X                         |                  | PROS will be requesting funds to update the IWMP as part of the 2027 budget process. This has been relayed to PPLAB.                                               |
| 1% dedicated arts contribution from the capital fund                                      | Core Services | Council member |                       |                               | X                         | X                | Fees and funding mechanisms are typically considered as part of the budget process                                                                                 |
| Funding options for significant capital projects like underpasses and playing fields      | Core Services | Council member |                       | X                             | X                         | X                | These items could be considered as part of the Impact Fee Assessment and the PROS Long-Range Plan, or as part of the budget process.                               |
| EDI Task Force                                                                            | Core Services | Council member |                       |                               |                           | X                |                                                                                                                                                                    |
| City Hall Workspace                                                                       | Core Services | Council member |                       |                               |                           | X                |                                                                                                                                                                    |
| Consideration of potential Charter Updates                                                | Core Services | Council member |                       |                               |                           | X                |                                                                                                                                                                    |
| Image & Video Capture Policy                                                              | Core Services | Council member |                       |                               |                           | X                |                                                                                                                                                                    |
| Climate resilience fund or tax to support local climate adaptation and mitigation efforts | Core Services | LSAB           |                       |                               | X                         | X                | Fees and funding mechanisms are typically considered as part of the budget process; Options could also be explored as part of the Xcel Franchise Agreement Renewal |
| Rodenticide ordinance                                                                     | Core Services | OSAB           |                       |                               |                           | X                |                                                                                                                                                                    |
| Plan for a 2028 vote to make the 2C sales tax permanent                                   | Core Services | OSAB           |                       |                               |                           | X                | Fees and funding mechanisms are typically considered as part of the budget process                                                                                 |
| Dark sky designation near open spaces                                                     | Core Services | OSAB           |                       |                               |                           | X                |                                                                                                                                                                    |
| Pesticide Usage                                                                           | Core Services | PPLAB          |                       |                               |                           | X                |                                                                                                                                                                    |
| Clubhouse/Community Facility at Coal Creek Golf Course                                    | Core Services | RAB            |                       |                               |                           | X                |                                                                                                                                                                    |
| <b>Safety</b>                                                                             |               |                |                       |                               |                           |                  |                                                                                                                                                                    |
| Power shutoff support                                                                     | Safety        | Council member |                       | X                             |                           |                  | Preparedness                                                                                                                                                       |
| Additional use of text communications                                                     | Safety        | Council member |                       | X                             |                           |                  | Preparedness                                                                                                                                                       |
| Determining the next phase for resilience                                                 | Safety        | Council member | X                     | X                             | X                         |                  | Boulder ODM IGA scheduled for Council in February; any additional changes to the Recovery & Resiliency Division can be considered as part of the budget process.   |

| Item                                                                                            | Priority Area | Source         | Scheduled for Council | Covered in Current Initiative | Include in Budget Process | DIRECTION SOUGHT | Notes                                                                                                                          |
|-------------------------------------------------------------------------------------------------|---------------|----------------|-----------------------|-------------------------------|---------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------|
| LFPD Wildfire and Conflagration Risk Assessment (WCRA)                                          | Safety        | Council member | X                     |                               |                           |                  | Scheduled for Council February 17                                                                                              |
| A land acknowledgement from the City                                                            | Safety        | Council member |                       |                               |                           | X                |                                                                                                                                |
| Pedestrian and bicyclist improvements to the intersection of South Boulder Road and Main Street | Safety        | Council member |                       |                               | X                         | X                | Projects are typically considered as part of the budget process as part of the development of the Capital Improvement Program. |
| <b>Housing</b>                                                                                  |               |                |                       |                               |                           |                  |                                                                                                                                |
| Evaluate smart stair (aka single stair) concept                                                 | Housing       | Council member |                       | X                             |                           |                  | Development, Development Code (Economic Vitality)                                                                              |
| Hire a consultant or add an FTE to assist in implementing the Housing Plan                      | Housing       | Council member |                       |                               | X                         |                  | Additional staffing requests are typically considered as part of the budget process.                                           |
| Re-zone to encourage housing                                                                    | Housing       | Council member |                       | X                             |                           |                  | Potential City Initiated Rezoning                                                                                              |
| A more substantive affordable ADU program                                                       | Housing       | Council member |                       | X                             |                           |                  | Development, Development Code (Economic Vitality)                                                                              |



# **Discussion & Direction**

## **2026 Council Work Plan**

January 20, 2026

Diana Langley, City Manager  
Samma Fox, Deputy City Manager

# Purpose and Expectations

- To refine the 2026 Council Work Plan
- The Council Work Plan reflects Council related work only, and is above and beyond day-to-day services
- The 2026 Council Work Plan should be achievable
- Maintain alignment with the Resident Survey, Comprehensive Plan, and 2026 Budget

# Agenda

- Review and Refine the Draft 2026 Council Work Plan
- Next Steps

# 2026 Approach

- MAY

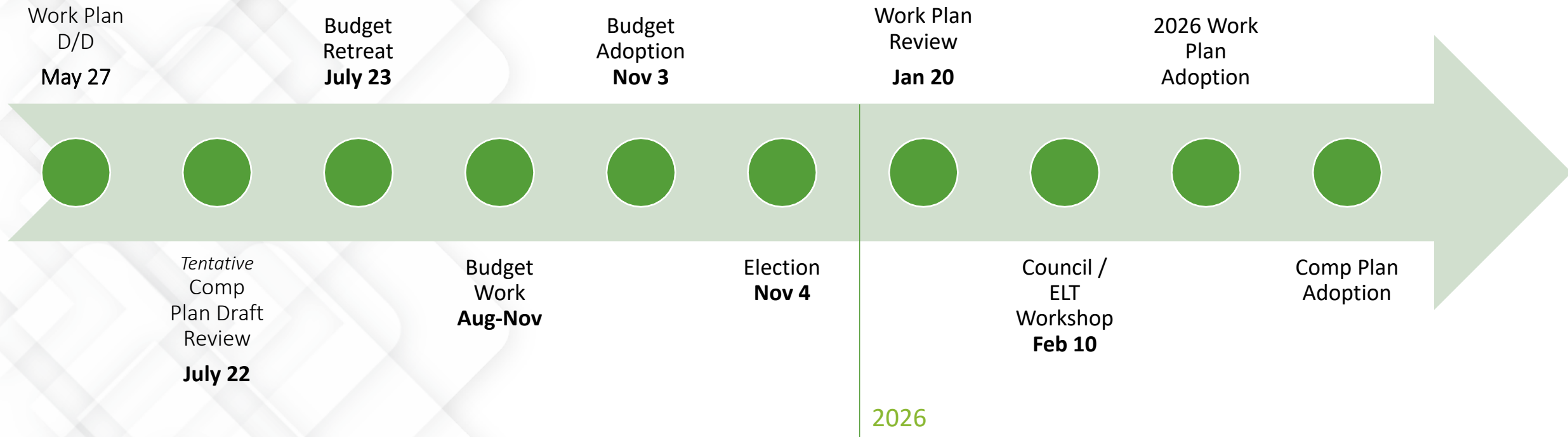
- Reviewed Progress on 2025 Council Work Plan
- Council confirmed continuing the priorities and lenses in 2026
- Council Identified - Adjustments to Priorities, If Needed

- JULY

- Presentations from each department, challenges and opportunities

- Staff used Council direction to draft the work plan
- Council Reviews, Provides Feedback, & Adopts
- Feb 10 Council / ELT Workshop - opportunity to discuss further

# Timeline

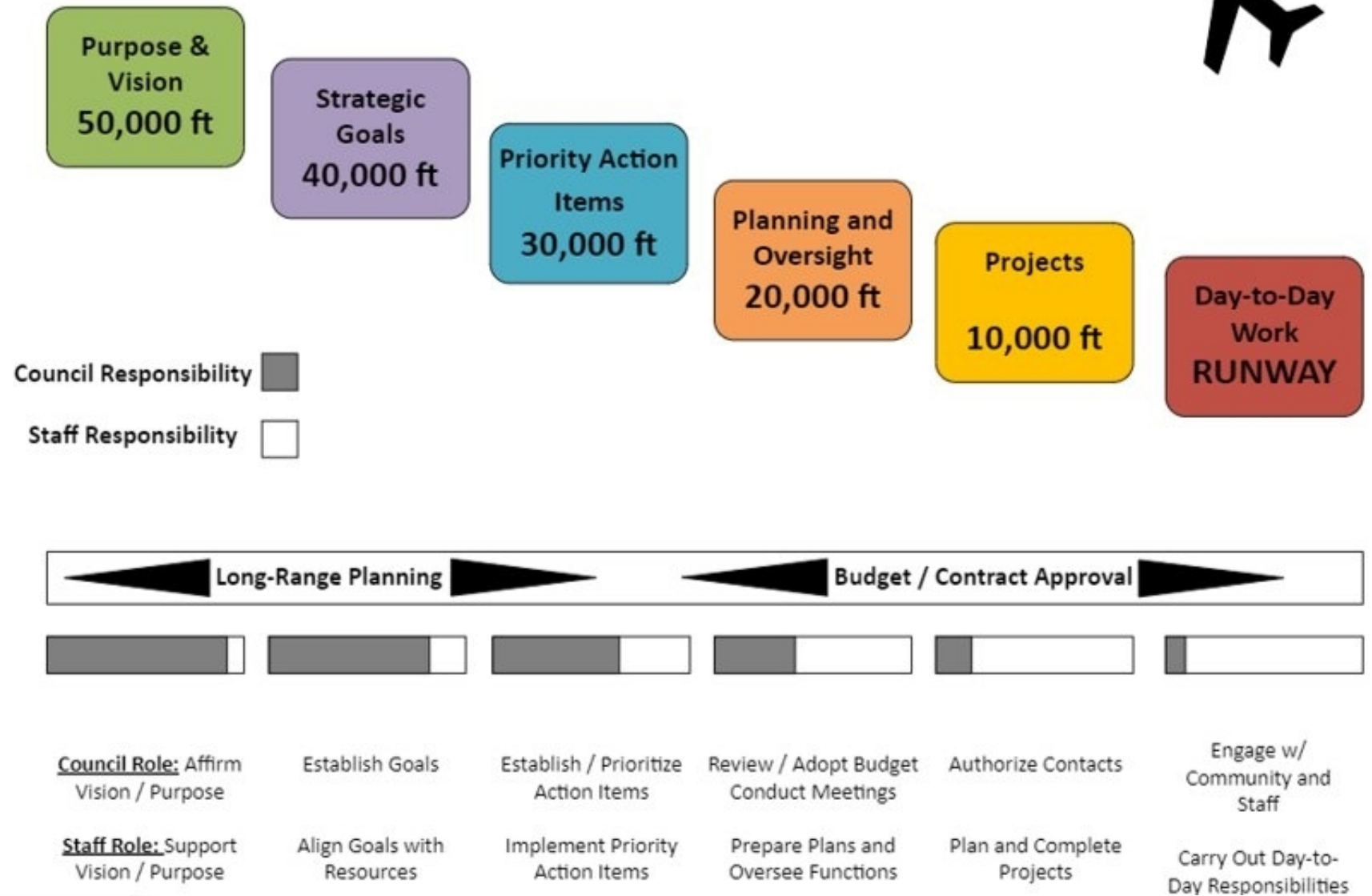


# Considerations

- Reminder, this is not representative of everything the City does
- Consider the presentations from the Directors in July
- Consider the level of effort, time, and energy in each item
- Not representative of internal initiatives such as organizational development, culture, strategy work, and day to day services

# Roles

## Council & Staff Work Flight Analogy



# 2026 Work Plan- Discussion/Direction

- Reference the DRAFT 2026 Council Work Plan in the packet
- Provide clear direction on which items to include, or not
- First – Confirm Proposed Items
- Second – Provide Direction on Discussion Items
- Staff team available for questions

# Proposed Items

- Included in the current Work Plan table
- Staff believes there was Council consensus for these items
- Council Direction Needed:
  - Confirm consensus and/or provide direction

# Economic Vitality – Proposed Items

- Comprehensive Plan
- Front and Center (Downtown Vision)
- EVC Policy Recommendations
- Targeted Development Code & Process Amendments
- Development Code Rewrite
- Sundance Film Festival
- McCaslin Corridor

# Core Services – Proposed Items

- PROS Long-Range Plan & Trails Plan
- Website Update
- WWTP Expansion
- Transportation Infrastructure
- Advocacy
- 2027-2028 Budget and CIP
- Xcel Franchise Agreement
- Core Services
- Strategic Planning
- Historic Preservation Tax
- Parks and Open Space Initiatives
- Environmental Sustainability Initiatives
- Cultural Services Strategic Planning Initiative

# Safety – Proposed Items

- Building the Foundation Study Sessions
- Preparedness
- ODM Buy In and Implementation
- Cell Coverage
- Traffic Safety

# Discussion Items

- Included in the current Work Plan as a list of discussion items
- Council member(s) raised these items, direction needed
- Includes Board and Commission recommendations
- Council Direction Needed:
  - Should these be considered as additional Work Plan items?

# General Discussion Items

- Move Transportation Plan to overarching Guiding Documents
- Add Timing Information
- Add Board/Commission/Council Committee Connections
- Add Council Leads
- Combine and/or Add References for Potential Overlapping Items
- Add Potential Partners:
  - HOAs, Telecommunications Providers, Marshall Together & Resilience Group, CHFA, Private Sector Developers

# Other Discussion Items

- SEE TABLE

# Reflection & Wrap Up

Confirm Decision Points During Discussion

Staff encourages Council to reflect on the following prompts ahead of the February 10 Workshop:

- Does this reflect Council's priorities?
- What does success look like?
- Is this achievable?

# Next Steps

- Council / ELT Workshop – February 10<sup>th</sup>
- 2026 Council Work Plan Finalization & Adoption

**From:** [Stephanie Collins](#)  
**To:** [City Council](#)  
**Subject:** 2026 Workplan's Priorities  
**Date:** Tuesday, January 20, 2026 12:18:10 PM

---

**[EXTERNAL EMAIL] From outside of City of Louisville** DO NOT CLICK links or attachments unless you validate the sender and know the content is safe.

Dear Mayor Leh and Council Members,

Thank you for the time and care you bring to shaping the City's 2026 Workplan. I'm writing to encourage the City to elevate equity, diversity, and inclusion (EDI) efforts as a priority in the upcoming workplan. The City of Louisville clearly establishes equity, diversity, and inclusion as the lens through which all actions, priorities, and projects are viewed on its website and in the 2025 Workplan. As a former EDI Task Force member, I believe meaningful recommendations were produced. While some of these recommendations were acted upon with good intentions, there was a lack of adequate support for them.

Dear Mayor Leh and Council Members,

Thank you for the time and care you bring to shaping the City's 2026 Workplan. I'm writing to encourage the City to elevate equity, diversity, and inclusion (EDI) efforts as a priority in the upcoming workplan. The City of Louisville clearly establishes equity, diversity, and inclusion as the lens through which all actions, priorities, and projects are viewed on its website and in the 2025 Workplan. As a former EDI Task Force member, I believe meaningful recommendations were produced. While some of these recommendations were acted upon with good intentions, there was a lack of adequate support for them.

The decision to prioritize EDI in the 2026 Workplan begins by finding a constructive and sustainable path forward. This essential and foundational work will include, in part:

- An analysis of successes, challenges, and plausible explanations with concrete and actionable advice.
- An assessment and understanding of our internal capacity and gaps,
- Establishing governance that defines clear roles and a decision-making structure,
- Leadership training to understand "siloed" EDI efforts and their impacts, and
- Assistance in translating the Task Force recommendations into appropriately phased and actionable plans.

Prioritizing this work thoughtfully is an opportunity to honor the Task Force's investment and begin building systems that support our commitment to real, measurable, and sustainable diversity efforts that help us enact the values we espouse. Therefore, this email is also my promise to support both the foundational and future EDI work in Louisville. Thank you for your consideration and for your continued service to our community.

Respectfully,  
Stephanie Collins  
1215 N. Kestrel Ln. #202

**From:** [Nancy Commins](#)  
**To:** [City Council](#)  
**Subject:** Proposed WorkPlan  
**Date:** Monday, January 19, 2026 12:56:21 PM

---

**[EXTERNAL EMAIL] From outside of City of Louisville** DO NOT CLICK links or attachments unless you validate the sender and know the content is safe.

Dear Council Members.

I am writing to express my concern about the lack of attention to issues of equity, diversity or inclusion in the proposed City Council Workplan. While the EDI Task Force Report is listed as a guiding document, there is no evidence in my reading of the plan that its content and recommendations play any part in your decision making.

I despair that the many months that the Task Force Members invested (myself included) were just an exercise to say Louisville checked a box. Having just attended the MLK celebration held in Lafayette, I am struck by a tale of two cities. One loudly proclaims and shows evidence of a commitment to diversity and making their community truly welcoming to people of all backgrounds / income levers and one that has it on a piece of paper but does little to enact changes or policies that might make that a reality.

I am heartily disappointed but not at all surprised.

Nancy Commins  
261 Short Place.

P.S. A huge thanks to Josh Cooperman for representing Louisville at the only East County celebration of MLK's legacy. Where was everyone else?

**From:** [H.M](#)  
**To:** [City Council](#)  
**Subject:** Elevate EDI to a Priority Item in the 2026 Workplan  
**Date:** Saturday, January 17, 2026 10:03:53 PM

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**[EXTERNAL EMAIL] From outside of City of Louisville** DO NOT CLICK links or attachments unless you validate the sender and know the content is safe.

Dear Mayor Leh and Council Members,

I'm writing to urge you to elevate the Equity, Diversity, and Inclusion (EDI) Taskforce work to a Priority Item in the 2026 Work Plan. Louisville has consistently affirmed equity and inclusion as core values, yet the Taskforce's work remains listed only as an "additional item," and without dedicated staffing or sustained funding, the early steps taken have not been able to grow into the progress our community envisioned.

Elevating EDI is practical, stabilizing, and directly supports the Work Plan's pillars by strengthening economic participation, public safety, fair access to services, and affordable housing opportunities. Most importantly, EDI helps ensure that every resident feels seen, safe, and able to belong here.

Prioritizing this work will allow the City to follow the Taskforce recommendations, assess progress, and build the systems needed to make EDI real and sustainable. Making EDI a Priority Item is the next step in living our values. Thank you.

Sincerely,  
Helen Moshak  
Louisville Resident

**From:** [viki lawrence](#)  
**To:** [City Council](#)  
**Subject:** Cell coverage  
**Date:** Friday, January 16, 2026 3:26:39 PM

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[EXTERNAL EMAIL] From outside of City of Louisville DO NOT CLICK links or attachments unless you validate the sender and know the content is safe.

Please make improving cell coverage a priority. I live in Saratoga 2 and my cell coverage is so weak that when the power goes out ( frequently lately) I cannot access information. Unless I have internet I can barely make calls, and often don't receive them, and am unable to get to websites for information.

Viki Lawrence

**Subject:** Discussion / Direction: Upcoming Agenda Items & Identification of New Ones

**Date:** January 27, 2026

**Prepared By:** Samma Fox, Deputy City Manager

**Presented By:** Diana Langley, City Manager

**Summary:**

Staff requests that the City Council review the upcoming Council agenda items for the next three months, provide feedback, and suggest any additional topics for consideration.

**Background / Prior Discussions:**

On September 9, 2025, City Council held a workshop that included the City Council, City Attorney, City Manager, and Deputy City Manager to discuss building effective Council practices including roles, meetings, and collaboration. One of the results from the meeting is Council's request to, monthly, review upcoming Council agenda items on a three-month rolling basis, and identify additional agenda items.

On October 14, 2025, Council directed staff to include additional information on the Agenda Outlook. This information is included in the current format.

**Development Proposal:**

N/A

**Analysis:**

The attached list details upcoming agenda items forecasted by staff for the Council meetings scheduled for the next three months, through April 28, 2026. The list includes the name of the agenda item, department, presenter, and a brief description of the item, as well as a high-level budget impact, identification if quasi-judicial, and the board / commission involvement. Staff requests that Council review the list, provide feedback, and suggest any additional items for consideration. While the timing of items may shift, the list reflects staff's best current estimate of when topics will be presented to Council.

**Council Work Plan:**

This item supports Council's Work Plan by enhancing transparency, improving meeting preparation, and fostering proactive agenda planning.

**Fiscal Impact:**

Not applicable. There is no fiscal / budget impact for this item.

**Alternatives:**

1. Change the frequency of how often the list is reviewed by Council (e.g., quarterly instead of monthly), which may reduce administrative workload but limit responsiveness.
2. Change how far out the list forecasts agenda items.

**Recommendation:**

Review upcoming Council agenda items for the next three months, provide feedback, and suggest any additional topics for consideration.

**Attachments:**

1. Agenda Outlook February-April



# UPCOMING AGENDA ITEMS & IDENTIFICATION OF NEW ONES

February 3, 2026 – Regular Council Meeting

| Consent Agenda                                                 |            |                  |                                                                                                                                                             |                     |
|----------------------------------------------------------------|------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Agenda Item                                                    | Department | Presenter        | Description                                                                                                                                                 | Budget Impact       |
| Fire Restrictions – Concurrent with Boulder County             | KPC        | Kathleen Kelly   | This will align fire restrictions within the City of Louisville to those issued by Boulder County                                                           | N/A                 |
| Amendment to IGA with Boulder County for Dispatch Services     | Police     | Rafael Gutierrez | Amends the existing IGA for the Louisville Police Department to utilize Boulder County dispatch services                                                    | Budgeted \$354,977  |
| Amendment to IGA with Boulder County for Co-Responder Services | Police     | Rafael Gutierrez | Amends the existing IGA for Louisville Police Department to contract services with the Boulder County Community Services Mental Health Co-Responder Program | Budgeted \$241,326  |
| Regular Business                                               |            |                  |                                                                                                                                                             |                     |
| Agenda Item                                                    | Department | Presenter        | Description                                                                                                                                                 | Budget Impact       |
| Executive Session – Property purchase/sale                     | CMO        | Diana Langley    |                                                                                                                                                             |                     |
| Boulder Office of Disaster Management IGA                      | CMO        | Diana Langley    | An agreement to being participation in Boulder County Office of Disaster Management in 2026                                                                 | Budgeted ~\$220,000 |

**Bold Items are Quasi-Judicial**

|                                                                                                                                                                                                     |                       |                    |                                                                                                                                                                                                                                      |                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Nonfunctional Turf Ordinance – 1 <sup>st</sup> Reading<br>• Planning Commission – 12/11/25                                                                                                          | Community Development | Emily Cline-Gibson | Prohibition of nonfunctional turf to come into compliance with State Statute (SB24-005 & HB25-1113)                                                                                                                                  | N/A                                            |
| <b>Redtail Ridge GDP Amendment – 2<sup>nd</sup> Reading</b><br>• Planning Commission – 12/11/25                                                                                                     | Community Development | Matt Post          | Amendment to the GDP to allow Industrial Development Design Standards and Guidelines (with enhanced design standards) in place of Commercial Development Design Standards for Lots 1, 2, 3 and 5 of Bock 1, RTR Filing 1 Subdivision | N/A                                            |
| <b>Coal Creek Village – 2<sup>nd</sup> Reading</b><br>• Public Hearing Opened 1/6/26 (continued)<br>• City Council – 1 <sup>st</sup> Reading 11/28/25<br>• Planning Commission – 9/12/24 & 10/09/25 | Community Development | Matt Post          | Rezoning from MU-CC to MU-R and Preliminary Plat and PUD for mixed use residential development and an SRU to allow ground floor residential units in the MU-R zone district.                                                         | N/A                                            |
| Emergency Ordinance for Defensible Space                                                                                                                                                            | Community Development | Rob Zuccaro        |                                                                                                                                                                                                                                      | N/A                                            |
| Lease / Purchase of 1155 Pine Street – 2 <sup>nd</sup> Reading                                                                                                                                      | CMO                   | Diana Langley      | Lease / Purchase Agreement for the property located at 1155 Pine Street                                                                                                                                                              | Budget Amendment of \$396,000 will be required |

February 10, 2026 – City Council / ELT Workshop (9:00am to 3:00pm)

February 17, 2026 – Regular Council Meeting

| Consent Agenda |            |           |             |               |
|----------------|------------|-----------|-------------|---------------|
| Agenda Item    | Department | Presenter | Description | Budget Impact |
|                |            |           |             |               |

**Bold Items are Quasi-Judicial**

| Regular Business                                                          |                       |                    |                                                                                                                          |               |
|---------------------------------------------------------------------------|-----------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------|---------------|
| Agenda Item                                                               | Department            | Presenter          | Description                                                                                                              | Budget Impact |
| Xcel Presentation                                                         |                       |                    | A Presentation by Xcel Energy                                                                                            | N/A           |
| Louisville Fire Protection District Wildfire Risk Assessment Presentation |                       |                    |                                                                                                                          | N/A           |
| DISCUSSION / DIRECTION: Citywide Defensible Space & WUI Map               | Community Development | Rob Zuccaro        | Discussion of local WUI Code related to compliance with State minimum code and updates to Citywide Defensible Space code |               |
| Nonfunctional Turf – 2 <sup>nd</sup> Reading                              | Community Development | Emily Cline-Gibson | Prohibition of nonfunctional turf to come into compliance with State Statute (SB24-005 & HB25-1113)                      | N/A           |
| EV Charging Facility Zoning Code Update – 1 <sup>st</sup> Reading         | Community Development | Jeff Hirt          | Required to come into compliance with State rules                                                                        | N/A           |

## February 24, 2026 – Special Council Meeting

| Agenda Item                          | Department   | Presenter                 | Description                                                                                    | Budget Impact         |
|--------------------------------------|--------------|---------------------------|------------------------------------------------------------------------------------------------|-----------------------|
| DISCUSSION / DIRECTION: Via Appia    | Public Works | Kurt Kowar                | Review Information on Corridor Performance and Options for Future Resurfacing and Improvement. | Budgeted \$1,000,000+ |
| 2026 City Council Work Plan Adoption | CMO          | Diana Langley / Samma Fox |                                                                                                |                       |
|                                      |              |                           |                                                                                                |                       |

## March 3, 2026 – Regular Council Meeting

| Consent Agenda |            |           |             |               |
|----------------|------------|-----------|-------------|---------------|
| Agenda Item    | Department | Presenter | Description | Budget Impact |
|                |            |           |             |               |
|                |            |           |             |               |

**Bold Items are Quasi-Judicial**

|                                                                       |                       |                             |                                                                                                                |                      |
|-----------------------------------------------------------------------|-----------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------|----------------------|
|                                                                       |                       |                             |                                                                                                                |                      |
| <b>Regular Business</b>                                               |                       |                             |                                                                                                                |                      |
| <b>Agenda Item</b>                                                    | <b>Department</b>     | <b>Presenter</b>            | <b>Description</b>                                                                                             | <b>Budget Impact</b> |
| Citywide Defensible Space & WUI Map – 1 <sup>st</sup> Reading         | Community Development | Rob Zuccaro                 | Adoption of local WUI Code in compliance with State minimum code and updates to Citywide Defensible Space code | N/A                  |
| Tentative: Marshall Fire Fee Credit Program – IDF Contract (sub item) | Community Development | Rob Zuccaro / Kiana Freeman |                                                                                                                |                      |
| Coal Creek Golf Course Fee Approval                                   | PROS                  | Adam Blackmore              | Fees for Coal Creek Golf Course                                                                                |                      |
| EV Charging Facility Zoning Code Update – 2 <sup>nd</sup> Reading     | Community Development | Jeff Hirt                   | Required to come into compliance with State rules                                                              | N/A                  |

## March 10, 2026 – Special Council Meeting

|                                                                               |                   |                               |                                                                                                         |                      |
|-------------------------------------------------------------------------------|-------------------|-------------------------------|---------------------------------------------------------------------------------------------------------|----------------------|
| <b>Agenda Item</b>                                                            | <b>Department</b> | <b>Presenter</b>              | <b>Description</b>                                                                                      | <b>Budget Impact</b> |
| Joint Meeting with Sustainability Advisory Board                              |                   | Hannah Miller                 |                                                                                                         | N/A                  |
| Joint Meeting with Recreation Advisory Board                                  | PROS              | Adam Blackmore / Kathy Martin |                                                                                                         | N/A                  |
| DISCUSSION / DIRECTION:<br>Upcoming Agenda Items & Identification of New Ones | CMO               | Diana Langley / Samma Fox     | Review upcoming agenda items and identify new ones for the period March 11, 2026 through June 30, 2026. | N/A                  |

## March 17, 2026 – Regular Council Meeting

|                       |                   |                  |                    |                      |
|-----------------------|-------------------|------------------|--------------------|----------------------|
| <b>Consent Agenda</b> |                   |                  |                    |                      |
| <b>Agenda Item</b>    | <b>Department</b> | <b>Presenter</b> | <b>Description</b> | <b>Budget Impact</b> |
|                       |                   |                  |                    |                      |
|                       |                   |                  |                    |                      |

**Bold Items are Quasi-Judicial**

|                                                               |                       |                         |                                                                                                                |                      |
|---------------------------------------------------------------|-----------------------|-------------------------|----------------------------------------------------------------------------------------------------------------|----------------------|
|                                                               |                       |                         |                                                                                                                |                      |
| <b>Regular Business</b>                                       |                       |                         |                                                                                                                |                      |
| <b>Agenda Item</b>                                            | <b>Department</b>     | <b>Presenter</b>        | <b>Description</b>                                                                                             | <b>Budget Impact</b> |
| Citywide Defensible Space & WUI Map – 2 <sup>nd</sup> Reading | Community Development | Rob Zuccaro             | Adoption of local WUI Code in compliance with State minimum code and updates to Citywide Defensible Space code | N/A                  |
| Adoption of Comprehensive Plan                                | Community Development | Jeff Hirt / Rob Zuccaro | Adoption of the City of Louisville Comprehensive Plan                                                          | N/A                  |
| ADU Compliance Revision – 1 <sup>st</sup> Reading             | Community Development | Jeff Hirt               | A revision is required to the City's ADU code to come into compliance with State statute                       | N/A                  |

## March 24, 2026 – Special Council Meeting

|                                               |                       |                            |                                                                                                                                                                                                                                                 |                      |
|-----------------------------------------------|-----------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <b>Agenda Item</b>                            | <b>Department</b>     | <b>Presenter</b>           | <b>Description</b>                                                                                                                                                                                                                              | <b>Budget Impact</b> |
| Water and Sewer Tap Fee and Rate Workshop     | Public Works          | Kurt Kowar / Cory Peterson | Staff will be providing an overview of the City's Utility Rates and Tap Fees. Detailed information will include how rates are set, how tap fees are calculated, and how both of these topics relate to the financial management of the utility. |                      |
| DISCUSSION / DIRECTION:<br>Short Term Rentals | Community Development |                            | Short term rentals for the Sundance Film Festival                                                                                                                                                                                               |                      |
|                                               |                       |                            |                                                                                                                                                                                                                                                 |                      |

## April 7, 2026 – Regular Council Meeting

|                       |
|-----------------------|
| <b>Consent Agenda</b> |
|-----------------------|

**Bold Items are Quasi-Judicial**

| Agenda Item                                       | Department            | Presenter | Description                                                                              | Budget Impact |
|---------------------------------------------------|-----------------------|-----------|------------------------------------------------------------------------------------------|---------------|
|                                                   |                       |           |                                                                                          |               |
|                                                   |                       |           |                                                                                          |               |
| <b>Regular Business</b>                           |                       |           |                                                                                          |               |
| Agenda Item                                       | Department            | Presenter | Description                                                                              | Budget Impact |
| ADU Compliance Revision – 2 <sup>nd</sup> Reading | Community Development | Jeff Hirt | A revision is required to the City's ADU code to come into compliance with State statute | N/A           |
|                                                   |                       |           |                                                                                          |               |

## April 14, 2026 – Special Council Meeting

| Agenda Item                                                                   | Department | Presenter                    | Description                                                                                                                                                                                                                                                    | Budget Impact |
|-------------------------------------------------------------------------------|------------|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| PROS Long-Range Plan & Trails Plan Consultant Update                          | PROS       | Adam Blackmore / Bryon Weber | DTJ Design will present a progress update on the PROS Long-range Plan and Trails Plan. Topics may include a summary of public engagement efforts, community survey results, takeaways from needs assessment report and an outline of the project's next steps. | N/A           |
| DISCUSSION / DIRECTION:<br>Upcoming Agenda Items & Identification of New Ones | CMO        | Diana Langley / Samma Fox    | Review upcoming agenda items and identify new ones for the period April 15, 2026 through July 31, 2026.                                                                                                                                                        | N/A           |
|                                                                               |            |                              |                                                                                                                                                                                                                                                                |               |
|                                                                               |            |                              |                                                                                                                                                                                                                                                                |               |

## April 21, 2026 – Regular Council Meeting

|                       |
|-----------------------|
| <b>Consent Agenda</b> |
|-----------------------|

**Bold Items are Quasi-Judicial**

| Agenda Item             | Department | Presenter | Description | Budget Impact |
|-------------------------|------------|-----------|-------------|---------------|
|                         |            |           |             |               |
|                         |            |           |             |               |
|                         |            |           |             |               |
| <b>Regular Business</b> |            |           |             |               |
| Agenda Item             | Department | Presenter | Description | Budget Impact |
|                         |            |           |             |               |
|                         |            |           |             |               |
|                         |            |           |             |               |

## April 28, 2026 – Special Council Meeting

| Agenda Item                                                  | Department | Presenter      | Description | Budget Impact |
|--------------------------------------------------------------|------------|----------------|-------------|---------------|
| Joint Meeting with Parks & Public Landscaping Advisory Board | PROS       | Adam Blackmore |             |               |
|                                                              |            |                |             |               |
|                                                              |            |                |             |               |

## PARKING LOT – Future Items that Have Not Been Scheduled

| Agenda Item                                     | Department | Presenter                     | Description                                        | Budget Impact |
|-------------------------------------------------|------------|-------------------------------|----------------------------------------------------|---------------|
| RMMA Follow-Up                                  | Task Force | CM Hoefner, CM Kern, CA Kelly | Follow up and options from the Council Task Force. | N/A           |
| Generator Replacement                           |            |                               |                                                    |               |
| Animal Regulations                              | Police     | Chief                         |                                                    |               |
| Joint Meetings with Boards / Commissions        |            |                               | Schedule throughout 2026                           |               |
| Coal Creek Golf Course Food & Beverage Contract | PROS       | Adam Blackmore                |                                                    |               |

**Bold Items are Quasi-Judicial**

**FAST TRACK LRC MEETING – START AT 5PM WITH THEM FOR A REGULAR MEETING?**

**Bold Items are Quasi-Judicial**