

Parks & Public Landscaping Bee City Subcommittee

Agenda

Wednesday, September 2, 2026
Louisville Public Library
951 Spruce Street
5:30 PM

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

- You can call in to +1 312 626 6799 or 888 788 0099 (toll free)
Webinar ID # 885 1622 9475
- You can log in via your computer. Please visit the [City's website](#) to link to the meeting:

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

1. Call to Order & Roll Call

2. Approval of Agenda

3. Public Comments on Items Not on the Agenda and Items on the Consent Agenda

Public comments are limited to 3 minutes per speaker. When several people wish to speak on the same position on a given item, a spokesperson may be used to state that position.

4. Board Consent Agenda

The following items on the Consent Agenda are considered routine, and shall be approved, adopted, accepted, etc. by a motion of the Board unless a board member specifically requests an item be considered under "Regular Business". In such an event, the item shall be removed from the "Consent Agenda" and action taken separately on said item in the order appearing on the agenda. Those items so approved under the heading "Consent Agenda" will appear in the Board Minutes in their proper order.

A. Approval of Minutes from August 5, 2026

5. Board Informational Comments

- A. Reminder to Review Louisville PROS Guidebook and Make personal or Board recommendations. Includes email from Adam Blackmore, Director, Louisville Parks and Open Space. Draft is attached, but also available for viewing at <https://www.engagelouisvilleco.org/>

6. Staff Report

7. Regular Business

- A. Discussion Item — Establish Louisville Bee City Work Plan
- B. Discussion Item — Memo to City Council to Consider Louisville Bee City USA Committee Budget Proposal for Inclusion in 2027 Budget
- C. Discussion Item — Memo to City Council to Prioritize Update to Louisville Integrated Weed Management Plan in the Coming Year and Request Input on the Selection of Proposed Consultant. Includes Current Mosquito Management Protocol.
- D. Discussion Item — Memo to Council to Support Efforts to Purchase Pesticide-Free Plants for Parks Landscaping.
- E. Discussion Item — Items for Next Meeting

8. Adjourn

Resident Information

If you wish to speak, let the staff liaison know. If you are attending remotely, please use the “raise hand” icon to show you wish to speak in the 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](#)

Bee City Subcommittee Parks & Public Landscaping Advisory Board Minutes

**Wednesday, August 5, 2026
Louisville Public Library 951 Spruce Street
5:30 PM**

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

•You can call in to +1 312 626 6799 or 888 788 0099 (toll free) Webinar ID # 885 1622 9475

•You can log in via your computer. Please visit the [City's website](#) to link to the meeting:

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

1. Call to Order & Roll Call

Chair John Webb called the meeting to Order at 5:32 PM

2. Roll Call

Members In Attendance
John Webb, Co-Chair/PPLAB,
Susan McEachern, Co-Chair/OSAB,
Helen Moshak, Secretary
Staff Liaison: Chris Davis, Parks Superintendent
Community: Jean Kiel

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or special transportation, should contact the City Clerk's Office at 303 335-4536 or MeredythM@LouisvilleCO.gov. A forty-eight-hour notice is requested.

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

3. Approval of Agenda

Moved: Susan McEachern, Seconded: John Webb, Agenda Approved

4. Approval of Minutes

5. Public Comments on Items Not on the Agenda and Items on the Consent Agenda

Public comments are limited to 3 minutes per speaker. When several people wish to speak on the same position on a given item, a spokesperson may be used to state that position.

No Comments from Community

6. Board Consent Agenda

The following items on the Consent Agenda are considered routine, and shall be approved, adopted, accepted, etc. by a motion of the Board unless a board member specifically requests an item be considered under "Regular Business". In such an event, the item shall be removed from the "Consent Agenda" and action taken separately on said item in the order appearing on the agenda. Those items so approved under the heading "Consent Agenda" will appear in the Board Minutes in their proper order.

Approval of Meeting Minutes from August 5, 2026,

Moved: Susan McEachern, Seconded: John Webb, Minutes

Approved

7. Board Informational Comments

None

8. Staff Report

Chris commented on Parks efforts to maintain turf and health of trees.

9. Regular Business

- A. *Discussion Item* — Diana/CMO on status. 8 months into FY26, no budget to date. Committee members covering costs out of pocket in the meantime. Discussion about difficulty of keeping records and receipts without clear procedures for reimbursement.
- B. Council continues to discuss structure of advisory boards, discussion of possible models of combining RAB and PPLAB because of facility/programming overlap and whether to commission Bee City as a separate committee or subcommittee under new or existing structure or to subsume/integrate Bee City into PPLAB.

G. Discussion Item — Items for Next Meeting

8. Adjourn

johnwebb20@comcast.net

From: Adam Blackmore <ablackmore@louisvilleco.gov>
Sent: Tuesday, August 11, 2026 8:14 AM
To: Susan McEachern; Lisa Norgard; John Webb
Cc: Ember Brignull; Kathy Martin; Chris Davis; Bryon Weber; Mandy Perera; Ginger Cross
Subject: FW: Louisville's draft PROS Guidebook is ready for your review

Good morning PROS Advisory Board Chairs,

Some of you may have already seen the email below or be in this loop so apologies for any redundancy. The draft Guidebook documents are now open for public review and comment. As mentioned previously, the boards will not be receiving another formal presentation or be required to review these documents during your regular meetings. As the Chair's you're welcome to add the topic to your upcoming agendas. If you add the item to your agenda, this time would be for the board members to bring their individual feedback on the plan(s) which could, if desired, be turned into a more formal collaborative feedback memo that could be shared with city council prior to the Guidebook adoption later this fall.

I'd note that staff have reviewed, and are in support of these drafts, and will be seeking direction from council for how to incorporate the feedback during this month-long engagement period, thus liaisons (or me & Bryon) will most likely serve in the capacity of feedback listener, more so than facilitator or presenter for any "formal" board reviews of the draft plans.

As community stakeholders you and board members are obviously welcome to submit comments via the link below as an interested individual party/resident as well.

Let me know if there are any questions or you run into any issues with Engage Louisville site.

Thanks in advance for any additional review you or the boards will be conducting to ensure that the plans meet the expectations of our community.

Adam L. Blackmore CPRE I MA

Director

Parks, Recreation, Open Space & Golf

City of Louisville

Office (303) 335-4735/(303) 335-4731

Cell (720) 899-2782

ablackmore@louisvilleco.gov



From: City of Louisville <Info@Info.LouisvilleCO.gov>
Sent: Monday, August 10, 2026 4:18 PM
To: Adam Blackmore <ablackmore@louisvilleco.gov>
Subject: Louisville's draft PROS Guidebook is ready for your review

PROS GUIDEBOOK



Draft
August 5, 2026

LONG RANGE PLAN

**Parks, Recreation & Senior Services, Open
Space, and Coal Creek Golf Course**



**City of
Louisville**

Sunset over North Open Space (Credit: Life in Louisville Photo Contest)

Acknowledgments

Louisville City Council

Chris Leh, Mayor
Barbara Hamlington, Mayor Pro Tem, Ward 3
Caleb Dickinson, Ward 1
Josh Cooperman, Ward 1
Judi Kern, Ward 2
Deborah Fahey, Ward 2
Dietrich Hoefner, Ward 3

City of Louisville Advisory Boards

Recreation Advisory Board
Parks and Public Landscaping Advisory Board
Open Space Advisory Board
Youth Advisory Board

City of Louisville PROS Department Staff

Adam Blackmore - Director
Bryon Weber - Planning and Project Manager
Ember Brignull - Open Space Superintendent
Ginger Cross - Sr. Marketing Specialist
Mark Jensen - Coal Creek Golf Course General Manager
Kathy Martin - Recreation and Senior Services Superintendent
Chris Davis - Parks Superintendent
Marla Olson - Sr. Administrative Assistant

Consultant Team

DTJ Design
ERO Resources
Toole Design
Ballard King and Associates LTD
RRC Associates
Studio Six



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Sunset at Coal Creek Golf Course (Credit: Life in Louisville Photo Contest)

Preface

An important defining value of the Louisville community is access to high-quality parks, open spaces, recreation programs, and community facilities. Residents place strong emphasis on maintaining parks, vibrant recreational opportunities, protected natural lands, and welcoming community spaces that support health, wellness, and quality of life. These amenities are a cornerstone of Louisville’s character and a key reason people choose to live, work, and recreate in the city.

As the community continues to evolve, Louisville remains committed to resilience, sustainability, and thoughtful stewardship of its resources. It is of great importance to maintain high-quality facilities, protect natural systems, and ensure that services remain accessible, inclusive, and responsive to community needs.

The Parks, Recreation, and Open Space (PROS) Long Range Plan (Plan) establishes a comprehensive, forward-looking framework to guide the stewardship, enhancement, and operation of Louisville’s Parks, Recreation & Senior Services, Open Space, and Coal Creek Golf Course over the next decade. The Plan balances reinvestment in existing assets, while advancing goals related to sustainability, equity, connectivity, and long-term resilience. The Plan provides a flexible roadmap for decision-making—supporting high-quality services, strong community partnerships, and a system that continues to meet the evolving needs of Louisville residents.

The Louisville PROS Department is deeply thankful to all of the volunteers, advisory board members, and community participants whose input, ideas, and engagement helped shape the Long Range Plan.

Executive Summary

Introduction

The Louisville Parks, Recreation, and Open Space (PROS) Long Range Plan (LRP) is one of two coordinated Plans that make up the PROS Guidebook, the other being the Trail System Plan (TSP). Both Plans respond to community preferences, demographic trends, current facilities, program participation, future needs, and industry best practices. The LRP identifies Recommendations for Parks, Recreation & Senior Services, Coal Creek Golf Course, and Open Space. The TSP establishes a Plan for trails and shared pathways in Louisville and focuses on addressing safety, connectivity, and trail management.

The LRP provides a comprehensive, forward-looking framework to guide the stewardship, enhancement, and operation of the City’s Parks, Recreation & Senior Services, Open Spaces, and Coal Creek Golf Course over the next decade. Following a series of events that shaped the community—including the 2013 flood, COVID-19 pandemic, and the 2021 Marshall Fire—the Plan reflects Louisville’s renewed emphasis on resilience, connectivity, equity, and quality of life. Together, the LRP and TSP establish a unified vision and strategic direction for PROS investments, policies, and priorities.

Purpose

The LRP establishes clear Goals, Strategies, and Action Items that support a healthy, active, and connected community while responsibly managing existing assets and planning for future needs. The Plan addresses facility condition and capacity, operations and maintenance, funding and partnerships, communications, sustainability, and long-term resilience. The LRP is a strategic Plan that identifies priorities and actions without prescribing specific capital investments and cost factors—allowing flexibility as funding, partnerships, and community needs evolve.

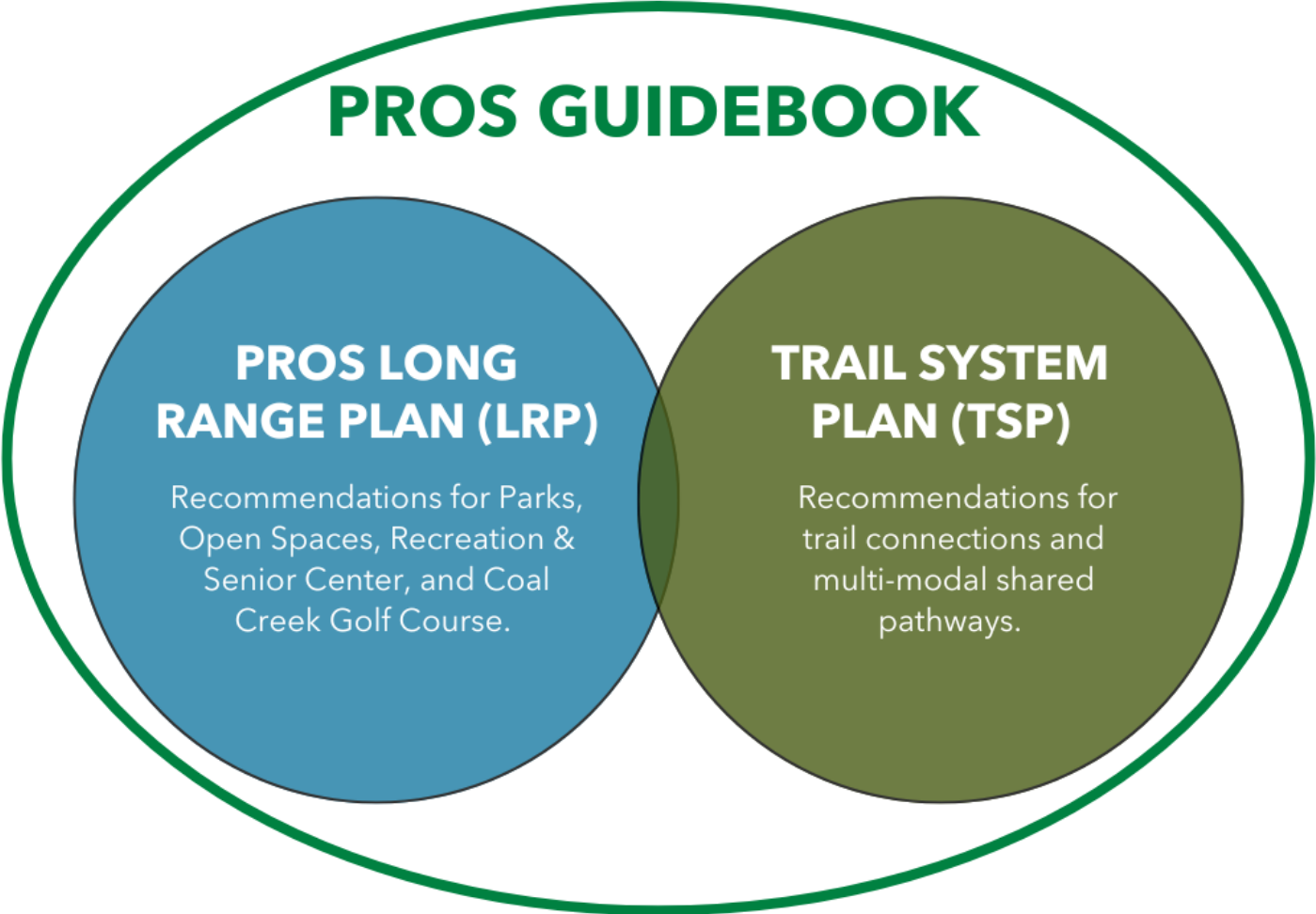
The LRP is informed by:

- A technical Needs Assessment Report
- Extensive community engagement
- PROS staff input
- Industry best practices

Plan Priorities

The following priorities emerged based on findings from community engagement and the Needs Assessment Report.

- Maintain and improve existing assets
- Balance natural resource conservation and recreational access
- Advance sustainability and resilience initiatives
- Use data-informed decision-making
- Promote access for all
- Address staffing and levels of service constraints



Community Engagement

Robust and inclusive community engagement was central to the LRP’s development. The PROS Department gathered input through a city wide statistically valid survey and open-link surveys, public open houses, pop-up events, focus groups, trails workshops, stakeholder interviews, and advisory board meetings. More than 2,000 survey responses and hundreds of in-person interactions informed the LRP. Community feedback played a central role in identifying priorities, challenges, and opportunities across all PROS Divisions.

Plan Themes

- **Deferred maintenance:** The community prioritizes care, maintenance, and reinvestment in existing assets across all Divisions throughout the PROS system. Their desire is to take care of what Louisville already has, including maintaining, repairing, and upgrading existing facilities and amenities before pursuing significant expansion. Reliability, safety, quality, and longevity of facilities are high priorities to the community.
- **Environmental stewardship and system sustainability:** The community members would like to see the PROS system managed with a long-term lens that considers environmental, financial, and operational sustainability. They prioritize use of water-wise practices, native landscaping, wildfire mitigation, habitat and ecological stewardship, energy efficiency, and fiscally responsible operations. Community members also emphasized the importance of protecting sensitive habitats and riparian corridors, improving management of undesignated trails, prioritizing maintenance of existing open space before expansion, and strengthening education, stewardship, and enforcement efforts. They further encouraged the PROS Department to implement a progressive, adaptive management approach that supports long-term ecological health, resilience, and functionality for future generations.
- **Universal access and inclusion:** There is a community desire to support health, well-being, and community benefit for people of all backgrounds and ages. PROS amenities are essential to physical health, mental well-being, social connection, and quality of life. The PROS Department should continue to support facilities and programs that serve a wide range of ages and abilities, and create spaces that function as welcoming, inclusive community hubs.

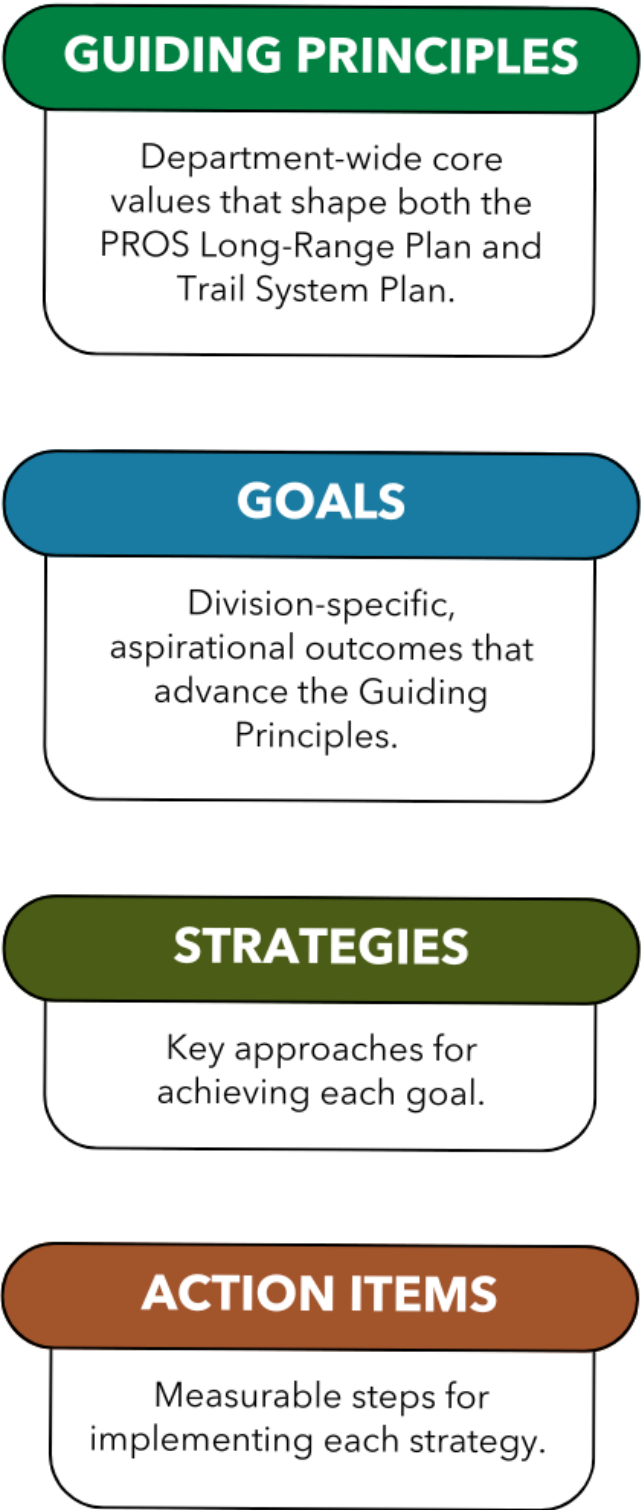


Plan Framework

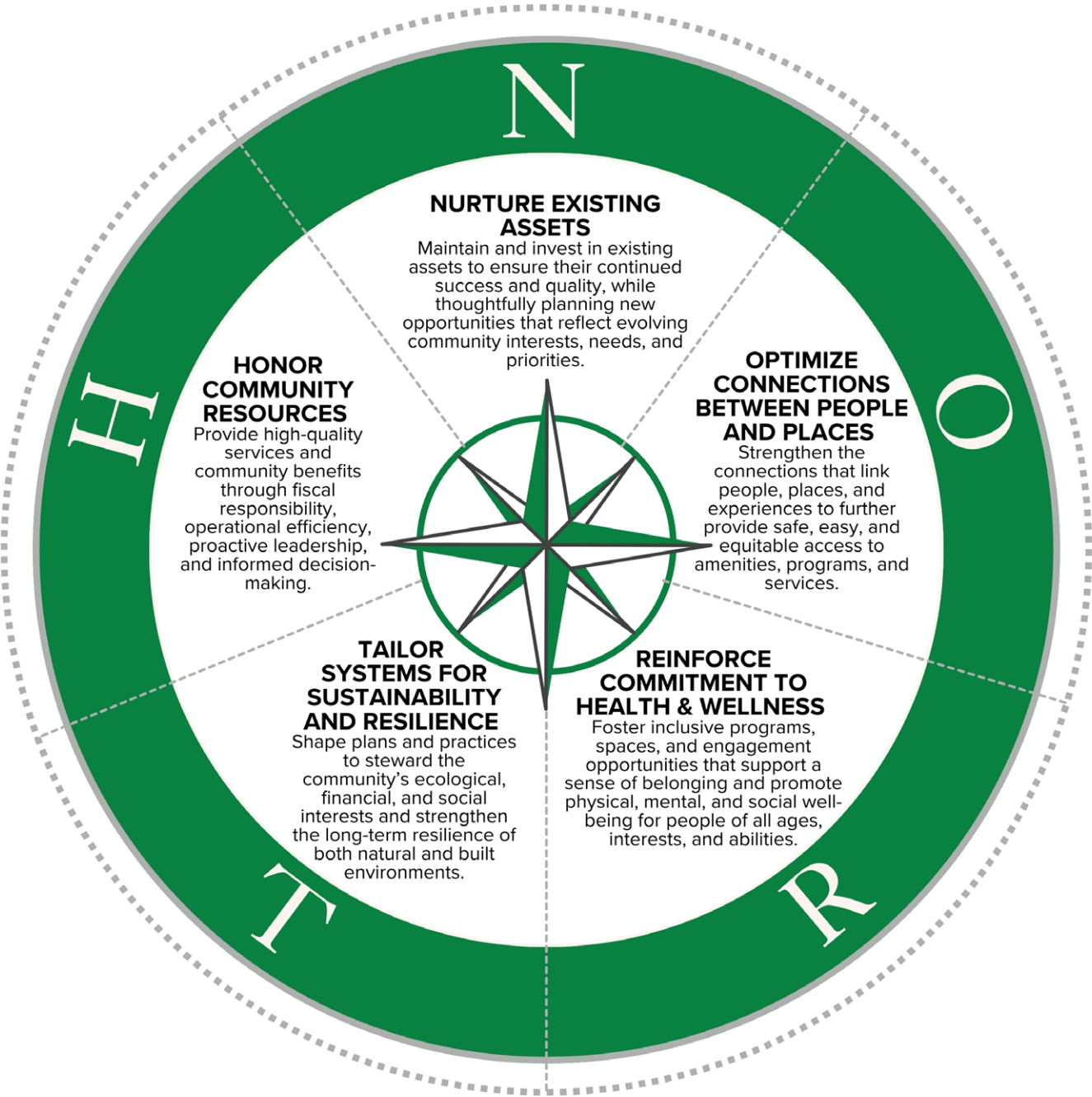
The LRP framework is based on a series of Guiding Principles, Goals and Strategies. These plan elements evolved based on a comprehensive analysis and outreach process with input from the community, stakeholders, staff, and industry experts - with all parties contributing to the plan outcome.

- **Guiding Principles** are Department-wide core values that shape both the PROS Long-Range Plan and Trail System Plan.
- **Goals** are Division-specific, aspirational outcomes that advance the Guiding Principles.
- **Strategies** are key approaches for achieving each Goal.
- **Action Items** are measurable steps for implementing each strategy. They are intended to be flexible and adaptive as funding, partnerships, and community needs evolve.

[Chapter 5's Implementation Plan](#) articulates Action Items and is intended to be reviewed annually and amended accordingly to reflect the achievements of each Division.



Guiding Principles



Goals and Strategies

Goals and Strategies are organized by Division. The Goals are informed through the community input process. The Goal statements are all equally important and shall be applied in the decision making process. As such, the following goals for each Division are not in a priority order.

PARKS DIVISION

- Promote universal access to parks.
- Develop parks based on community needs and levels of service metrics.
 - Assess gaps in parks and park typologies consistent with benchmarks and industry standards.
 - Apply park amenity standards for all park types.
 - Strengthen trail and multimodal connections to parks.
- Maintain existing assets to support high-quality user experiences.
- Maintain a comprehensive asset management program.
 - Align asset management priorities with operations, capital improvement programs and funding.
- Advance park sustainability and resiliency programs.
- Ensure coordination among internal and inter-agency sustainability teams.
 - Enhance water efficiency and sustainable landscaping.
 - Implement green infrastructure to achieve environmental benefits.
 - Promote a diverse, healthy and adaptable urban forest.
 - Leverage city and private development initiatives to advance urban forestry goals.
 - Maintain comprehensive data tracking and monitoring systems.
- Support funding and partnerships.
- Foster collaboration within PROS and across City Departments.
 - Expand external partnerships to support programs and services.
 - Align staffing and funding resources to sustain service delivery.

RECREATION & SENIOR SERVICES DIVISION

- Promote safe, consistent and enjoyable user experiences.
- Ensure facilities and programs align with community needs.
 - Plan for ongoing maintenance, repairs, and equipment replacement needs.
- Support lifelong health, wellness, and social connections for all community members.
- Promote multi-generational, inclusive recreational and senior services.
 - Enhance senior wellness and social programs.
 - Advance programs for youth and teens.
 - Ensure recreational program fiscal sustainability.
 - Support community health and wellness initiatives.
- Utilize reliable data sources to inform decisions.
- Continually evaluate facilities and programs.
 - Provide data-driven expertise to support targeted amenities and community priorities.
- Manage operational capacity to support effective program and facility operations.
- Analyze peak facility usage and program enrollment to guide scheduling and resource planning.
 - Align program fees and charges to ensure alignment with policies, trends, and community needs.
- Advance sustainability and resiliency programs.
- Advance energy and water conservation measures.
- Plan for the long-term infrastructure and programming needs.
- Proactively address capital infrastructure needs and facility lifespan.
 - Monitor regional trends and innovations in aquatics.
- Support funding and partnerships.
- Foster collaboration within PROS and across City Departments.
 - Expand external partnerships to support programs and services.
 - Align staffing and funding resources to sustain service delivery.

OPEN SPACE DIVISION

Establish a comprehensive ecosystem of natural open spaces in Louisville.

- Align open space resource protection with adopted governing policies and allowable uses.
- Support effective natural resource management and protection.
- Clarify the land classification system to guide site-specific management and decision-making.
- Acquire and protect lands to strengthen ecosystem value, connectivity and conservation corridors.

Advance science-based data to support informed land management decisions.

- Maintain comprehensive inventories, data tracking and monitoring systems.
- Update resource and land management plans and policies to address emerging needs.
- Apply best management practices for vegetation management, wildfire mitigation, and ecological restoration.

Promote environmental stewardship.

- Deliver education programs and interpretive materials to promote stewardship and responsible recreation.
- Expand community involvement through volunteer programs.
- Leverage partnerships to extend the reach and impact of open space programs.

Balance ecological benefits with recreation access.

- Manage inclusive recreational access while ensuring protection of ecological resources.
- Enhance visitor amenities to support safe, enjoyable, responsible, and equitable use.
- Address undesignated social trails in open spaces.

Support funding and partnerships.

- Foster collaboration within PROS and across City Departments.
- Expand external partnerships to support programs and services.
- Align staffing and funding resources to meet or exceed service delivery.

COAL CREEK GOLF COURSE DIVISION

Prioritize exceptional customer service.

- Provide a seamless customer experience from arrival through departure.
- Elevate customer retail offerings.
- Enhance instructional programs that are aligned with staff resources and facility offerings.
- Inspire the next generation through youth programs and activities.
- Foster community connections within, and beyond, the golf community.

Ensure the long-term financial sustainability of golf facilities.

- Optimize revenues and manage expenses.
- Pursue new revenue opportunities, including events, programs, and other compatible uses.
- Implement strategic investments that support operational efficiency.

Invest in facility and asset capital improvements.

- Advance capital projects that align with long-term objectives.
- Extend the life of course infrastructure and support long-term asset performance.
- Strengthen operational capacity through staffing, equipment, and maintenance systems.

Promote sustainable development and resilient best practices.

- Achieve regional and national recognition as a model of sustainable and resilient golf operations.
- Enhance data tracking and monitoring systems.

Support Coal Creek GC Enterprise Fund structure and partnerships.

- Foster collaboration within PROS and across City Departments.
- Expand external partnerships to support programs and services.
- Align staffing and funding resources to sustain service delivery.

Next Steps

The LRP provides a clear and actionable roadmap for guiding the future of Louisville’s Parks, Recreation & Senior Services, Open Space, and Coal Creek Golf Course over the next decade. The LRP reflects Louisville’s longstanding commitment to quality of life, environmental stewardship, equity, and fiscal responsibility. The Strategies and Action Items outlined in this document balance the importance of maintaining and enhancing existing assets with the need to respond to evolving community demographics, recreation trends, climate challenges, and operational realities. Overall, the LRP establishes a vision for a resilient, connected, and inclusive PROS system that continues to define Louisville’s community wellbeing.

The Implementation Plan serves as a living tool, to be reviewed and updated annually to track progress, adapt to changing conditions, and celebrate accomplishments. Ongoing community engagement, transparent reporting, and pursuit of diverse funding and partnership opportunities are essential to sustaining momentum. Implementation of the LRP will occur incrementally over the next ten+ years following adoption by City Council as part of the PROS Guidebook. Initial next steps include:

- Prioritizing short term Action Items
- Integrating Plan Recommendations into annual work plans, the Capital Improvement Program, and Departmental budgeting processes
- Continuing coordination with Advisory Boards and partner agencies

By using this document as a practical decision making framework, Louisville can ensure thoughtful investments, measurable outcomes, and long term stewardship of the PROS resources and amenities that are central to the community’s identity.



The Fretliners at Community Park (Credit: Life in Louisville Photo Contest)

01.

INTRODUCTION

Trail through Annette Brand Park (Credit: Life in Louisville Photo Contest)

1.1. PROJECT OVERVIEW

Since the most recent PROS Master Plan was completed in 2012, Louisville has experienced significant change due to the impacts of the 2013 flood, the COVID-19 pandemic, and the 2021 Marshall Fire. These events highlighted the importance of resilient, inclusive, and well-maintained parks, open spaces, and recreational facilities. While the 2026 Louisville Comprehensive Plan establishes long-term Strategies that balance environmental protection with future growth, the Parks, Recreation, and Open Space (PROS) Guidebook establishes Action Items specifically for the PROS Department to promote improved, resilient, and well-maintained resources and facilities.

The PROS Guidebook includes two coordinated plans: the PROS Long-Range Plan (LRP) and the Trail System Plan (TSP). The LRP strategic framework proposes actionable Recommendations for the future, but does not specify capital improvement project initiatives or cost estimates. That effort will be completed by the PROS staff following Plan adoption as part of the regular bi-annual budgetary process. Both plans respond to community preferences, demographic trends, current facilities, program participation, future needs, and industry best practices. The LRP identifies Recommendations for the future of Parks, Recreation & Senior Services, Coal Creek Golf Course, and Open Space. The TSP establishes a plan for trails and shared pathways in Louisville that focuses on addressing safety, connectivity, and trail management. The TSP is guided by the Goals and Recommendations stated in the LRP. The LRP and TSP provide a unified framework to guide PROS investments and priorities over the next decade.

Community engagement was central to the development of the Guidebook and essential to ensuring it reflects Louisville's shared values, priorities, and lived experience. Over a 12-month process, the PROS Department conducted extensive public outreach and engaged Advisory Boards through more than ten separate touch points, creating meaningful opportunities for dialogue, feedback, and refinement. The Parks and Public Landscaping, Recreation, Open Space, and Youth Advisory Boards played a critical role in shaping the Plan by bringing diverse perspectives, technical knowledge, and a strong commitment to the process. Their sustained involvement helped ground the Guidebook in community priorities and foster shared ownership of its recommendations, ensuring the Plan functions as a technically informed and community-driven strategy.

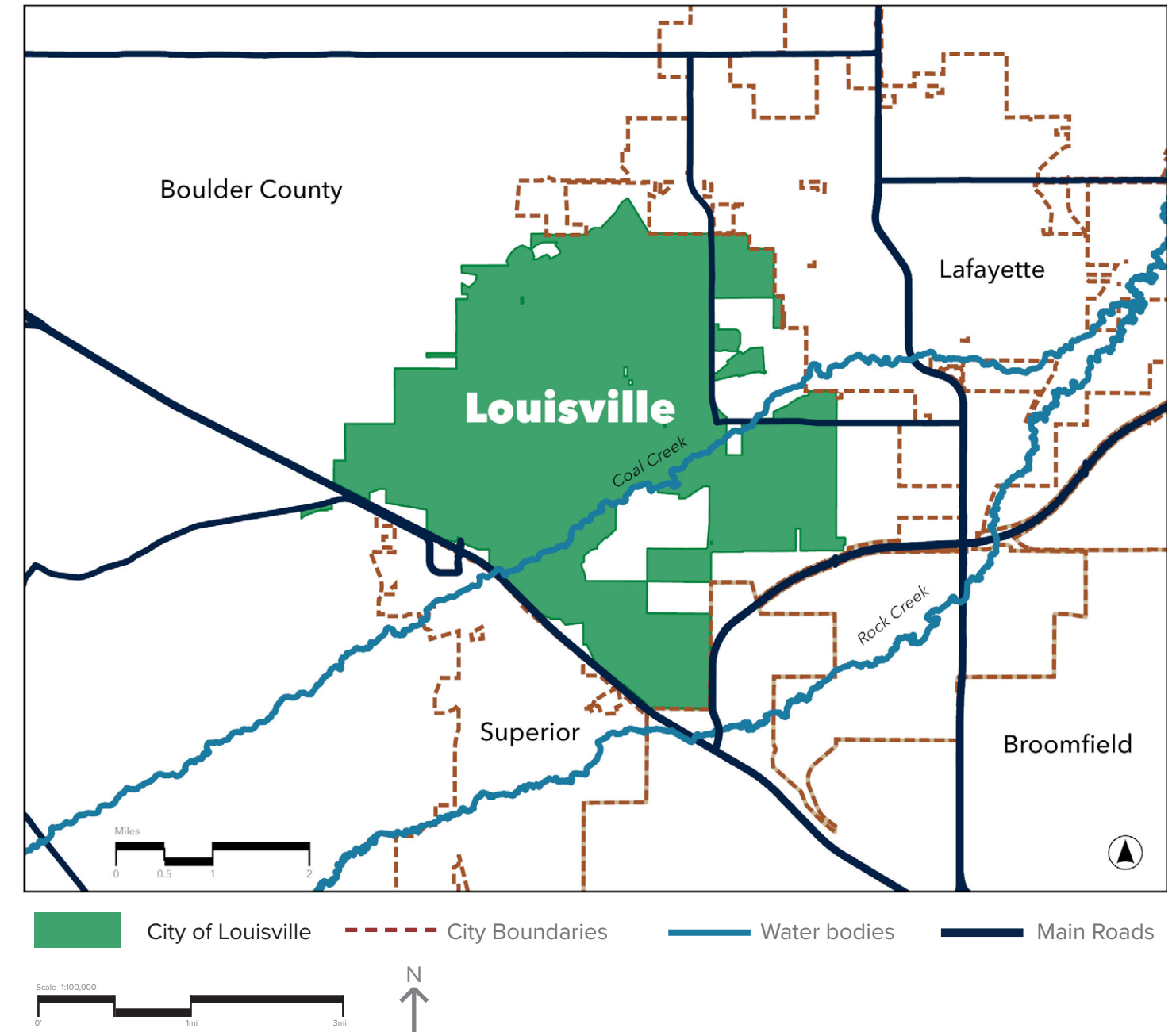


Figure 1. Louisville Vicinity Map

1.2. PLAN PURPOSE

The PROS Long Range Plan (LRP) establishes Goals, Strategies, and Action Items for the future of Louisville's Parks, Recreation & Senior Services, Open Space, and Coal Creek Golf Course Divisions, including necessary improvements, management and operations, and Department communications. The LRP supports a healthy and active community, and is informed by community engagement, a technical Needs Assessment Report, and industry best practices.

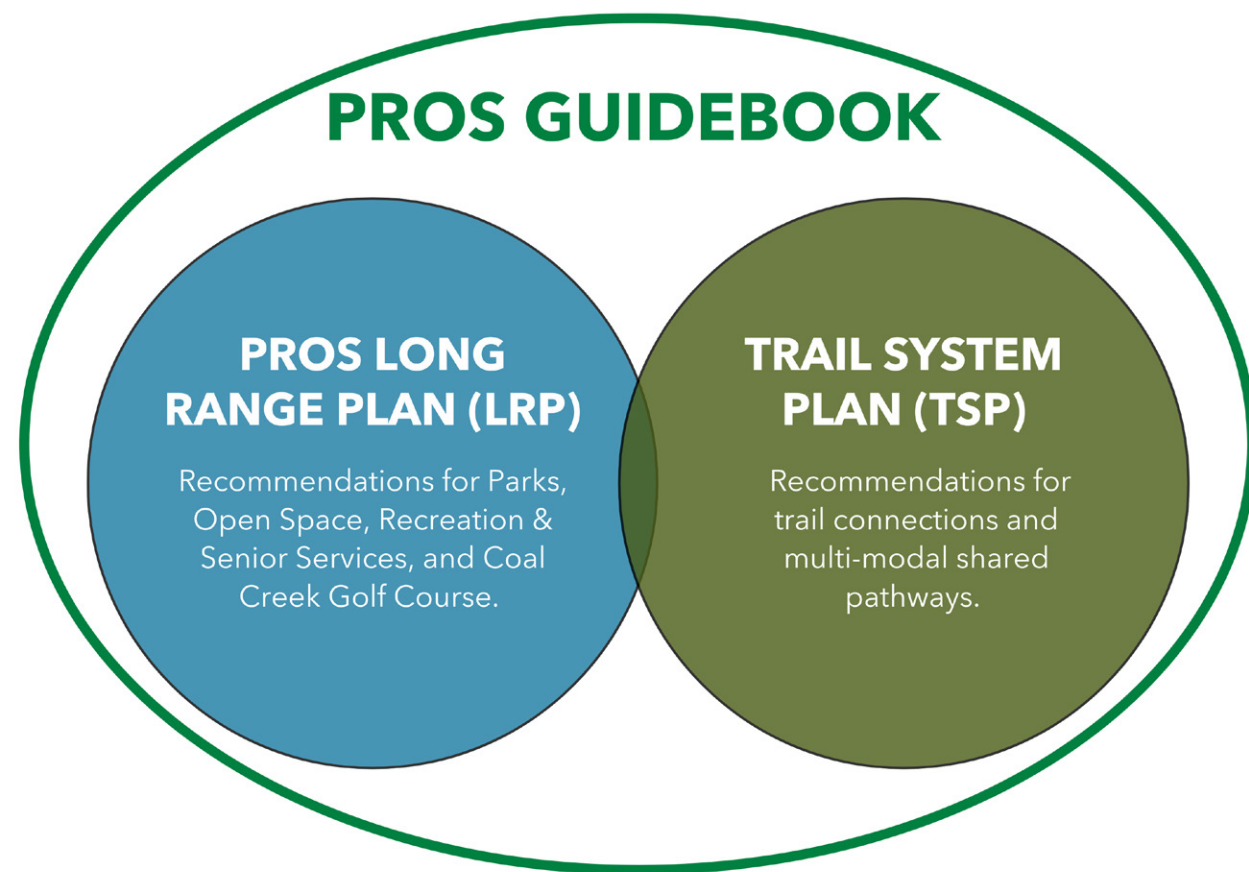


Figure 2. PROS Guidebook Diagram

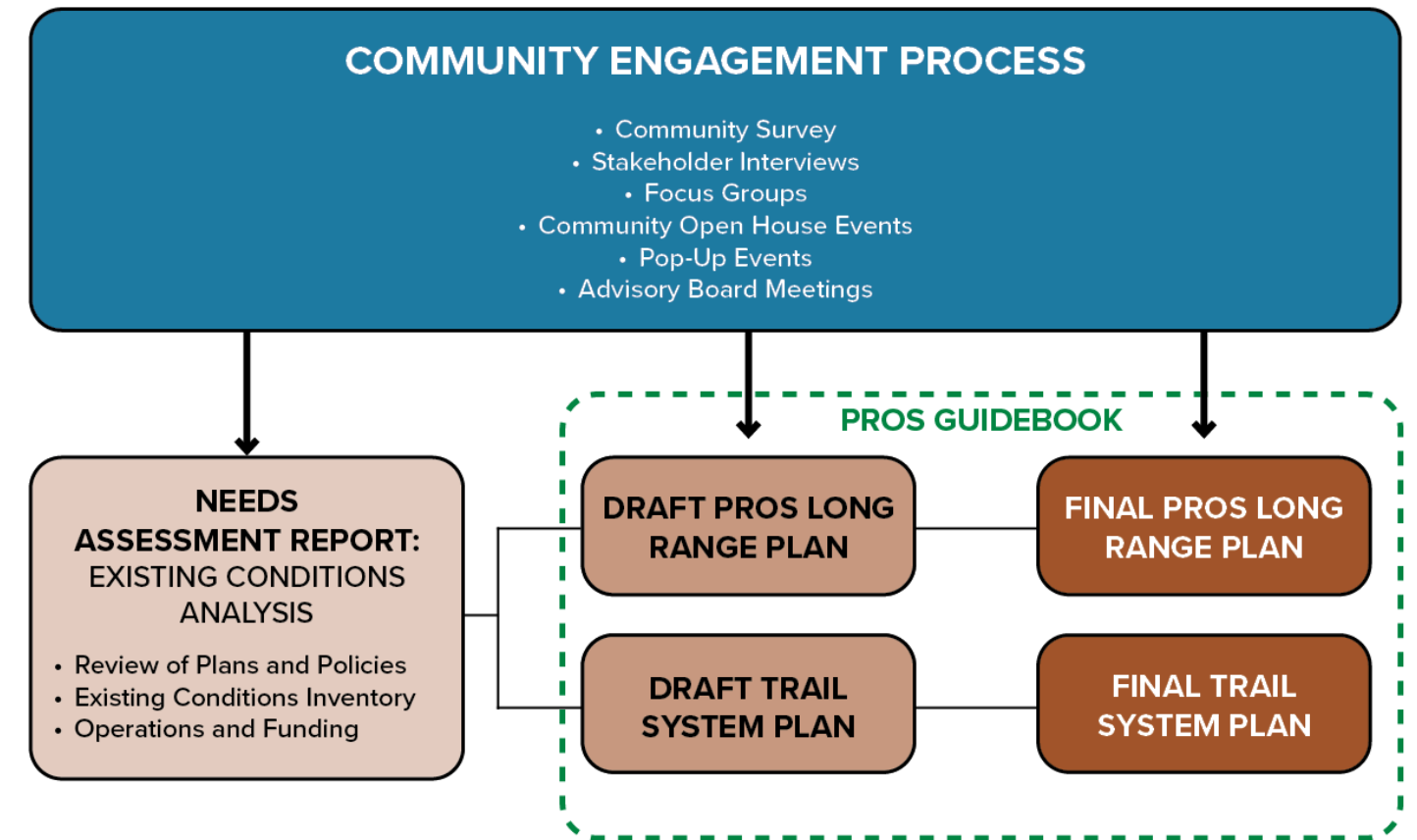


Figure 3. Plan Process Framework

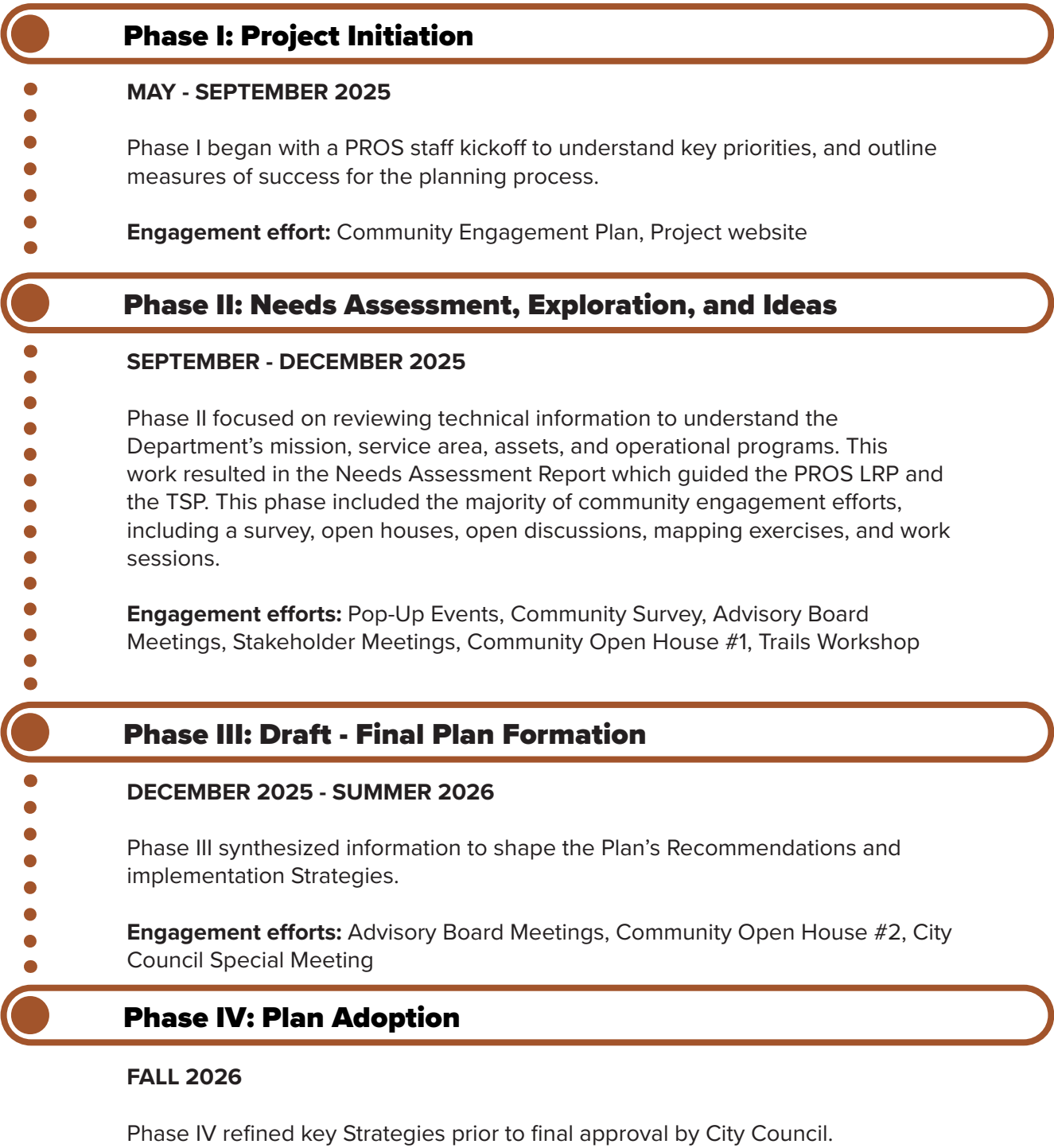
[The PROS Long Range Plan and Trail System Plan work together as a unified framework; each plan informs the other.]

1.3. PLAN TIMELINE

The LRP process coincided with the TSP process and included shared community outreach events and workshops, on-site engagement, and Advisory Board events. Project Timeline below illustrates four Phases of the PROS Guidebook process.



Figure 4. Project Timeline



1.4. PLAN ORGANIZATION

GUIDING PRINCIPLES

Department-wide core values that shape both the PROS Long-Range Plan and Trail System Plan.

GOALS

Division-specific, aspirational outcomes that advance the Guiding Principles.

STRATEGIES

Key approaches for achieving each goal.

ACTION ITEMS

Measurable steps for implementing each strategy.

The PROS Guidebook is organized into four interconnected levels that move from the department's values to aspirations, strategic approaches, and measurable actions, creating a clear path for advancing its mission. The four levels are called Guiding Principles, Goals, Strategies and Action Items.

Action Items translate the Plan's Guiding Principles, Goals, and Strategies into clear, actionable steps that guide implementation and clarify responsibility, priority, and timeframe. They are important because they connect long-term vision to day-to-day decisions, helping align annual work plans, budgeting, and capital improvement planning with overarching Goals and department Guiding Principles. The Strategies and Action Items are designed to be a living tool, intended to be reviewed and refined over time and respond to changing community needs.

Figure 5. Plan Organization Diagram



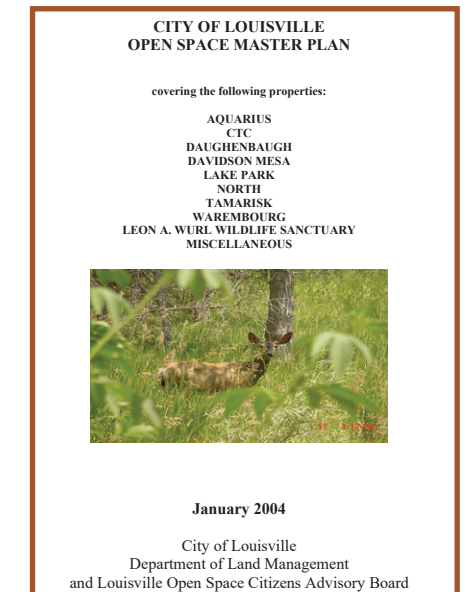
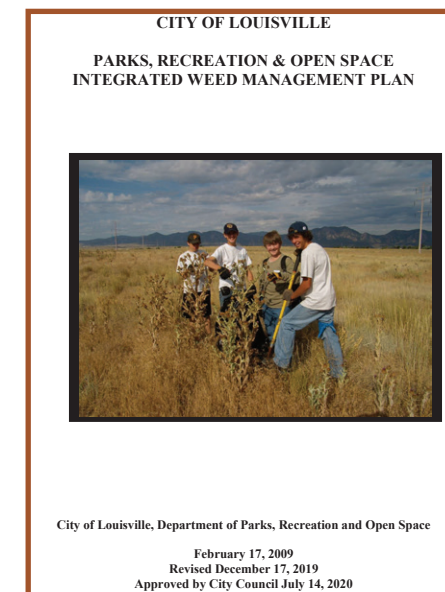
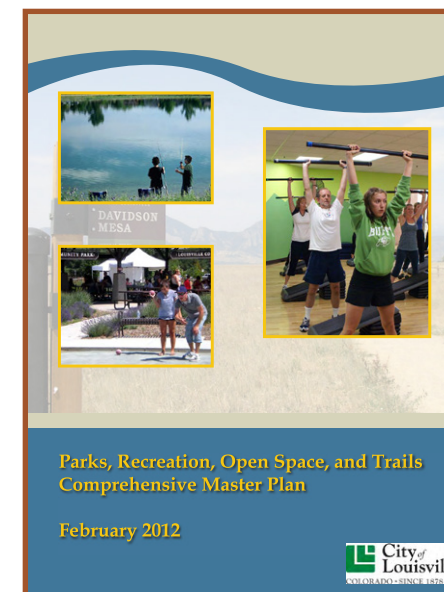
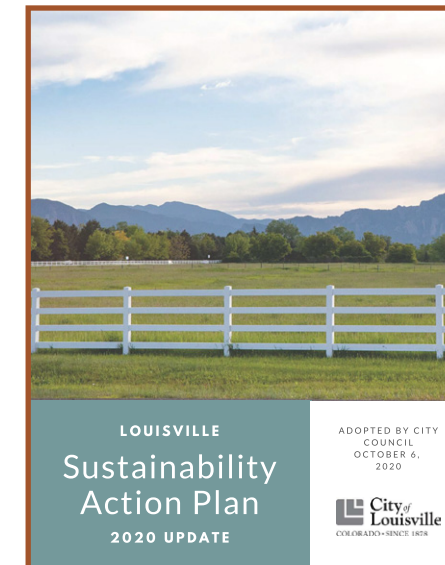
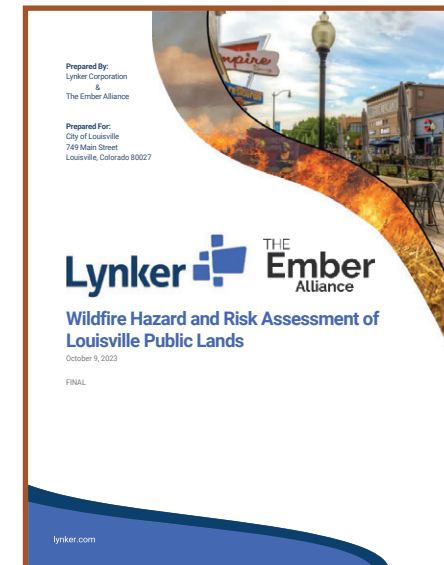
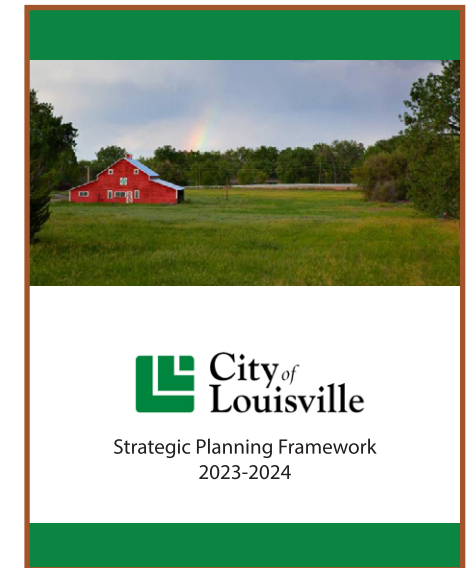
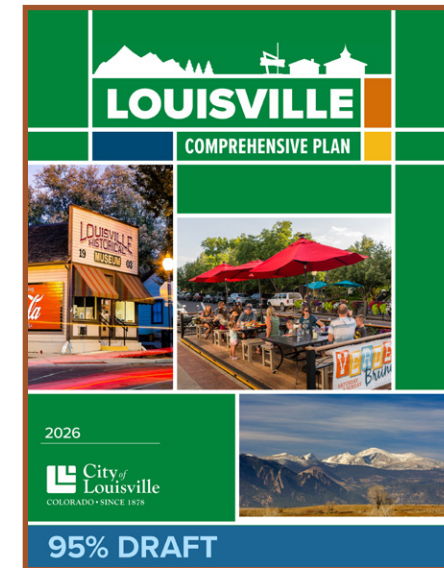
Open space at sunset (Credit: Life in Louisville Photo Contest)

1.5. PREVIOUS PLANS AND REPORTS

The LRP considers the objectives of the following existing plans.

- 2026 Louisville Comprehensive Plan
- 2026 Vegetation Survey
- 2025-26 City of Louisville Budget Book
- 2023-2024 Strategic Planning Framework
- 2023 Parks General Maintenance and Management Plan
- 2023 Wildfire Hazard and Risk Assessment of Louisville Public Lands
- 2020 Louisville Sustainability Action Plan
- 2020 PROS Integrated Weed Management Plan
- 2019 Transportation Master Plan
- 2012 Parks, Recreation, Open Space, and Trails Comprehensive Master Plan
- 2004 City of Louisville Open Space Master Plan
- 2001 Louisville Home Rule Charter (City Charter)

To access the supporting plans, please visit Engage Louisville at <https://www.engagelouisvilleco.org/join-the-journey>



02.

PROS DEPARTMENT OVERVIEW

Memory Square Pool (Credit: City of Louisville)

2.1. PROS ORGANIZATIONAL STRUCTURE

The PROS Department is within the City of Louisville, which is a tax-supported government agency. The PROS Department and the PROS Guidebook are in conformance with the City of Louisville 2026 Comprehensive Plan and the Louisville Home Rule Charter.

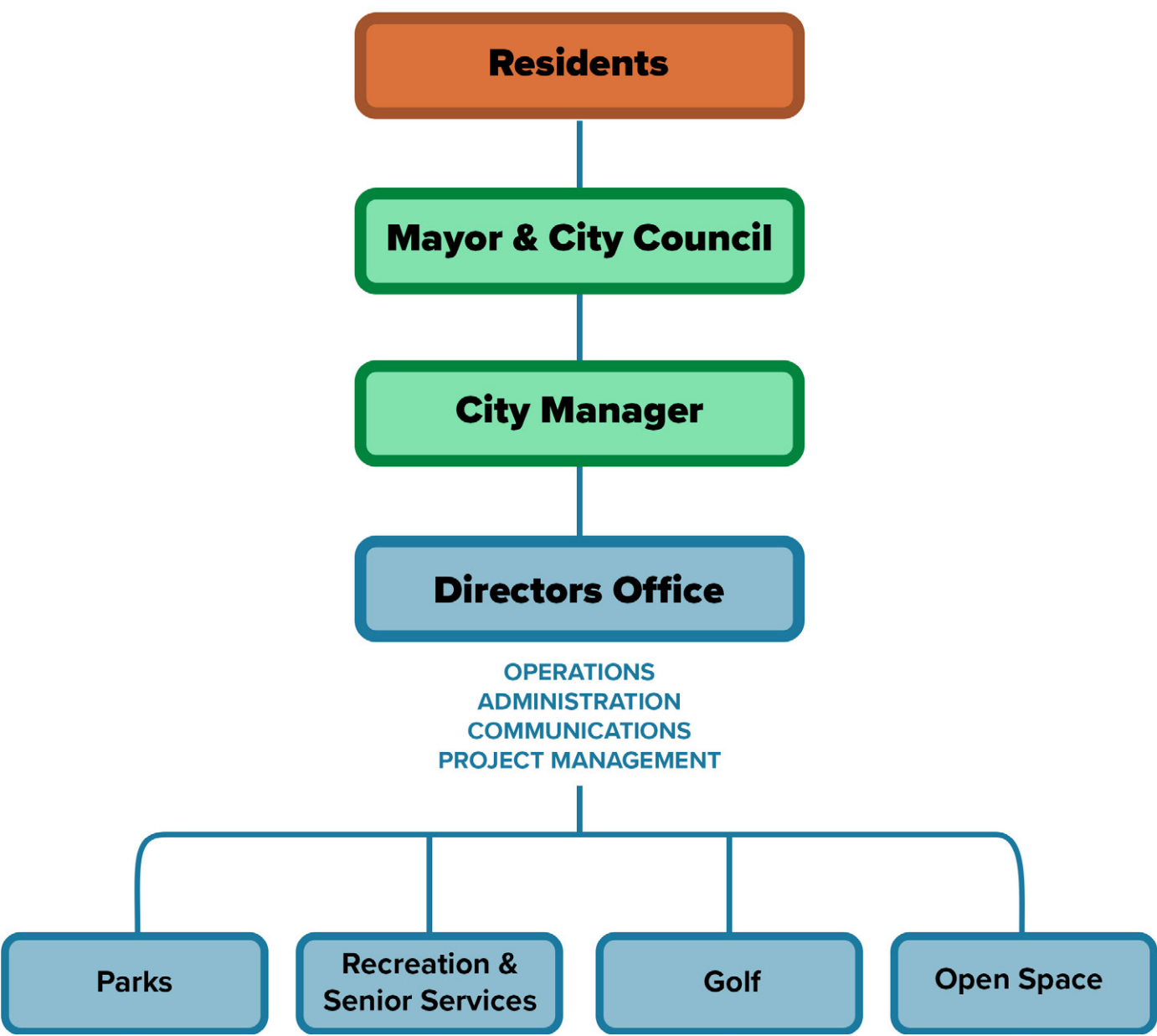
The Department is led by the Director of Parks, Recreation and Open Space, who oversees four primary divisions: Parks, Recreation & Senior Services, Open Space, and Golf, along with administrative functions including budgeting, communications and project management. Louisville’s PROS staff include 117 Full-Time Equivalent (FTE) positions. FTE is a way to measure staffing by combining full-time and part-time employees into one number.

The Director reports directly to the City Manager and is responsible for guiding the Department’s major operational, strategic, and administrative functions, including the operating and capital budgets and the Department’s overall vision and priorities. Division Superintendents are responsible for the day-to-day management of parks, recreation and senior services, natural resources, open space, recreational trails, Coal Creek Golf Course operations, administration, maintenance, budgeting, and communications. The Department is supported by several advisory boards.

The PROS Long Range Plan applied a benchmarking evaluation system using data provided by the National Recreation and Parks Association (NRPA) to compare Louisville’s PROS Department programming and staffing needs with national benchmarks. When comparing NRPA and peer city data for agencies serving communities of 20,000 to 49,999 residents, the Louisville PROS Department staffing metrics are considered above average . However, Louisville operates a broader and more complex system than is typical for a community of its population, including an extensive parks and trail inventory, a full-service Recreation & Senior Center, aquatics, senior services and programming, an 18-hole municipal golf course, significant open space management, forestry, and maintenance and operations of City streetscapes and cemetery facilities.

It is important to note that the NRPA staffing benchmarks are reported at the agency level. The data does not determine whether individual service areas are adequately staffed for a particular agency. Therefore, PROS Division-level staffing requirements need to be evaluated based on the unique circumstances of the Louisville PROS Department, facility types and uses, program demand, operations and maintenance standards, regulatory responsibilities, and adopted service expectations. The evaluation of additional staffing will be required to address current and future needs and implementation of the recommendations of this Plan.

For more information on the PROS Department organizational structure and staffing levels, see the Needs Assessment Report in Appendix B.



2.2. DEPARTMENT ROLES AND RESPONSIBILITIES

The PROS Department manages Louisville’s entire system of parks, designated open spaces, recreation facilities, trails, horticulture, forestry, athletic fields, the Coal Creek Golf Course, and the cemetery. The Director’s office provides leadership across all these service areas, ensuring quality recreation opportunities, maintenance standards, natural resource stewardship, and alignment with Citywide strategic goals and the City Charter. In addition to operational oversight, the Director is responsible for departmental planning, resource management, and interdepartmental coordination, shaping long term policies and master planning efforts that support community well being, environmental protection, and public recreation services.

Administration

Primary responsibilities:

- Providing top level leadership across all divisions within the Parks, Recreation & Open Space Department, setting departmental priorities and long term vision.
- Managing and coordinating all employees across entire department.
- Ensuring departmental adherence to the City’s Home Rule Charter, other City policies, strategic plans, and long-range planning documents guiding recreation services, natural resource management, and community amenities.
- Managing relationships and coordination with other City departments and external partners to support Citywide goals and integrated service delivery.
- Managing department wide funding programs and business services.

Budgeting

Primary responsibilities:

- Overseeing a combined \$11.3 million operating and capital budget for the entire PROS Department.
- Directing allocation of resources to parks maintenance, recreation services, open space management, facility operations, and capital improvement projects.
- Ensuring financial stewardship consistent with City policies, including fiscal planning, spending oversight, and capital project prioritization.

Operations

Comprehensive and efficient operational systems are critical to ensuring that Louisville continues to provide high quality PROS amenities to its residents. While each PROS Division manages separate entities, the Department is responsible for managing all partnerships, funding, communications, and general operations. This structure helps the Department avoid siloed or redundant efforts and allows for better collaboration between Divisions. It also allows them to take action more effectively toward achieving the Guiding Principles.

Primary responsibilities:

- Providing leadership over the city’s extensive recreation and natural resources system, including:
 - o Parks, trails, open spaces, and greenways
 - o Coal Creek Golf Course
 - o Recreation & Senior Services
 - o Horticulture, forestry, mowing, and landscaping programs
 - o Athletic fields and the municipal cemetery
- Capital Project Management.
- Directing maintenance standards, operational planning, and program delivery across these facilities and assets.
- Guiding long range planning and implementation of strategic initiatives, capital improvements, and resource stewardship aligned with City priorities.

Communications

The PROS Department maintains a dedicated communications team that develops and manages marketing, public information, community engagement, and strategic communications for the Department while coordinating with the City Manager’s Office on Citywide messaging and high-profile issues. Communications staff are responsible for communicating all events, maintenance, happenings, and calls to action to Louisville residents and visitors regarding the PROS spaces, facilities, and programs. They use a variety of tools, including but not limited to web platforms, social media, print media, and signage, to engage a broad range of user groups.

Primary responsibilities:

- Serving as the primary point of contact for City Council inquiries and high-level community concerns related to PROS.
- Ensuring consistent external communication related to departmental initiatives, maintenance activities, recreation programming, and policy updates.
- Representing the department publicly—coordinating messaging with the City Manager’s Office and interfacing with residents, partner agencies, and community stakeholders.

2.3. PROS DIVISIONS OVERVIEW

Parks

The Parks Division maintains 375 acres of land across Louisville. This includes 173 acres of parkland across 34 designated parks, as well as public facilities, trail corridors, and right-of-way landscape areas. The parks range in size and provide access to a variety of user experiences, including play, sports recreation, community connection, relaxed strolls, and more. The PROS Department is committed to maintaining its parks as one of its core attractions for residents and visitors alike.

Parks Division responsibilities:

- Park operations – parks, playgrounds, sport courts (basketball, tennis, pickleball, skate parks), pathways, amenities, and infrastructure.
- Urban forestry – tree canopy, pruning, planting, and landscape care.
- Asset management – maintenance, inspections, and lifecycle planning.
- Event support – city events, logistics, and site restoration.

- Environmental Stewardship – Water conservation, sustainability, and resilience.
- Community Services – Public spaces, partnerships, and customer support.
- Streetscape maintenance.
- Hard surface trails through designated parks.
- Horticulture systems including city-wide annual beds and holiday plantings.
- City cemetery.

For more information refer to Needs Assessment Report in Appendix B.

Recreation & Senior Services

This Division operates two primary facilities, a 104,000 square foot Recreation & Senior Center, and Memory Square Swimming Pool. This Division strives to enhance the physical and mental well-being of the community by offering a variety of amenities and programs. They offer classes and resources for members of all ages and backgrounds, providing social connection, exercise, and learning opportunities to all users.

Recreation & Senior Services Division responsibilities:

- Maintenance
 - o Equipment
 - o Building facilities and utilities
 - o Aquatics
- Programming
 - o Registration
 - o Program schedules
 - o Senior services
 - o Passes and memberships
 - o Youth programs
 - o Youth and adult sports
 - o Youth, adult and senior fitness programs
 - o Aquatic programming including learn to swim programs
- Events held at the Recreation & Senior Center and/or Memory Square Pool

The Recreation & Senior Services Division manages:

- Recreation & Senior Center building and equipment maintenance.
- Memory Square Swimming Pool

Open Space

Open space is a valued and essential component of Louisville, serving conservation, habitat protection, and passive recreation purposes. Open space lands include properties owned and managed by the City, as well as parcels jointly owned and managed with Boulder County or the City of Lafayette. Each property contributes uniquely to community connectivity, recreation opportunities, conservation, wildlife habitat, and/or scenic value. Louisville is the full or joint owner of about 2,000 acres of open space. Open Space provides a multitude of values, including ecosystem protection, ecological diversity, and recreational opportunities. Open Space lands are regulated by the [City of Louisville under Article 15 Home Rule Charter](#), that establishes a framework to balance human activity with resource protection. Recreational trails are located in key areas to give access to residents and visitors to experience the beauty of open lands and moments of solitude.

Open Space Division responsibilities:

- Land Management and Acquisition
 - o Wildfire Mitigation efforts identified in the Wildfire Risk Assessment (WRA) such as: grazing, mowing, native restoration, prescribed fire and planning efforts
 - o Wildlife management in partnership with Colorado Parks & Wildlife (CPW)
 - o Monitoring grazing for wildfire risk reduction, weed control, and restoration.
 - o Fishing regulations
 - o Habitat and species inventory
 - o Vegetation management such as native restoration activities and noxious weed control
- Maintenance
 - o Designated formal trails through open space
 - o Signage and wayfinding
 - o Support Parks Division in snow removal duties
- Education and volunteer programs

The Open Space Division manages:

- o Maintenance of all city owned open space properties
- o Shared maintenance on jointly-owned open space properties
- o Wildfire management
- o Noxious weed and invasive species management
- o Habitat protection
- o Natural resource conservation
- o Passive recreational trails
- o Education and outreach

Regulatory Enforcement

- o Executed through the Ranger Naturalist

Coal Creek Golf Course

Coal Creek Golf Course is the only outdoor golf facility in Louisville. It offers an 18-hole course with 9-hole options, practice facilities (driving range, chipping, putting) and clubhouse, and a putting course surrounded by beautiful views of the Rocky Mountains. The course includes manicured fairways, water features, woody areas, and gently rolling terrain. Lessons and youth programs are offered throughout the year. Players can purchase retail products in the Coal Creek Golf Course Pro Shop located inside the clubhouse. Overall, the Coal Creek Golf Course serves as an Enterprise business and provides recreation, learning and community functions for many residents and visitors in the area.

In addition to serving the public, strict environmental standards have been implemented to obtain the designation as a Certified Audubon Cooperative Sanctuary, placing the CCGC in the top 3% of golf courses worldwide.

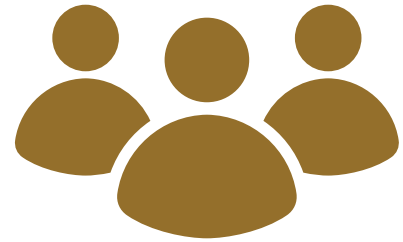
Coal Creek Golf Course Division responsibilities:

- Course planning, design, and construction
- Tournament(s) management
- Maintenance
 - o Landscaping
 - o Course quality
 - o Drainage
 - o Soil quality
 - o Pedestrian/cart pathways
 - o Signage and wayfinding
 - o Clubhouse, pro shop, and food/beverage offerings
 - o Snow removal
- Programs
 - o Lessons (adult and youth)
 - o League play schedule
 - o Passes
 - o PGA Junior Golf
 - o Operation 36 Golf Academy
- Events held at Coal Creek Golf Course

03.

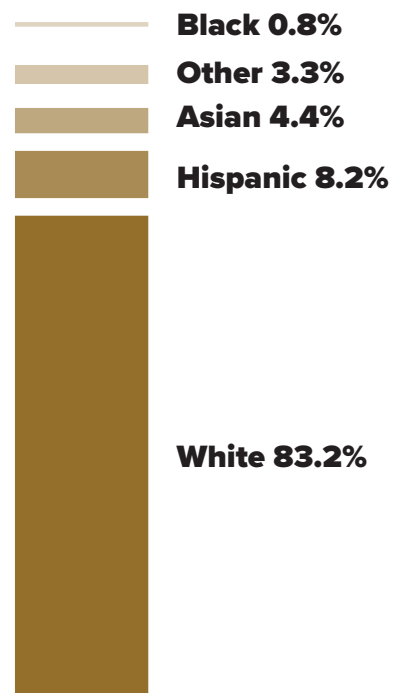
EXISTING CONDITIONS

City of Louisville Demographics



20,238

Population



Ethnicity



\$148,102

Median Household Income



Median Age

44



36.6%

Households With Children

The Needs Assessment Report (NAR) serves as a foundational document that informs Recommendations for the parks, recreation, and senior service programs, open spaces, trails, and the Coal Creek Golf Course facilities and services, funding, and staffing.

For more information, see the Needs Assessment Report in Appendix B.

Demographics

By 2030, Louisville's population is expected to decrease and age, with populations under 18 and ages 25-64 projected to decrease while ages 18-24 and 65+ age groups are projected to increase. As a result, in the next 10 years:

- Youth programs remain important.
- Senior services, wellness, low-impact fitness, social connection, and accessibility drive future demand.
- Facilities designed for "all ages" will outperform age-specific ones.
- Residents compare Louisville's offerings to nearby jurisdictions as well as private clubs and regional destinations.
- Tolerance for outdated facilities, overcrowding, or missing amenities will be low.
- There may be opportunities for strategic fee increases, premium programs, and cost recovery if program/amenity quality matches price in the near future.

Figure 6. Current Demographics Summary

Source: 2010-2020 Census Data, 2025 Esri Data

3.1. PARKS

The following park typologies are recognized industry standard designations. The PROS Department also recognizes this framework for its parks system:

- Pocket Parks
- Neighborhood Parks
- Community Parks

Pocket parks are defined as parks that are under 1 acre in size and are limited to turf and landscape areas, with amenities such as seating, pathways, and signage.

Neighborhood parks are defined as parks that are 1-15 acres in size and are designed to support neighborhood needs such as open turf and landscape areas, age-appropriate play amenities, shade structures, seating, pathways and signage.

Community Parks are defined as parks that are greater than 15 acres in size and are designed to support community needs such as multi-purpose fields and landscape areas, age-appropriate play amenities, shade structures, seating, sports courts, pathways and signage.



Paved trail through park (Credit: PROS Staff)

Neighborhood Parks			
Park Name		Acreage	
Annette Brand Park		7.40 ac	
Centennial Park		4.80 ac	
Cleo Mudrock Park		9.10 ac	
Cottonwood Park		9.00 ac	
Cowboy Park		1.90 ac	
Dutch Creek Park		2.00 ac	
Elephant Park		1.30 ac	
Enclave Park		1.80 ac	
Gateway Park		3.05 ac	
Hammer Run		2.47 ac	
Heritage Park		10.40 ac	
Joe Carnival Park		1.60 ac	
Keith Helart Park		2.30 ac	
		Sub-Total:	98 ac

Table 1. Neighborhood Parks*

Pocket Parks	
Park Name	Acreage
Cedarwood Park	0.80 ac
Hutchison Park	0.80 ac
Owl Park	0.90 ac
Sagebrush Park	0.60 ac
Sunflower Park	0.50 ac
Washington Park	0.30 ac
Sub-Total:	4 ac

Table 2. Pocket Parks*

*Total acreage and number of parks mapped at time of publication.

Community Parks	
Park Name	Acreage
Community Park	16.00 ac
Louisville Sports Complex	24.60 ac
Recreation Center Campus	30.20 ac
Sub-Total:	71 ac

Table 3. Community Parks*

Note: Park counts and acreage may vary from previous plans due to differences in park classification methodology.

Rights-Of-Way			
Park Name	Acres	Park Name	Acres
Bella Vista Parkway	1.40 ac	McCaslin Interchange RTD Parcel 2	0.80 ac
Buchanan Traffic Island	0.02 ac	McCaslin Interchange-S3 Parcel	5.00 ac
Century Drive Parkway	0.60 ac	McCaslin Parkway	8.90 ac
Cherry Street Parkway Medians	7.30 ac	Owl Drive Parkway	0.17 ac
Dillon 88th Corner	8.20 ac	Pine Street Parkway 1	4.00 ac
Dillon 88th Median	0.40 ac	Pine Street Parkway 2	3.70 ac
Dillon Parkway	7.80 ac	Pine Street Parkway 3	0.40 ac
East Street Parcel	3.00 ac	Pine Street Parkway 4	4.00 ac
Griffith Parcel	1.00 ac	Pine Street Parkway 5	2.70 ac
Hwy 42 Park	0.20 ac	Pine Street Parkway 6	0.60 ac
Kennedy Parcel	0.40 ac	Roosevelt Parcel	0.10 ac
Lafayette Parkway	0.10 ac	South Boulder Road Parkway	6.60 ac
Main Street Parcel	0.20 ac	Tyler Parkway	5.10 ac
McCaslin Interchange Decel Lane Parcel	10.30 ac	Via Appia Parkway	8.40 ac
McCaslin Interchange RTD Parcel 1	0.43 ac	Washington Parkway	3.00 ac
Sub-Total:			95 ac

Table 4. Parks Division Maintained Right-Of-Way Landscaping

The Parks Division manages facilities, right-of-way landscape areas, and corridors in addition to standard parks. While these properties do not function as parkland, they are PROS-maintained.

Corridors			
Park Name	Acres	Park Name	Acres
Annette Brand Greenbelt	3.20 ac	Lake Park Trail Corridor	3.90 ac
Annette Brand to NOS Corridor	1.10 ac	McKinley Access Corridor	0.40 ac
Centennial Drive to North OS Corridor	0.40 ac	North End Trail Corridor 1	4.30 ac
Centennial Garfield Utility Corridor	0.30 ac	North End Trail Corridor 2	1.50 ac
Centennial Park Access Corridor	2.20 ac	Powerline Trail Corridor 1	13.60 ac
Centennial to Cottonwood Connection	1.50 ac	Powerline Trail Corridor 2	2.60 ac
Coal Creek Regional Trail Corridor 1	4.20 ac	Rec Center Polk Trail Corridor	1.70 ac
Colorado Tech Center Outlots	7.00 ac	Saratoga 2 Parcel	2.00 ac
Coventry Lane Corridor	0.60 ac	Steel Ranch Outlot A - Lanterns	0.20 ac
Fairfield Parcels	0.20 ac	Steel Ranch Outlot B - Davidson Highline	0.75 ac
Fischer Farms Parcel 1	3.60 ac	Walnut Trail Corridor	0.43 ac
Fischer Farms Parcel 2	0.25 ac	Willow Gateway Trail Corridor	1.60 ac
Sub-Total:			58 ac

Table 5. Parks Division Maintained Corridors

Parks Facilities	
Name	Acreage
Cherrywood Drainage	3.90 ac
City Services Campus	7.60 ac
Davidson Mesa Dog Off-Leash Area	4.75 ac
Hoover Detention	1.60 ac
John Breaux Plaza	0.20 ac
Library Plaza	0.40 ac
Louisville Cemetery	13.70 ac
Municipal Buildings Plaza	0.50 ac
Museum Plaza	0.40 ac
Police Station Parcel	14.80 ac
South Street Underpass & Plaza	1.50 ac
Steinbaugh Pavillion Plaza	0.50 ac
Sub-Total:	50 ac

Table 6. Parks Division Maintained Facilities

Total Existing Parks		
Park Typology	Number of Parks	Acreage
Pocket Parks	6	3.90 ac
Neighborhood Parks	25	98.35 ac
Community Parks	3	70.80 ac
Total	34	173 ac

Table 7. Total Existing Park Type and Acreage

Total Existing Parks Division Property		
Park Typology	Number of Parks	Acres
Pocket Parks	6	3.90 ac
Neighborhood Parks	25	98.35 ac
Community Parks	3	70.80 ac
Facilities	13	49.85 ac
Corridors	24	57.53 ac
Right-Of-Way	30	94.82 ac
Total	101	375 ac

Table 8. Total Existing Parks Division Property*

*Total acreage and number of parks mapped at time of publication.

Needs Assessment Report Findings:

- The number of parks per capita in Louisville is about four times higher than the national (NRPA) average.
- Louisville has many parks that are highly utilized, but smaller in size.
- According to the NRPA, agencies in smaller jurisdictions (serving populations between 20,000 and 49,999) typically display a higher density of service, averaging 1 field for every 7,674 residents. For 21,000 residents, this ratio yields 2.73 fields (roughly 3 fields).

Note: Park counts and acreage may vary from previous plans due to differences in park classification methodology.

Needs Assessment Report Findings (continued):

- National (NRPA and APPA) Standards and Peer Cities Comparisons
 - o Louisville’s parkland acreage per capita (8.2 acres of parkland for every 1,000 residents) is below the national average (10.9 acres per 1,000 people), but is still better than many lower-performing park systems across the country. The average level of service for Louisville’s peer cities (Arvada, Boulder, Broomfield, Erie, and Lafayette) is about 10.5, just below NRPA standards. Compared to peer cities Louisville has a greater number of parks per resident but fewer acres of parkland per resident.
 - o This implies that Louisville’s parks are smaller but plentiful in number.
 - o Based on the Louisville NRPA and Peer Cities benchmarking, Louisville would need to add about 56 acres of parkland to meet standards.
 - o The General Maintenance and Management Plan (GMMP) and Parks Division note that additional staffing is needed to sustain the current level of service expected by, and being provided to, the community.

Peer City Benchmarking: Park Lands Comparison				
Agency Name	Estimated Agency Owned Parks Lands (Acres)	Population Estimate	Level of Service	Data Resource Reference
City of Louisville	173	20,238	8.5 / 1,000 Residents	City of Louisville
City of Arvada	1,885	126,176	14.9 / 1,000 Residents	2016 Parks, Trails and Open Space Master Plan
City of Boulder	1,859	109,191	17.0 / 1,000 Residents	2022 Boulder Parks and Recreation Master Plan Update
City and County of Broomfield	778	84,000	9.3 / 1,000 Residents	2024 Open Space, Parks, Recreation, and Trails (OSPRT) Plan
Town of Erie	150	40,000	3.8 / 1,000 Residents	2025 Erie PROST Playbook
City of Lafayette	236	31,000	7.6 / 1,000 Residents	City of Lafayette Parks, Recreation, Open Space, and Trails Map

Table 9. Parks Levels of Service Peer Cities Comparison



Helart Park playground (Credit: PROS Staff)

Existing Parks

- | | |
|------------------------------|-----------------------------|
| 1 Enclave Park | 18 Memory Square Park |
| 2 Sunflower Park | 19 Miner's Field |
| 3 Joe Carnival Park | 20 Recreation Center Campus |
| 4 Gateway Park | 21 Owl Park |
| 5 Annette Brand Park | 22 Sagebrush Park |
| 6 Washington Park | 23 Sundance Park |
| 7 Mesa Ponds | 24 Saratoga Park |
| 8 Keith Helart Park | 25 Cleo Mudrock Park |
| 9 Centennial Park | 26 Hutchison Park |
| 10 Cowboy Park | 27 Cedarwood Park |
| 11 Steel Ranch Park | 28 Community Park |
| 12 Cottonwood Park | 29 Meadows Park |
| 13 Lake Park | 30 Heritage Park |
| 14 Lawrence Enrietto Park | 31 Elephant Park |
| 15 Pirates Park | 32 Dutch Creek Park |
| 16 Louisville Sports Complex | 33 Mission Greens Park |
| 17 McKinley Park | 34 Hammer Run |

Note: Park counts and acreage may vary from previous plans due to differences in park classification methodology.

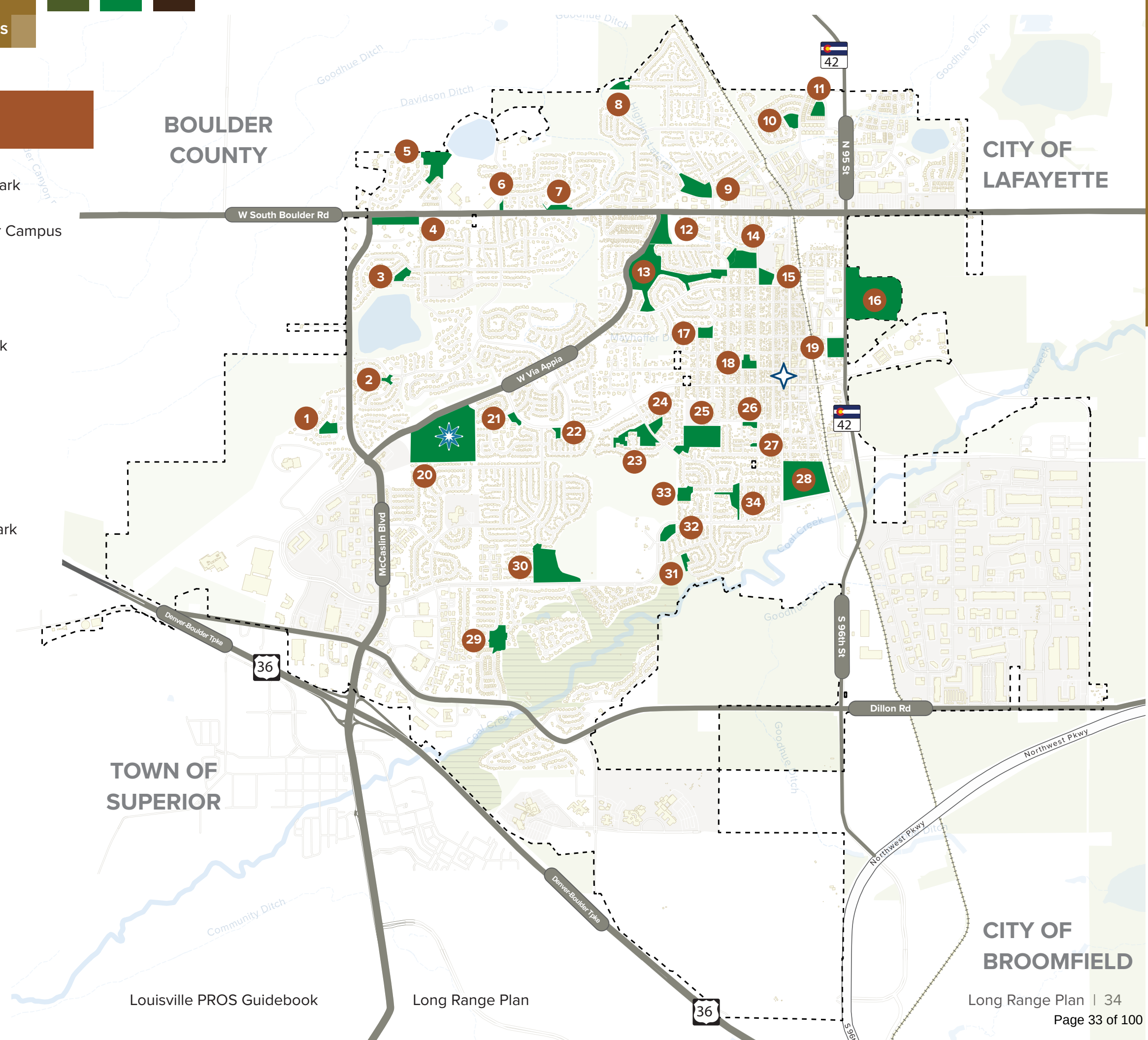
Legend

- Existing Parks
- City Boundary
- City Hall
- Recreation & Senior Center
- Coal Creek Golf Course



Figure 7. Existing Parks Map

(Sources: City of Louisville, Boulder County, ESRI)



3.2. RECREATION & SENIOR SERVICES

Overview

The Louisville Recreation & Senior Center, built in 1990 and renovated in 2019, is approximately 104,000 square feet in size and includes areas for meetings, seniors, and fitness activities. The Recreation & Senior Services Division aims to provide quality multi-generational recreational activities and leisure services for all ages - youth, adults and seniors - that contribute to the physical, mental, and social well-being of the citizens while ensuring fiscal responsibility.

Facilities include:

- Aquatics
 - o Lap pool (6 lane, 25 meters)
 - o Program pool (4 lanes, 25 yards)
 - o Splash pool
 - o Lazy river
 - o Sauna, steam room, cold plunge, and hot tub
 - o Pool party rooms
 - o Slide
 - o Outdoor splash pad (seasonal)
 - Senior Center
 - o Fireplace
 - o Prep Kitchen
 - o Meeting rooms
 - o Community gathering space
 - o Assessment rooms
 - o Games room
 - o Library and computer area
 - o Billiards
 - o Lounge
- Fitness
 - o Circuit and free weight area
 - o Cardio area with view of the Flatirons
 - o Active plyometrics area
 - o Core and stretching area
 - o Gymnasium
 - o Indoor turf gym
 - o Two racquetball courts
 - o Indoor track (10 laps = 1 mile)
 - o Two group exercise studios
 - o Cycle studio
 - Other
 - o Indoor play area
 - o Outdoor playground
 - o Youth program rooms
 - o Multi-purpose rooms
 - o Conference rooms
 - o Family changing rooms
 - o Locker rooms

Needs Assessment Report Findings:

- Recreation programs are successful and have a high participation rate.
- Areas of opportunity: additional Science Technology Engineering Math (STEM)* programs, teen programs, and inclusive programming for people with disabilities.
- Louisville invests heavily in operations (\$1,235 per capita), supporting a wide program range.
- The highest demand for programs is in the areas of soccer, basketball, and pickleball. Demand exceeds physical capacity, especially for:
 - o Aquatics
 - o Youth camps
 - o Fitness
 - o Senior programming
 - o Soccer
 - o Basketball
 - o Pickleball
- Expanding recreational offerings held outside of the Recreation & Senior Center (e.g. athletic facilities in parks and public pools) may take some demand stress off the Recreation & Senior Center while still providing an appropriate level of service for the Louisville community.
- National (NRPA) Standards and Peer City comparisons:
 - o Core offerings in fitness, youth/adult sports, aquatics, and senior programs align with national norms.
 - o Based on NRPA data, many cities of Louisville’s population size don’t provide full recreation centers and/or aquatics.
 - o Compared to peer cities (Arvada, Boulder, Broomfield, Erie, and Lafayette), Louisville is lacking outdoor sports offerings, but matches or exceeds peer cities on all other core amenities (indoor aquatics, fitness, senior programming) and offers select extras (e.g. turf gym).

Existing Recreation Facilities

- 1 Annette Brand Park - basketball Courts, multi-purpose field, and sand volleyball
- 2 Centennial Park - Tennis Courts
- 3 Cottonwood Park - Basketball Courts
- 4 Lawrence Enrietto Park - Baseball/Softball field and Multi-Purpose Field
- 5 Pirates Park - Tennis Courts and Basketball Courts
- 6 Louisville Sports Complex
- 7 Recreation & Senior Center
- 8 Memory Square Pool
- 9 Miner's Field - Baseball Field and Multi-purpose field
- 10 Louisville Skatepark and Planned Pickleball Courts
- 11 Pallino Park - Bocce
- 12 Cleo Mudrock - Baseball/Softball field and Multi-Purpose Field
- 13 Mission Greens Park - Tennis Court
- 14 Community Park - Basketball courts, Bocce
- 15 Heritage Park - Baseball/Softball field, Basketball Courts, and Sand Volleyball
- 16 Meadows Park - Basketball Courts

Legend

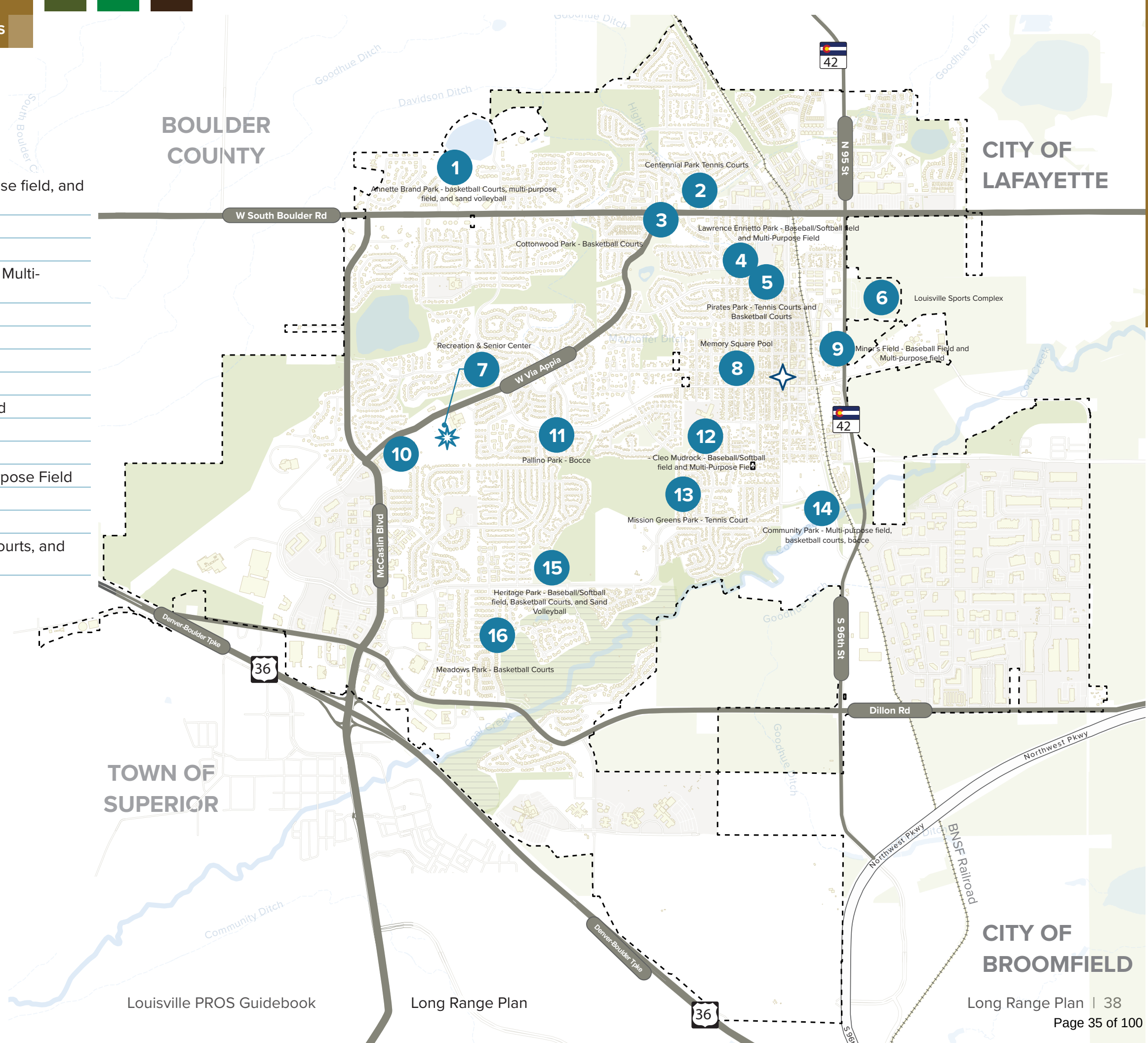
- [-] City Boundary
- ★ City Hall
- ★ Recreation & Senior Center
- Coal Creek Golf Course

Scale: 1" = 2000'-0"

0' 1000' 2000' 4000'



Figure 8. Existing Recreation Map
(Sources: City of Louisville, Boulder County, ESRI)



3.3. OPEN SPACE

Overview

The City of Louisville owns and manages 18 open space properties along with another 12 jointly owned properties for a total of 2,000 acres across 30 properties, approximately 675 acres of which are City-owned. Each property possesses unique attributes that contribute to Louisville community connections, passive recreation opportunities, local conservation, wildlife habitat, and more. Each Louisville-owned property is further delineated as one (or more) of the following classifications: Preserve, Protect, Visitor, and Other, as defined in [Article 15 of the Louisville Home Rule Charter](#).

Needs Assessment Report Findings:

- Open space is central to Louisville’s identity.
- Each property possesses unique attributes that contribute to Louisville community connections, passive recreation opportunities, local conservation, wildlife habitat, and more.
- Based on resource mapping, each open space is given a classification of one or several of the following classifications: Preserve, Protect, Visitor, and Other, in order to balance natural resource conservation with passive recreation.
- Residents desire protection of open space lands and access to passive recreation opportunities. These two objectives must be carefully managed.
- Education, stewardship, and enforcement are increasingly important
- National and Peer City Comparisons:
 - o The NRPA does not calculate national levels of service and standards for open space, so no national comparison is available.
 - o Compared to peer cities (Arvada, Boulder, Broomfield, Erie, and Lafayette), Louisville’s acres of open space per resident is higher than all except the City of Boulder.

Land Acquisition

The Open Space Division and Open Space Advisory Board routinely consider land for acquisition. A summary of their 2026 candidate open space ranking can be found [here](#).

Peer City Benchmarking: Open Space Comparison			
Agency Name	Estimated Agency Owned Open Space (Acres)	Population Estimate	Level of Service
City of Louisville	2,000	20,238	98.8 / 1,000 Residents
City of Arvada	3,400	126,000	27.0 / 1,000 Residents
City of Boulder	46,000	109,000	422.0 / 1,000 Residents
City and County of Broomfield	5,500	84,000	65.5 / 1,000 Residents
Town of Erie	1,500	40,000	37.5 / 1,000 Residents
City of Lafayette	1,600	31,000	51.6 / 1,000 Residents

Table 10. Open Space Peer Cities Benchmarking

Estimated Agency-Owned Open Space Includes jointly-owned acreage within calculations.

Sources: ERO Resources; U.S. Census Bureau; Town/City websites



Rocky Mountain view across open space (Credit: Life in Louisville Photo Contest)

Existing Open Space

- | | | | |
|----|-----------------|----|----------------|
| 1 | Davidson Mesa | 16 | Adler/Fingru |
| 2 | Harper Lake | 17 | Esmail |
| 3 | Gateway | 18 | Damyanovich |
| 4 | Hillside | 19 | Daughenbaugh |
| 5 | Coyote Run | 20 | Warembourg |
| 6 | Walnut | 21 | Dutch Creek |
| 7 | North | 22 | Avista |
| 8 | Callahan | 23 | Scriffiny |
| 9 | Bullhead Gulch | 24 | Bowes |
| 10 | Hecla Lake | 25 | Warembourg |
| 11 | Harney Lastoka | 26 | Admor |
| 12 | Mayhoffer North | 27 | Trillium |
| 13 | Mayhoffer South | 28 | Mayhoffer |
| 14 | CTC | 29 | Boulder County |
| 15 | Aquarius | | Land Venture |

Legend

-  City Boundary
-  City Hall
-  Recreation & Senior Center
-  Jointly-Owned Open Space
-  Louisville Open Space
-  Coal Creek Golf Course



Figure 9. Existing Open Space Map
(Sources: City of Louisville, Boulder County, ESRI)

Open Space Classifications

Under [Article 15 of the Louisville Code of Ordinances](#), open space properties contain areas with one or several of the following open space classifications:

- **Preserve:** open space of moderate to high ecological importance that is managed to protect and restore native species and habitats. It allows only minimal supervised visitation, and prioritizes ecological needs over human uses.
- **Protected Land:** ecologically important open space that is managed to safeguard native species and ecosystems while allowing carefully controlled passive recreation and moderate visitation. Ecological needs take precedence over human use when conflicts arise.
- **Visitor Land:** open space of lower ecological importance that supports moderate to high recreational use, managed to provide visitor opportunities while protecting natural resources.
- **Other Lands:** open space managed for high visitation and passive recreation that accommodates entry features, trail rests, and native buffer plantings while minimizing their environmental impact.

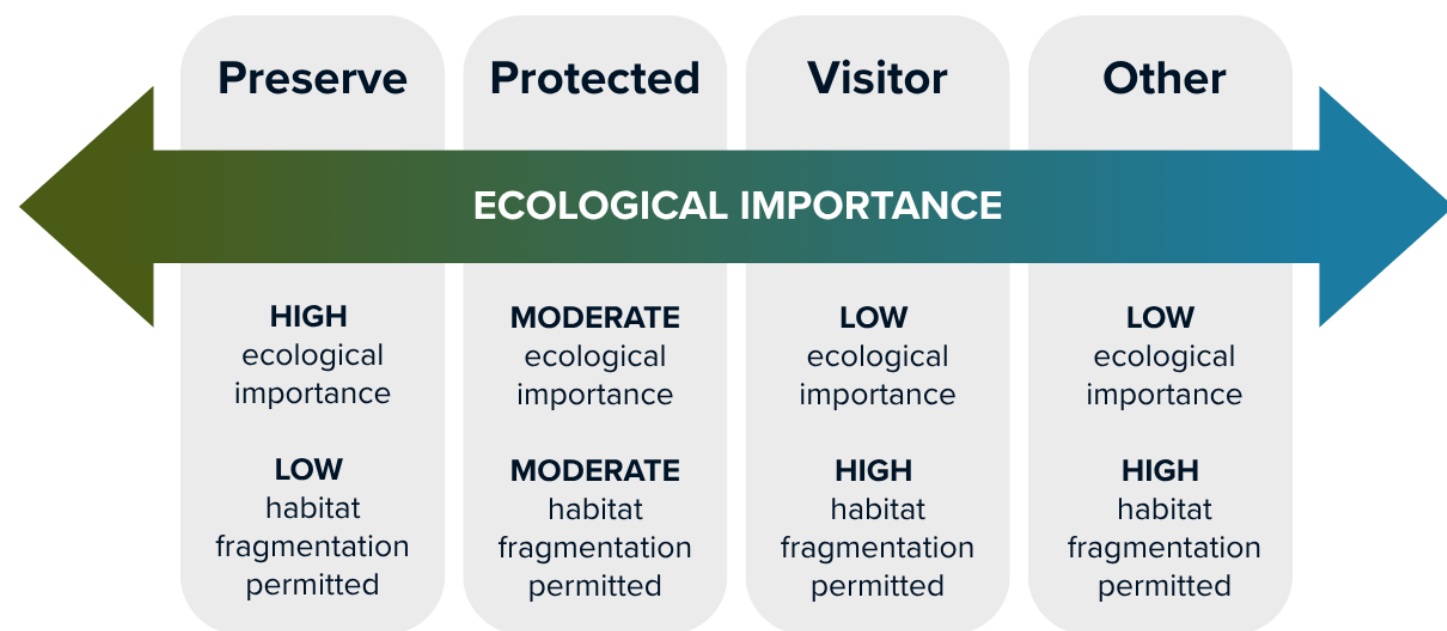


Figure 10. Open Space Classifications Diagram

Open Space Land Classifications reflect relative ecological importance and levels of habitat fragmentation. These classifications are used to manage wildfire mitigation, habitat protection, and balance conservation with appropriate levels of passive recreational use. They also guide the ongoing research and monitoring necessary to steward Louisville's open space system over time.

Open space properties may contain more than one classification due to resource mapping. This occurs when different portions of the same property have different historic management, leading to different vegetation. For example - a hillside with native vegetation may be classified as the preserve classification, whereas another portion of the property previously used for agriculture may be classified as the visitor classification. Refer to [Figure 11. 2026 Open Space Classifications Map](#).

Relationship with Trail System

Under [Article 15 of the Louisville Code of Ordinances](#), public trails and access are permitted on open space lands only when consistent with each property's classification and management intent. The City classifies open space parcels according to ecological sensitivity and habitat value. Vegetative surveys directly determine where trails may be located and how they must be managed.

Louisville's open space system is designed to conserve natural resources, protect wildlife habitat and movement corridors, proactively mitigate the threat of wildfires, preserve high quality plant and animal communities, and maintain scenic views, unique geologic features, and cultural resources. Appropriate passive recreation is allowed when it does not create significant environmental impacts. Recreational features such as trails, trailheads, parking areas, and interpretive signage may be developed in Other, Visitor, and Protect land classifications (but not in Preserve).

Community concerns often arise where informal or unauthorized undesignated (social) trails occur within sensitive habitat areas, particularly on lands classified for protection or preservation. These trails can fragment habitat, disrupt wildlife movement, and conflict with the City's open space management standards, which prohibit the creation or maintenance of unauthorized paths. As a result, perceived conflicts typically stem not from designated trails, but from unmanaged access in areas intended primarily for conservation rather than recreation. The Trail System Plan (TSP) and related policies seek to address these conflicts by clarifying where trail access is appropriate, formalizing trails where compatible with open space classifications, and restoring or closing routes that negatively impact sensitive resources.

For more information, refer to Article 15 of the Louisville Code of Ordinances and the Trail System Plan.

Open Space Classifications

Symbol	Category	Acres	Percent
	Preserve	36	6.00%
	Protected Land	185.5	30.00%
	Visitor Land	278.5	45.00%
	Other Lands	117.6	19.00%

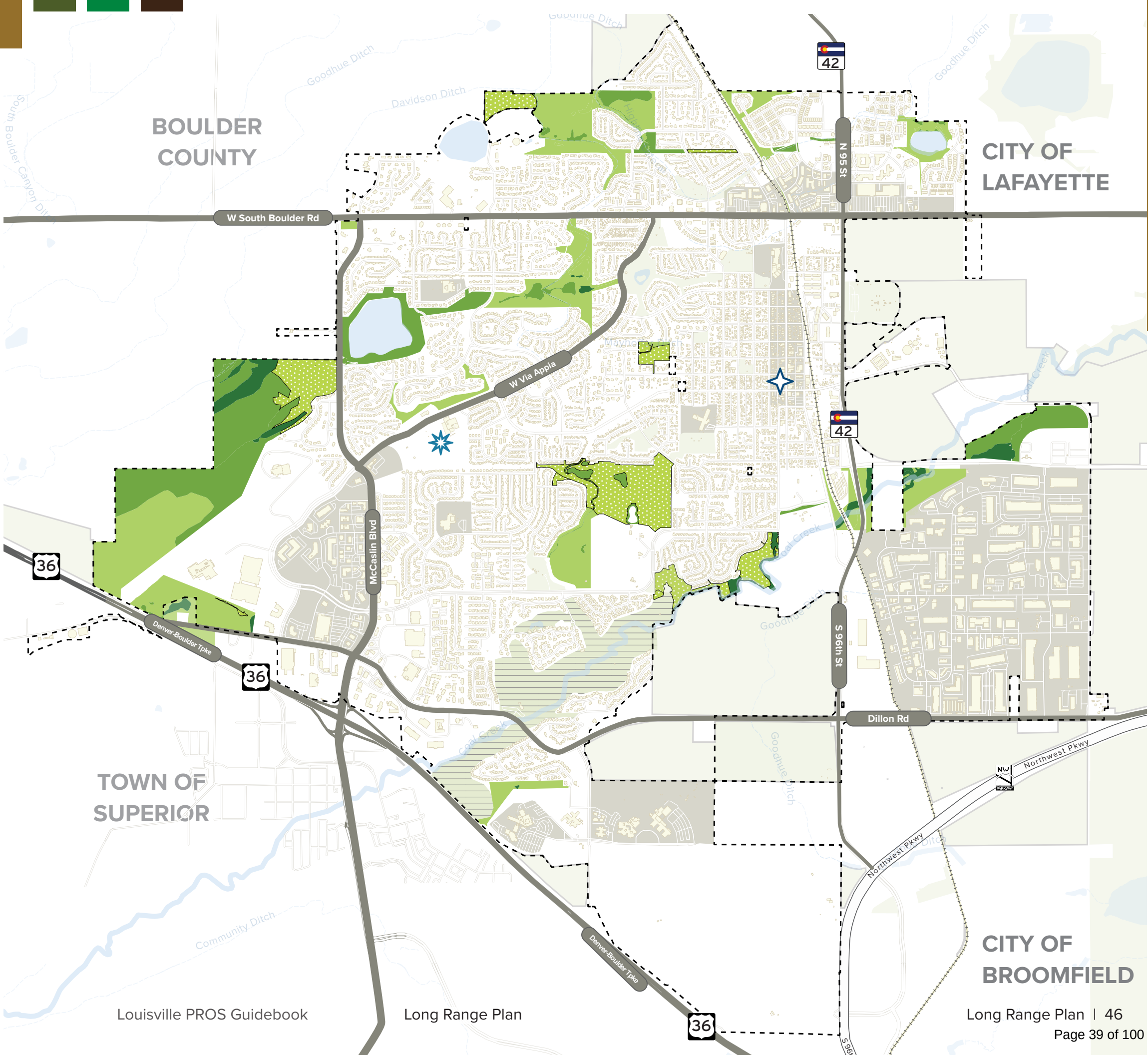
Total 617.6*

**Acreage mapped at time of publication.*

-  City Boundary
-  City Hall
-  Recreation & Senior Center
-  Coal Creek Golf Course



Figure 11. 2026 Open Space Classifications Map
(Sources: City of Louisville, Boulder County, ESRI)



3.4. COAL CREEK GOLF COURSE

Overview

Coal Creek Golf Course (CCGC) offers an exceptional golf experience for players of all abilities, along with breathtaking views of the surrounding Rocky Mountains. The 18-hole and 9-hole course options feature several water obstacles, a variety of elevation changes, meandering fairways, and strategically incorporated bunkers. The course plays distances from 4,769 to 6,962 yards and to a par of 72. The CCGC also includes practice facilities and a 8,550 square foot clubhouse with a restaurant.

According to PROS Staff, the CCGC strives to follow the PGA Experience Branding guidelines, as listed below (Source: PGA).

- Purpose-driven: Align brand with mission and values.
- Multi-channel: Use in-person, digital, and broadcast platforms.
- Immersive: Leverage technology (Augmented Reality/Virtual Reality, IoT, real-time data) for engagement.
- Consistent identity: Maintain visual and messaging coherence across all touchpoints.
- Audience-centric: Design experiences that meet fan priorities (comfort, entertainment, atmosphere).



Coal Creek Golf Course (Credit: Life in Louisville Photo Contest)

Annual Statistics	Number	Participants
Leagues	4	450+
PGA Junior Programs	26	420
Tournaments	50+	4,000+
Lesson Hours	300+	N/A
Ball Buckets	20,000+	N/A
Rounds	55,000+	N/A

Table 11. Coal Creek Annual Statistical Findings (Source: PROS Department)



Figure 12. Coal Creek Golf Course Map

Needs Assessment Report Findings:

- The Coal Creek Golf Course is a highly used community amenity and regional draw, primarily serving non-residents; operations are successful but restricted by facility limitations that cap revenue potential.
- Users report that the clubhouse is undersized, outdated, lacks modern amenities, and no longer meets service needs, limiting its ability to support large tournaments, events, and expanded food service.
- Administrative areas are cramped, and food and beverage operations are constrained by limited space and facility capacity.
- The maintenance facility is too small for current equipment and storage needs.
- Aging infrastructure and limited investment threaten long-term financial sustainability without upgrades.
- The long term revenue potential is significantly increased based on facility investments that are designed to address both golf and non-golf-related programs. Currently, the short-term financial model is limited to golf-related programs only.
- 88% of player registrations come from ZIP codes outside the City (source: CCGC).

National and Peer City Comparisons:

- The Golf Division continually aims to follow standards set by PGA, USGA, Colorado Golf Association and Golf Course Superintendent Association.
- Based on NRPA data, most cities of Louisville's population size don't provide an 18 hole course.
- Louisville has above-average golf offerings compared to peer cities (Arvada, Boulder, Broomfield, Erie, and Lafayette), with Louisville and Lafayette being the only ones offering municipal golf directly.
- Course quality, youth programs, events, and staffing exceed peers, while the clubhouse, food and beverage offerings, and parking lag behind.



Sunset at Coal Creek Golf Course (Credit: Life in Louisville Photo Contest)

3.5. FUTURE PROS DEVELOPMENT

The following properties are or will be managed by the PROS Department in the future. Future use is yet to be determined, but will be established through future planning and community engagement efforts as resources allow for development.

Potential Future PROS Development		
Property Location	Acreage	Details
922 Via Appia Way	14.80 ac	Potential recreation facility (tennis, outdoor aquatics, etc.)
900 Via Appia Way	29.30 ac	Potential multi-use outdoor space
200 S. Boulder Road	5.10 ac	Potential park or open space
88 th & Campus Drive	16.60 ac	New dedication as part of Redtail Ridge development.
Sub-Total:	66 ac	

Table 12. Future Planned PROS Properties

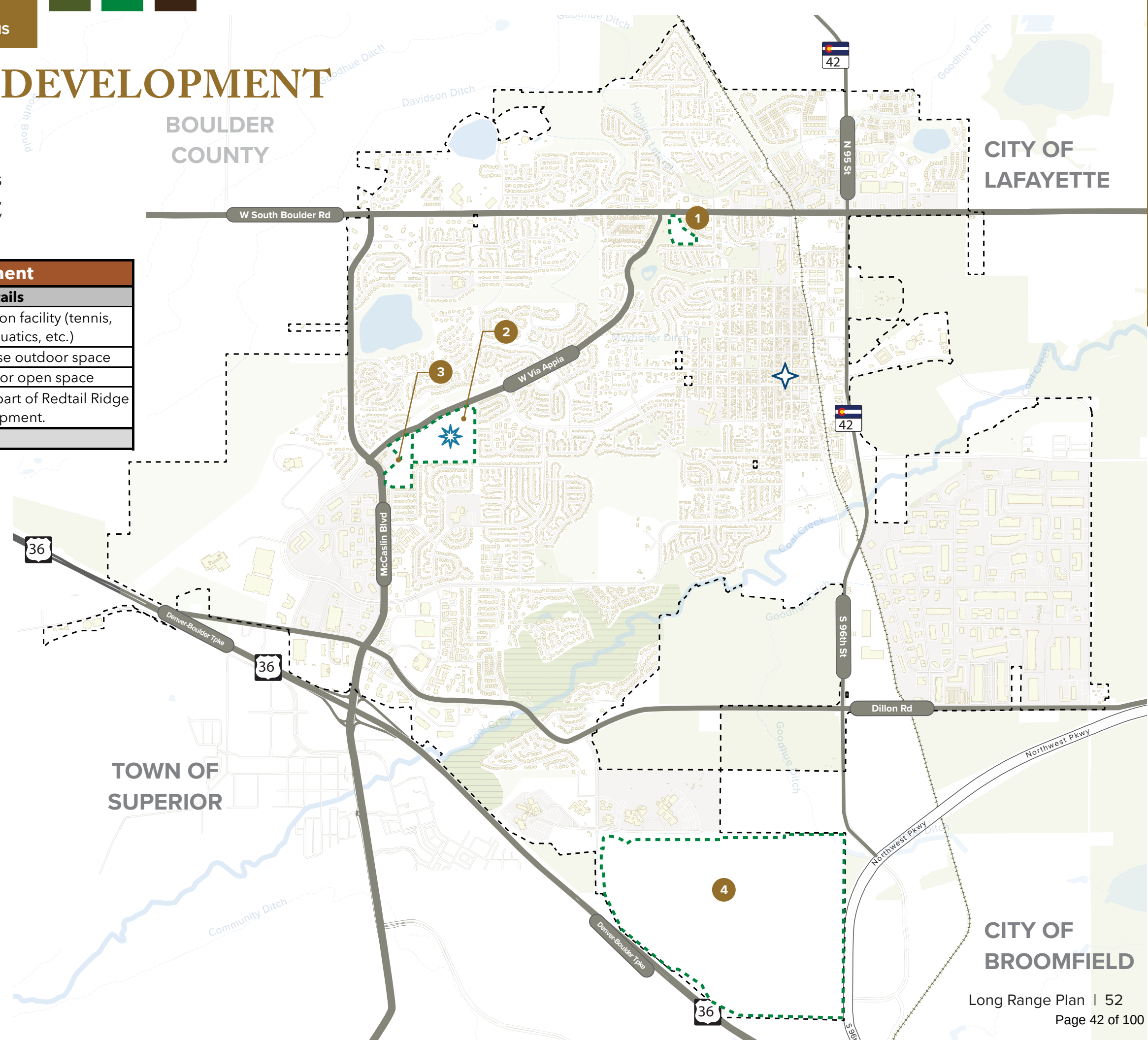
- 1 200 W SOUTH BOULDER RD
- 2 900 VIA APPIA ST
- 3 992 VIA APPIA ST
- 4 88TH & CAMPUS DRIVE

Legend

- [-] City Boundary
- ★ City Hall
- ★ Recreation & Senior Center
- Coal Creek Golf Course



Figure 13. Future PROS Development Map
(Sources: City of Louisville, Boulder County, ESRI)



3.6. OPERATIONS AND FUNDING

Effective operations and sustainable funding are foundational to delivering high-quality parks, recreation, open space, and golf services in Louisville. This section summarizes the Needs Assessment Report (NAR) findings regarding current management of PROS Department operations and funding systems. Together, operations and funding shape service levels, maintenance standards, program delivery, and the Department's ability to respond to evolving community needs.

Operational practices vary by Division but are guided by shared department-wide priorities that emphasize asset stewardship, efficiency, safety, and customer service. These practices ensure that parks, facilities, open spaces, and recreational programs remain functional, welcoming, and well maintained, while balancing staffing capacity, long-term asset preservation, and fiscal responsibility.

Funding for PROS operations and capital investments is derived from a combination of internal City resources and externally driven revenues. Understanding existing operational and funding conditions establishes a baseline for evaluating future needs, identifying gaps, and informing the Recommendations presented later in this Plan.

The NAR provides specific operating and funding data and national benchmarking to understand Louisville PROS Department staffing, funding, and cost recovery programs. The benchmark comparisons are reference data points and should be considered in context with other data points. As noted earlier, the Louisville PROS Department operates a broader and to some degree more complex mix of parks, facilities, open spaces, trails, programs, and enterprise services that is atypical of other communities of similar population. Accordingly, Department-wide benchmarks do not specifically establish staffing adequacy for each PROS Division, and cost-recovery percentages must be considered in relation to the purpose of the service, revenue projections, and operational and maintenance practices.

Needs Assessment Report Findings:

- Operations
 - o Operations are well aligned with Citywide plans and priorities.
 - o Operational practices reflect best practice approaches to asset stewardship, ecology, and resilience.
 - o Louisville's Department-wide staffing exceeds NRPA benchmarks for agencies serving populations of 20,000 to 49,999. This comparison reflects the Department's high level of investment and broad service portfolio but should not be interpreted as evidence that every Division or function is adequately staffed.
 - o Population-based benchmarks do not fully account for Louisville's amenity inventory and operational complexity. Louisville maintains substantially more parks and trail mileage than is typical for a community of its population and operates specialized facilities and services—including a full-service Recreation & Senior Center, municipal golf course, open space system, forestry, cemetery, aquatics, senior services, and regional programming—that are not universally provided by similarly sized agencies.
 - o NRPA benchmarks do not provide a formula for calculating required FTEs by Division. Staffing needs should therefore be evaluated through Division-specific workload measures, including acres and facilities maintained, program participation, operating hours, maintenance and safety standards, environmental responsibilities, facility utilization, service expectations, and planned initiatives.
 - o The NAR and other supporting documents identify staffing-related needs or constraints in several areas, including park maintenance, aquatics and recreational programming, open space education and stewardship, trail planning and coordination, and implementation of future PROS initiatives.
 - o PROS may benefit from fully integrated asset, scheduling, and performance systems as a Department.
 - o Workforce sustainability (cross training and succession planning) will become more critical as staffing pressures increase.

The table below summarizes the relevant findings and their implications for future planning.

Division / Service Area	Louisville Operating Context	Benchmark Context and Takeaway
Department-wide	117 FTEs across Parks, Recreation & Senior Services, Open Space, Golf, and administration	Total staffing exceeds the NRPA population benchmark. This reflects Louisville’s broad operating scope but does not determine staffing adequacy by Division.
Parks	34 parks (173 acres) plus park facilities, athletic fields, right-of-way, forestry, and cemetery responsibilities	Louisville has substantially more parks per resident than the national benchmark. A high number of dispersed properties increases inspection, travel, maintenance, irrigation, forestry, and asset-management workload.
Recreation & Senior Services	Approximately 104,000-square-foot Recreation & Senior Center, Memory Square Pool, aquatics, fitness, youth, sports, and senior services	Louisville operates a full-service facility and extensive programming with several areas experiencing high demand and capacity constraints. Such a facility is not typical for a city of Louisville’s population.
Open Space	Over 2,000 acres of City-owned and jointly managed properties, natural-resource management, wildfire mitigation, trails, education, volunteer coordination, and enforcement	NRPA does not provide a national open space staffing standard. Staffing should be evaluated through acreage, management requirements, environmental responsibilities, visitation, and program expectations.
Golf Services	18-hole municipal course, practice amenities, clubhouse, maintenance, programs, events, food and beverage, and regional use	Golf is a specialized enterprise operation. Staffing should be based on rounds, course standards, operating hours, maintenance requirements, programming, and enterprise functions. Operating an 18-hole course is not typical for a city of Louisville’s population.
Trails	Over 54 miles of off-street trails and on-street multi-modal pathways requiring maintenance and operations, planning and coordination, and future project implementation	Louisville’s trail mileage exceeds the benchmark for its population. The Trail System Plan’s recommendations will create additional coordination and implementation responsibilities.

Table 13. NRPA Operations Benchmark Comparison By Service Area



Louisville skate park (Credit: Life in Louisville Photo Contest)

- Funding
 - o The ability to achieve cost-recovery goals is influenced by facility capacity and condition, utilization, operating hours, staffing, fee levels, resident and nonresident pricing, discounts, program mix, market conditions, food and beverage capacity, and treatment of direct, indirect, and capital costs. Formal targets should be periodically evaluated through the City’s budgeting, fee-setting, and cost-of-service processes.
 - o When compared to NRPA standards, the PROS Department budget is appropriate for the existing acreage and range of amenities within the PROS system.
 - o The Department has a diversified revenue structure that supports multiple needs.
 - o Cost recovery should be evaluated by service type and costs included in the calculation rather than through a single Department-wide target. Louisville’s fee policy directs the City to consider the full cost of providing services, including direct and indirect operating expenses, labor, maintenance, overhead, debt service, equipment, and capital charges. The policy recognizes that public-benefit objectives may justify recovering only a portion of these costs, particularly for children’s recreation and senior services.
 - o Current cost recovery varies by program and service purpose. Services providing a greater individual benefit, such as fitness programs, may recover a higher percentage of costs, while services providing broad community or social benefit, such as senior services, may be intentionally subsidized. Aquatics illustrates the importance of defining the calculation: the Needs Assessment reports recovery of approximately 54% of direct expenses but approximately 22% when total expenses are considered.
 - o The Coal Creek Golf Course has an established cost recovery goal of 100% or more of operating expenses. This operating goal should be distinguished from recovery of capital improvements, major facility replacement, and debt unless those costs are expressly desired to be included in the calculation.
 - o Capital reinvestment levels are consistent with high performing peer cities.
 - o Peer cities increasingly use dedicated funding mechanisms (levies, districts, sponsorships) that Louisville could benefit from exploring further.
 - o Long term financial planning should more explicitly account for rising lifecycle and operating costs as assets age.

The table below identifies cost-recovery goals by service area based on NRPA standards for cities of Louisville’s population size and program level. The cost-recovery goals refer to operating expenditures and do not include capital improvements.

Note: There is no single appropriate cost-recovery rate for all services. The appropriate target depends on the purpose of the service and the costs included in the calculation. Louisville’s actual program-level results therefore provide more useful context than a generalized national range.

Service Area	Cost Recovery Goal	Context
Youth sports	67%	Youth services may be intentionally subsidized.
Adult sports	50%	Recovery depends on fees, participation, facility costs, and staffing.
Child Watch	70%	Influenced by attendance, staffing ratios, and operating hours.
Senior Services	18%	Broad public benefit; intentionally supported through subsidies, grants, volunteers, and partnerships.
Aquatics	54% direct expense / 22% total expense	Demonstrates why the cost basis must be clearly identified.
Fitness	100%	High participation and stronger individual-benefit orientation.
Youth Programs	92%	High demand, with growth limited by staffing and space.
Golf	100%+ of operating expenses	Does not necessarily include capital replacement or debt.

Table 14. NRPA Cost Recovery Goals By Service Area

PROS Department Internal Funding Sources			
Fund	Applicable Division(s)	2026 Revenue	Description and Purpose
General Fund	Parks Recreation & Senior Services Trails	\$28,567,274.00	City's main operating fund. Finances day-to-day operations that are financed from the general sales tax, property tax, charges for services, and other general revenues, including those that are not financed in other funds.
Capital Projects Fund	Parks Recreation & Senior Services Open Space Trails	\$16,068,067.00	Accounts for monies received as a result of an additional one-percent (1%) sales tax that was effective July 1, 1989. Finances various capital improvements throughout the City including street reconstruction, sidewalks, traffic improvements, facility improvements , etc. It also accounts for salaries and benefits costs for staff allocated to capital projects.
Conservation Trust Fund	Parks Recreation & Senior Services Open Space	\$288,800.00	The City receives an annual distribution from the State of Colorado from the proceeds of the Colorado State Lottery. State law mandates that funds be restricted for the use in the acquisition, development, and maintenance of "new conservation sites" or for capital improvements or maintenance for recreational purposes on any public site.
Impact Fee Fund	Open Space Trails	\$1,415,380.00	Funds municipal facilities, parks and trails, recreation, and transportation improvements.
Fleet Fund	Parks Recreation & Senior Services Open Space Trails	\$294,337.00	Funds the replacement of large machinery, heavy equipment, and vehicles.
Cemetery Perpetual Care Fund	Parks	\$80,000.00	Fees derived from the sale of lots and opening of graves are collected and restricted for the "Cemetery Perpetual Care Fund". Interest revenue from the Cemetery Perpetual Care Fund is transferred to the Cemetery Fund. Finances the operations and maintenance of caring for the lots.
Cemetery Fund	Parks	\$100,500.00	Interest revenue from the Cemetery Perpetual Care Fund is transferred to the Cemetery Fund. Finances cemetery expenses, including cemetery/lot maintenance and capital improvements.
Recreation Fund	Parks Recreation & Senior Services	\$5,148,093.00	Revenue from voter-approved permanent sales tax increase of 0.15% , beginning January 1, 2018. Finances operating and maintaining the Louisville Recreation/Senior Center and pool facilities at Memory Square Park.
Open Space Fund	Open Space Trails	\$2,669,346.00	Revenue from voter-approved extension to the dedicated sales tax of 3/8% by 10 years (through 2033) , and increase to the tax by an additional 1/8% to 1/2%. Revenue is split with the Parks Fund, and finances development, construction, operation and maintenance of open space land. Tax increase finances Open Space to acquire, improve, restore, preserve, protect, and maintain open space land and mitigate wildfire risks within open space areas.
Parks Fund	Parks Trails	\$1,622,369.00	Revenue from voter-approved extension to the dedicated sales tax of 3/8% by 10 years (through 2033) , and increase to the tax by an additional 1/8% to 1/2%. Revenue is split with the Open Space Fund, and finances the development, acquisition, construction, operation, and maintenance of parks.
Recreation Center Debt Service Fund	Recreation & Senior Services	\$1,415,000.00	Property tax revenue and payment of principal and interest on 2016 voter-approved \$27,215,000 bond issue and voter-approved increase to the City's property tax levy not to exceed 3.350 mills (currently certified at 1.375 mills). Property tax revenue finances upgrades to the Recreation/Senior Center and Memory Square Park. Property tax levy pays for debt service on the bonds.
Golf Course Fund	Golf	\$3,265,010.00	Revenue from activities of the Coal Creek Golf Course Funds facility operations, employment of all personnel, and food/beverage/merchandise offerings.

Table 15. PROS Department Internal Funding Sources



Community Open House #2 (Credit: DTJ Design)



Community Open House #1 (Credit: DTJ Design)

3.7. COMMUNITY ENGAGEMENT

Community engagement is the foundational step in shaping the LRP, gathering diverse input to reflect community values, address key challenges, and guide future investments. The 12-month engagement process included numerous opportunities for community members to engage and provide insights to help formulate a cohesive plan that represents the values of the Louisville community.



Participants from Community Open House #1 and Davidson Mesa Pop-Up Event (Credit: DTJ Design)

Engagement Highlights

For details and information on the outcomes of these events, please see the Community Engagement Summary in Appendix B.



31,500 webpage views



766 statistically valid survey responses
(+/- 3.5% Margin of Error)



1,407 open-link survey responses



2 Community Open House Events

182 Open House #1 attendees (10/29/25)
80 Open House #2 attendees (3/12/26)



7 Pop-Up Events



18 stakeholders interviewed
(multiple topics)



25 Open Space and Trails Workshop
participants
(11/14/25)



10 Advisory Board Meetings



2 City Council Updates

Community Survey

The purpose of the community survey was to gather community feedback on the City of Louisville Parks, Open Space, Recreation & Senior Services, Coal Creek Golf Course, trails, future planning, communications, and more. This survey tool was designed to learn from community members on preferences, needs and current trends.

For more information, see the complete survey report [here](#).



7,770 Postcards Mailed
7,601 Delivered

- Parks, recreation, open spaces and trails are important to why people live in Louisville.
- Respondents are frequent users of PROS system.
- Majority of respondents use non-vehicular modes of transportation to get to a destination in Louisville at least once a week.
- Strong support to invest in Memory Square Pool.
- Respondents are more interested in maintaining existing amenities than building new amenities.
- Trails and open space are priorities for the future.

STATISTICALLY VALID (INVITE) SURVEY

1

Postcards were mailed to every residential address within the City of Louisville, with instructions to complete online through password protected website (1 response per household). Paper surveys and postage-paid return envelopes were also available upon request, and the survey was translated into Spanish.



766

Invitation surveys completed
+/- 3.5% Margin of Error

OPEN LINK SURVEY

2

Later, the online survey was made available to all City of Louisville stakeholders, including non-residents (e.g., commuters, residents of nearby communities)



1,407

Open Link surveys completed

Advisory Board Meetings



Youth Advisory Board Meeting #1 (Credit: DTJ Design)

	Sustainability and Long-Term Environmental Stewardship	Maintenance and Improvement of Existing Assets	Data-Informed Decision-Making	Access For All	Adequate Staffing and Funding
Open Space Advisory Board (OSAB)	Natural resource protection, stewardship, wildlife habitat, watershed health, and wildfire mitigation.	Land acquisition, trails, and amenity improvements must be paired with realistic stewardship, staffing, and funding commitments.	Explicit Charter references and data- or science-based terminology.	Physical accessibility and access for all users.	Staffing, funding, and capacity constraints, urging these realities to be tied to goals and strategies.
Parks and Public Landscaping Advisory Board (PPLAB)	Water conservation, urban canopy health, pesticide reduction, soil health, fire mitigation, and alignment with the City's Sustainability Action Plan.	Questions about feasibility, standards, and ensuring new amenities align with maintenance capacity and park classifications.	Measurable standards, NRPA alignment, clear definitions, and monitoring of sustainability practices.	Define underserved communities clearly, address language barriers, and provide equitable physical access to parks.	Feasibility concerns around education programs, enforcement, and long-term maintenance.
Recreation Advisory Board (RAB)	Balance facility needs and programs and plan for long term needs, such as memory square pool.	Maintain existing facilities while broaden plan strategies to include other recreational assets such as outdoor recreation fields.	Apply a metric based, informed decisions to meet budgets, revenue and cost margins.	Promote diversity, safe and enjoyable user experiences (e.g. for golf, address 'moments of truth' that emphasizes a seamless customer experience).	Recreation services include facilities while also supporting parks division in addressing outdoor fields and programs.
Youth Advisory Board (YAB)	YAB highlighted native plants, water conservation, biodiversity, wildfire risk reduction, and protecting resources for future generations.	YAB prioritized maintenance of existing recreation facilities and equipment, parks, trails, and golf assets.	YAB valued data-informed decisions and inventories.	YAB prioritized multi-generational, welcoming spaces.	YAB demonstrated awareness of balancing funding for personal preferences with broader community needs.

Figure 14. Advisory Board Results Matrix

Trails Workshop

On November 14, the PROS staff organized a joint Trails Workshop. Approximately 25 workshop participants helped to identify gaps and safety concerns in the current trail system as well as identify future trail needs. For more information, see the TSP.

What We Heard

The following takeaways are based on the PROS Guidebook community engagement process, including pop-up events, stakeholder meetings, the first community open house, Advisory Board meetings, the open space and trails workshop, and the community survey. This information reflects what was heard from members of the public as part of the planning process.



Trail through open space (Credit: Life in Louisville Photo Contest)

Parks Engagement Takeaways

CHALLENGES	OPPORTUNITIES
 Deferred maintenance and aging amenities (restrooms, shelters, parking)	 Repair and enhance existing amenities
 Lacking outdoor sport courts, exercise equipment, and multi-purpose fields	 Develop outdoor recreation amenities based on documented community needs
 Additional trail connections needed to parks	 Consider parks connections in development of trail system plan
 Safety at crossings and intersections near parks	 Collaborate with Public Works on road crossings to ensure safe options for multi-modal access
 Vegetation management for visibility and fire mitigation.	 Incorporate drought-tolerant landscaping

Open Space Engagement Takeaways

CHALLENGES	OPPORTUNITIES
 Diverse perspectives on land management and land uses	 Use science-based stewardship (e.g. grazing, mechanical treatments, etc.).
 Additional mapping and inventories needed	 Complete baseline ecological inventories and annual monitoring.
 Limited policies for undesignated (social) trails	 Employ ecological buffers and standards for social trails
 Opportunities to increase education and awareness	 Ensure equitable engagement via Spanish-language materials, childcare, etc.
 Need for permanent, dedicated funding sources	 Make open space funding permanent; leverage grants/partnerships.

Recreation & Senior Services Engagement Takeaways

CHALLENGES	OPPORTUNITIES
 Staffing shortages present capacity constraints	 Address staffing and operational needs
 Desire for additional teen and senior programs	 Multi-generational programs expansion
 Aquatics demand exceeds capacity	 Develop outdoor aquatics / Memory Square Pool investment strategy
 Field conditions (soil/grading)	 Maintenance of existing outdoor recreation amenities
 Insufficient sport courts and multi-purpose fields	 Plan and fund additional court facilities.

Coal Creek Golf Course Engagement Takeaways

CHALLENGES	OPPORTUNITIES
 Clubhouse is undersized and antiquated	 Replace or renovate the clubhouse in a financially feasible manner
 Limited engagement for non-golf participants	 Position and market CCGC as a community hub and event venue
 Soil and drainage issues limit turf quality	 Re-grade and maintain greens as needed, standardize bunkers.
 Restaurant offerings are lacking	 Incorporate new food and beverage offerings
 Current operational model limits flexibility & marketing/retail opportunities	 Evaluate alternative management models

Figure 15. Engagement Takeaways By Division

04.



PLAN INITIATIVES

4.1. FRAMEWORK

At the beginning of the planning process, the PROS Department identified several **Guiding Principles**, or core values. These values informed both the LRP and TSP, and will guide the Plan's implementation over the next decade.

Plan **Recommendations** serve as a bridge between community preferences and intended Department actions. The Recommendations were informed by the results of extensive community engagement, stakeholder outreach, and existing conditions analysis. These Recommendations help prioritize the Department actions that will have the greatest impact and provide a clear summary of direction for each Division.

In order to realize the Guiding Principles and Recommendations, each Division identified **Goals** and **Strategies**. Goals represent desired outcomes that advance the Department's core values, while Strategies provide the primary approaches for achieving those outcomes.

Action Items developed from the Strategies and Recommendations as specific, measurable, and implementable steps that guide day-to-day decision-making and investment.

This framework creates a clear line of sight from community input to Guiding Principles, Goals, Recommendations, Strategies, and Action Items, ensuring that the Plan is both aspirational and actionable. The Implementation Plan is intended to be reviewed regularly and updated as needed to reflect evolving community needs, opportunities, and available resources.



Monster Dash (Credit: Life in Louisville Photo Contest)

4.2. GUIDING PRINCIPLES

A guiding principle is a core belief or standard that shapes how decisions are made and priorities are set. It provides direction by helping organizations stay aligned and intentional as conditions, Strategies, and needs evolve.

NORTH is the department's guiding compass—translating shared values into a clear framework that informs planning, investment, and day-to-day decision-making across all programs, facilities, and services.

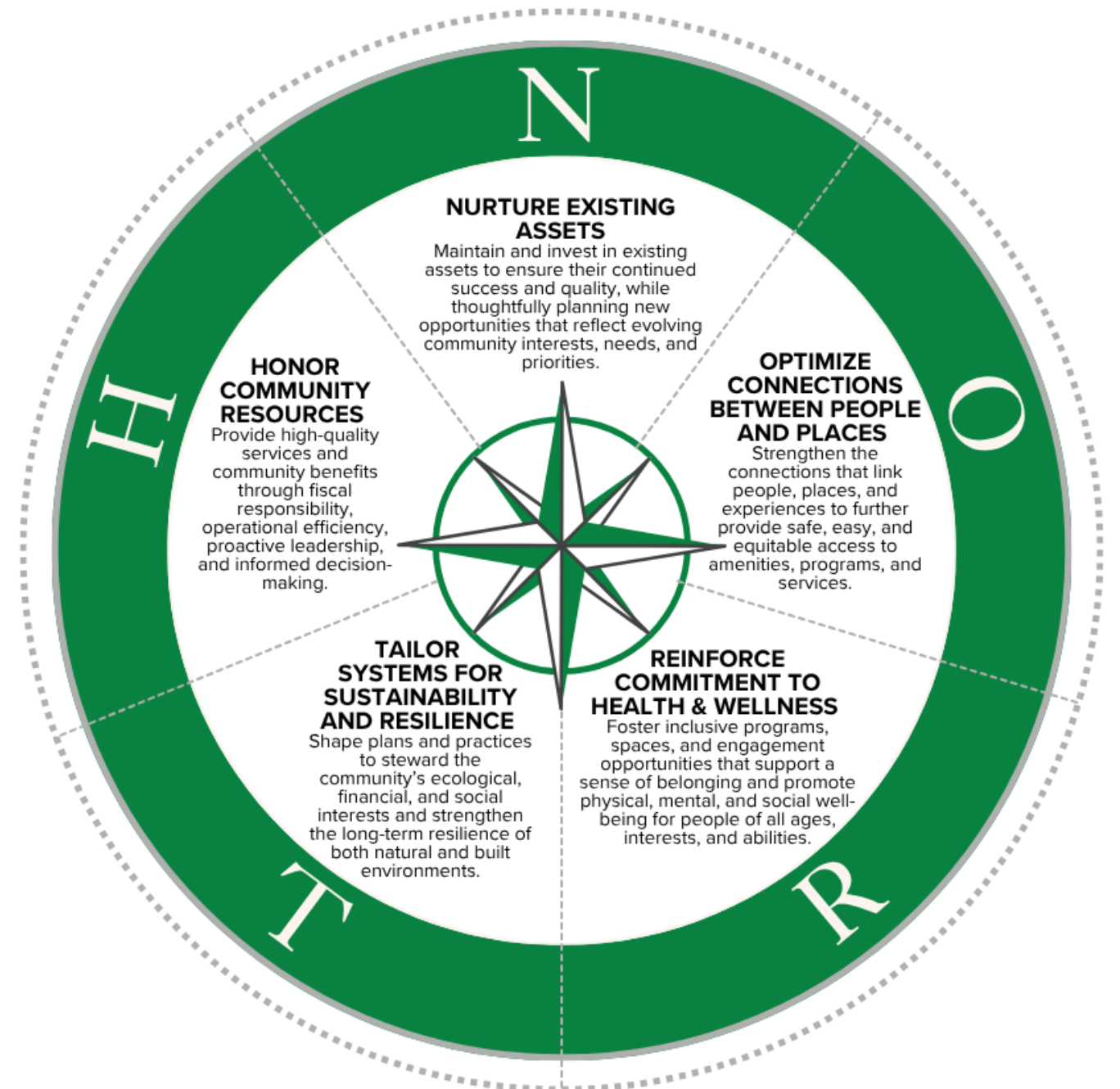


Figure 16. Guiding Principles

4.3. RECOMMENDATIONS

The Recommendations reflect the findings from multiple sources, including the Needs Assessment Report and community engagement process, but **are not listed in any order of priority**.

Department-Wide

- Prioritize management and operations of assets.
- Optimize operations through workload management, resource deployment, and service planning.
- Enhance connectivity from neighborhoods to parks and recreation amenities.
- Advance wildfire preparedness and climate adaptation planning to protect community assets and natural resources.
- Keep facilities welcoming and comfortable for all ages and abilities.
- Align staffing levels with operational demand and service expectations.
- Implement updated technologies to enhance performance monitoring and maintenance tracking.



Ice Skating (Credit: Life in Louisville Photo Contest)

Parks

- Proactively manage and maintain park assets to extend lifecycle, improve reliability, and maximize long-term value.
- Expand and strengthen the urban tree canopy.
- Improve pedestrian and bike connectivity to parks.
- Provide clear, consistent, and ADA-compliant park signage.
- Expand recreational opportunities and amenities across the park systems.
- Implement sustainable landscaping practices to support resilient, and climate adapted plantings.
- Integrate public art into parks to enhance community identity and user experience.
- Develop new parks to meet city standards and service goals.
- Address undesignated trails in parks.

Recreation & Senior Services

- Maintain current assets.
- Relieve peak time congestion.
- Plan for more indoor and outdoor aquatics facilities.
- Add more indoor and outdoor sport courts and turf fields, to meet demand.
- Maintain appropriate staffing levels to support programs and services.
- Expand programming for adults age 65+ to meet growing demographic.
- Broaden teen offerings to strengthen retention and engagement.
- Continue to integrate inclusive, adaptive programs for accessibility.

Open Space

- Update the [2004 Open Space Master Plan](#).
- Prioritize protecting and restoring natural resources.
- Use consistent, non-intrusive, and clear wayfinding and signage.
- Continue existing wildfire mitigation practices.
- Balance recreational access with habitat protection.
- Acquire more open space where possible.
- Protect sensitive habitat areas.
- Continue conducting biological surveys and habitat inventories.
- Establish criteria to address undesignated trails impacting public open spaces.
- Remove social trails from open space lands classified as Preserve per Home Rule Charter guidance.
- Create more education and outreach programs.
- Continue to employ science based decision-making.
- Use signage and outreach to promote Leave No Trace practices.
- Engage volunteers in habitat restoration.
- Establish minimum buffers and species-based trail setbacks.

Coal Creek Golf Course

- Plan for replacement of the existing clubhouse with new multi-purpose facilities (including event space).
- Maintain existing course quality.
- Address aging infrastructure and maintain current assets.
- Improve parking.
- Explore water-wise turf management.
- Activate the clubhouse as a community venue.
- Ensure a realistically phased and funded improvement strategy.

4.4. GOALS

Goals are Division-specific, aspirational outcomes that advance the Guiding Principles of the PROS Department. Goals are an essential component to addressing community values and Department-wide priorities.

The following Goals are organized by Division. The Goals are informed through the community input process. The Goal statements are all equally important and shall be applied in the decision making process. As such, the following goals for each Division are not in a priority order.



Snow at Annette Brand Park (Credit: Life in Louisville Photo Contest)

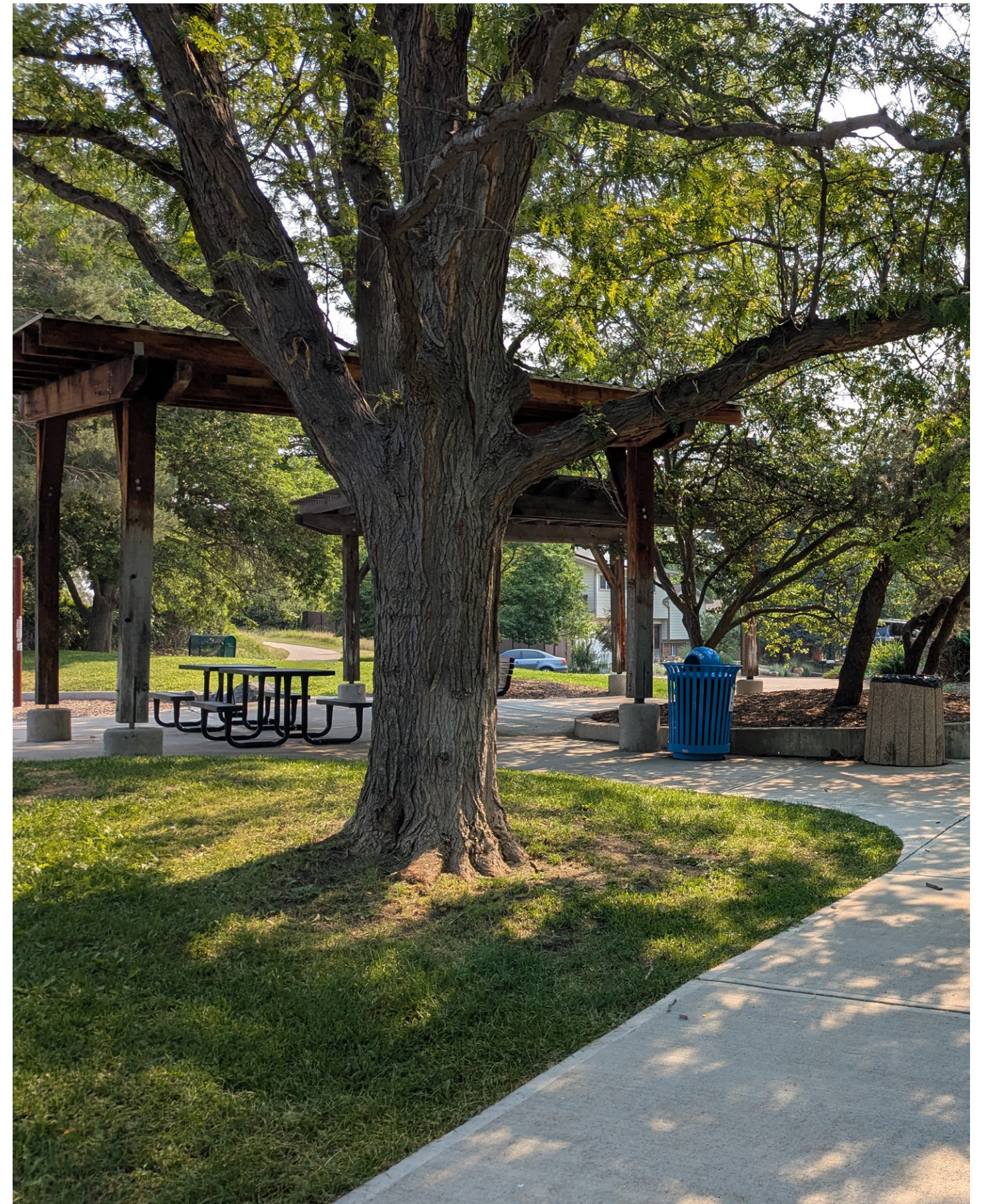
Parks

Promote universal access to parks.

Maintain existing assets to support high-quality user experiences.

Advance park sustainability and resiliency programs.

Support funding and partnerships.



Trail through Keith Helart Park (Credit: PROS Staff)

Recreation & Senior Services

Promote safe, consistent and enjoyable user experiences.

Support lifelong health, wellness, and social connections for all community members.

Utilize reliable data sources to inform decisions.

Manage operational capacity to support effective program and facility operations.

Advance sustainability and resiliency programs.

Plan for the long-term infrastructure and programming needs.

Support funding and partnerships.



Recreation & Senior Center Splash Pad (Credit: Life in Louisville Photo Contest)

Open Space

Establish a comprehensive ecosystem of natural open spaces in Louisville.

Advance science-based data to support informed land management decisions.

Promote environmental stewardship.

Balance ecological benefits with recreation access.

Support funding and partnerships.



Sunset over North Open Space (Credit: Life in Louisville Photo Contest)

Coal Creek Golf Course

Prioritize exceptional customer service.

Ensure the long-term financial sustainability of golf facilities.

Invest in facility and asset capital improvements.

Promote sustainable development and resiliency best practices.

Support Coal Creek GC Enterprise Fund structure and partnerships.



Mountain view at Coal Creek Golf Course (Credit: Life in Louisville Photo Contest)



05.

IMPLEMENTATION PLAN

5.1. PHASING AND PRIORITIZATION

While the Goals and Recommendations in the previous chapter help establish aspirational outcomes for the Department, they are not implementable on their own. The Implementation Plan conveys specific Action Items that are organized around each PROS Division. The intent is to present a strategic framework on how to advance the LRP while being flexible and resilient to respond to changing conditions over time. The Implementation Plan is intended to be reviewed annually and amended accordingly to reflect the achievements of each Division. It is recommended that the Implementation Plan be highly visible throughout the PROS Department to remind staff of accomplishments and high priority items.

Progress should be tracked using measurable performance indicators and annual reporting to ensure accountability and transparency, such as:

- Number of facilities improved.
- Number of projects completed.
- Participation in volunteer and stewardship programs.
- Community satisfaction and feedback.
- Annual reporting to City Council and advisory boards supports informed decision-making and continuous improvement.

The LRP is intended to be a living document. Implementation should be flexible and responsive to:

- Changing environmental conditions.
- New funding opportunities or reductions in funding.
- Emerging technologies.
- Community priorities.
- Regional coordination efforts.
- Strategies may be refined over time based on performance data and lessons learned.

The Implementation Plan categorizes initiatives into the following timeframes:

- **1 – 5 Year Action Items** focus on “quick wins” that improve safety, clarity, and system function while building momentum for larger projects. These may include addressing staffing needs, signage and wayfinding improvements, small gap closures, and undesignated trail management.
- **6 – 10 Year Action Items** focus on system-wide improvements, regional connections, and sustained environmental stewardship.
- **Ongoing Action Items** focus on sustained system health and continuous improvements that maintain or enhance current programs and operations.



Soccer at Louisville Elementary School (Credit: Life in Louisville Photo Contest)



Trails Workshop (Credit: DTJ Design)

5.2. IMPLEMENTATION RESPONSIBILITY

Implementation of Strategies requires coordination across multiple City departments and partners. Primary responsibilities include:

- City Council
- City Manager's Office
 - o Communications
 - o Equity, Diversity & Inclusion
 - o Recovery & Resilience
 - o Sustainability
- Finance & Utility Billing
 - o Sales Tax and Licensing
- Parks, Recreation & Open Space
 - o Parks Division
 - o Open Space Division
 - o Recreation & Senior Services Division
 - o Coal Creek Golf Course Division
- Police
- Public Works
 - o Engineering Division
 - o Operations Division
 - o Water Treatment Division
 - o Wastewater Treatment Division



Sunset at Harper Lake (Credit: Life in Louisville Photo Contest)

5.3. ACTION PLAN MATRIX

N = Nurture and Evolve Community Assets
O = Optimize connections between people and places
R = Reinforce commitment to health & wellness
T = Tailor systems for sustainability and resilience
H = Honor City Resources

Note: Goals, Strategies, and Action Items are not in order of priority. Refer to the Priority column.

PARKS DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	P.1	Promote universal access to parks.								
Strategy	P.1.1	Develop parks based on community needs and levels of service metrics.								
Action	P.1.1.1	Meet or exceed park access standards considering all ages, connectivity, and safety.	1 - 5 year	High	●	●	●			Superintendent, Parks Supervisors
	P.1.1.2	Evaluate projects based on community benefit, equity, usage, and cost-effectiveness.	Ongoing	Medium		●	●		●	Superintendent, PROS Director, Project Manager
Strategy	P.1.2	Assess gaps in parks and park typologies consistent with benchmarks and industry standards.								
Action	P.1.2.1	Assess potential gaps with existing park amenities to adhere to adopted standards and community needs.	6 - 10 year	Low	●		●		●	Superintendent, Park Supervisors
	P.1.2.2	Advance a feasibility study to address new multi-use athletic fields and sports courts based on levels of service and need.	1 - 5 year	High			●		●	Director / Project Manager
Strategy	P.1.3	Apply park amenity standards for all park types.								
Action	P.1.3.1	Develop amenity guidelines for each park type and apply as part of planning and design decisions.	1 - 5 year	Medium			●			Superintendent
	P.1.3.2	Adopt universal access standards and ensure consistent application across all parks.	1 - 5 year	High			●		●	Superintendent, Park Supervisor and Staff
Strategy	P.1.4	Strengthen trail and multimodal connections to parks.								
Action	P.1.4.1	Implement the Trails System Plan for trail improvement recommendations.	6 - 10 year	Medium		●	●	●		PROS Director
	P.1.4.2	Identify barriers to park access, including gaps in connectivity, unsafe crossings, and physical constraints.	Ongoing	Medium		●	●			Superintendent, Public Works
	P.1.4.3	Prioritize improvements that enhance safe, multimodal access to parks.	Ongoing	High		●	●	●		Superintendent, Park Supervisor, Public Works
	P.1.4.4	Implement wayfinding and signage improvements to increase awareness and usability of trails and park connections.	1 - 5 year	High		●	●			Project Manager
	P.1.4.5	Coordinate with the Public Works Dept. and other partners to implement access improvements.	Ongoing	Medium		●	●		●	Project Manager

Table 16. Parks Division Action Plan Matrix

N = Nurture and Evolve Community Assets
O = Optimize connections between people and places
R = Reinforce commitment to health & wellness
T = Tailor systems for sustainability and resilience
H = Honor City Resources

PARKS DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	P.2	Maintain existing assets to support high-quality user experiences.								
Strategy	P.2.1	Maintain a comprehensive asset management program.								
Action	P.2.1.1	Expand a digital asset management system to centralize data and support decision-making.	1 - 5 year	High	●			●	●	Superintendent
	P.2.1.2	Maintain an up-to-date lifecycle evaluation system for all park assets.	1 - 5 year	High	●			●	●	Superintendent, Park Supervisor and Staff
	P.2.1.3	Prioritize deferred maintenance list based on asset condition and risk liability.	Ongoing	High	●			●	●	Park Supervisor
	P.2.1.4	Implement programs to reduce, reuse, repair, and recycle materials and equipment in park operations.	Ongoing	High	●		●	●	●	Superintendent
	P.2.1.5	Conduct technical staff training sessions on design standards and maintenance procedures to ensure consistent application.	Ongoing	Medium	●					Park Supervisor
Strategy	P.2.2	Align asset management priorities with operations, capital improvement programs and funding.								
Action	P.2.2.1	Integrate asset management priorities into operations, CIP and annual budget requests.	1 - 5 year	High	●			●	●	Superintendent
	P.2.2.2	Evaluate preventative maintenance schedules to reduce asset failures, service disruptions, and reactive maintenance.	1 - 5 year	Medium	●			●	●	Superintendent, Park Supervisor
Goal	P.3	Advance park sustainability and resiliency programs.								
Strategy	P.3.1	Ensure coordination among internal and interagency sustainability teams.								
Action	P.3.1.1	Coordinate with the Recovery & Resilience Division on wildfire risk reduction and mitigation programs	Ongoing	High			●	●	●	Superintendent
	P.3.1.2	Research and implement industry best practices.	Ongoing	Medium				●	●	Superintendent, Park Supervisor and Staff
	P.3.1.3	Establish monthly coordination updates with the Sustainability Division to implement Climate Action Plan initiatives.	1 - 5 year	Low				●	●	Superintendent, Sustainability Division
Strategy	P.3.2	Enhance water efficiency and sustainable landscaping.								
Action	P.3.2.1	Optimize irrigation systems to reduce water use.	1 - 5 year	High	●			●	●	Park Supervisor and Staff
	P.3.2.2	Convert non-functional bluegrass turf areas in public rights-of-ways to low-water grasses and plantings.	6 - 10 year	Medium	●			●	●	Superintendent, Project Manager, Park Supervisors
	P.3.2.3	Integrate landscape practices like pollinator-friendly plantings, across all park-maintained properties.	Ongoing	High	●			●	●	Superintendent, Horticultural Supervisor and Staff

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PARKS DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Strategy	P.3.3	Implement green infrastructure to achieve environmental benefits.								
Action	P.3.3.1	Integrate green infrastructure improvements in parks, like bioswales, rain gardens, and permeable surfaces.	6 - 10 year	Low	●			●	●	Project Manager
	P.3.3.2	Prioritize projects that maximize stormwater capture, ecological benefits and stormwater management strategies.	6 - 10 year	Low	●			●	●	Project Manager
	P.3.3.3	Implement staff training on best practices for park maintenance and operations.	Ongoing	High				●	●	Superintendent, Supervisors
	P.3.3.4	Develop educational material to inform community members and visitors on sustainable resource efficiency initiatives.	1 - 5 year	Low			●	●	●	Superintendent, Communications Team
Strategy	P.3.4	Promote a diverse, healthy and adaptable urban forest.								
Action	P.3.4.1	Maintain a comprehensive tree inventory to include condition assessments and risk evaluations.	1 - 5 year	High	●			●	●	City Forester Supervisor and staff
	P.3.4.2	Identify opportunities to increase canopy coverage, focusing on parks, and streetscapes in the public right-of-way.	1 - 5 year	High	●	●		●	●	Superintendent, City Forester Supervisor
	P.3.4.3	Incorporate forest canopy expansion objectives from the Boulder County Urban Tree Canopy Assessment.	6 - 10 year	Low	●			●	●	Superintendent, City Forester Supervisor
	P.3.4.4	Apply adaptive management techniques to monitor tree health and mitigate pests and diseases, including Emerald Ash Borer.	Ongoing	Medium	●		●	●	●	Superintendent, City Forester Supervisor
	P.3.4.5	Plant well-adapted, diverse species to reduce monoculture and enhance forest resilience.	Ongoing	Medium	●			●	●	City Forester Supervisor and staff
	P.3.4.6	Implement cyclical pruning and maintenance schedules to reduce hazards and extend tree life.	1 - 5 year	High	●			●	●	City Forester Supervisor and staff

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PARKS DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Strategy	P.3.5	Leverage city and private development initiatives to advance urban forestry goals.								
Action	P.3.5.1	Promote tree planting, protection, and canopy enhancements through capital projects and external development reviews.	Ongoing	High	●			●	●	Superintendent, City Forester Supervisor
	P.3.5.2	Provide guidance on best practices for tree preservation and urban forestry integration.	Ongoing	Low	●		●	●	●	City Forester Supervisor
Strategy	P.3.6	Maintain comprehensive data tracking and monitoring systems.								
Action	P.3.6.1	Track financial performance trends to inform annual budgeting, funding needs, and fee structure decisions.	Ongoing	High	●				●	Superintendent, City Forester Supervisor
	P.3.6.2	Monitor levels of service standards and asset maintenance needs to inform operations and resources.	Ongoing	Medium	●				●	Superintendent, City Forester Supervisor
	P.3.6.3	Track gap assessments and report to city leadership and stakeholders.	Ongoing	Low	●				●	Superintendent
	P.3.6.4	Track canopy coverage diversity and health and periodically report progress to city leadership and the community.	Ongoing	Low	●				●	Superintendent, City Forester Supervisor
	P.3.6.5	Document sustainability program metrics and targets.	Ongoing	Medium	●		●		●	Superintendent, City Forester Supervisor
Goal	P.4	Support funding and partnerships.								
Strategy	P.4.1	Foster collaboration within PROS and across City departments.								
Action	P.4.1.1	Promote coordination with PROS divisions to maximize alignment and shared efficiencies.	Ongoing	High		●	●	●	●	Superintendent
	P.4.1.2	Build upon cross-department collaboration with key City partners (Community Development, Public Works, Sustainability).	Ongoing	Medium		●	●	●	●	Superintendent,
	P.4.1.3	Leverage internal communications, project management, and administrative expertise to support project initiatives.	Ongoing	Medium			●	●	●	Superintendent, Project Manager
Strategy	P.4.2	Expand external partnerships to support programs and services.								
Action	P.4.2.1	Identify partnership opportunities that support parks, programming, and operational enhancements.	1 - 5 year	High		●	●	●	●	Superintendent, Recreation Manager
	P.4.2.2	Coordinate with appropriate Advisory Boards for input and endorsements.	Ongoing	High					●	Superintendent, PPLAB and other boards
	P.4.2.3	Enhance external partnerships to promote event organizers and neighborhood and community groups.	Ongoing	Low		●		●	●	Superintendent, Communications Team
	P.4.2.4	Coordinate with community stakeholders to support park infrastructure and service needs.	Ongoing	Medium	●	●		●	●	Director, Superintendent
	P.4.2.5	Participate in industry and community networks to support knowledge sharing and collaboration.	Ongoing	High		●			●	Superintendent

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RECREATION & SENIOR SERVICES DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	RS.1	Promote safe, consistent and enjoyable user experiences.								
Strategy	RS.1.1	Ensure facilities and programs align with community needs.								
Action	RS.1.1.1	Conduct regular evaluations of facilities and programs to assess performance and community relevance.	Ongoing	High	●			●	●	Superintendent
	RS.1.1.2	Compare services, amenities, and operations with similar municipal providers to identify opportunities for improvement.	1 - 5 year	Medium				●		Rec Manager
	RS.1.1.3	Adjust programs, services, and facility use based on evaluation findings and service quality feedback.	1 - 5 year	Medium			●	●	●	Rec Manager
Strategy	RS.1.2	Plan for ongoing maintenance, repairs, and equipment replacement needs.								
Action	RS.1.2.1	Monitor usage, condition, and operational performance for all facilities and equipment.	Ongoing	High	●				●	Senior Services, Fitness, Aquatics, Youth, Sports
	RS.1.2.2	Implement upgrades based on the Renew & Replacement schedule.	Ongoing	Medium	●		●		●	Superintendent
	RS.1.2.3	Prioritize investments based on safety and operational needs.	Ongoing	High	●				●	Superintendent

Table 17. Recreation & Senior Services Division Action Plan Matrix

N = Nurture and Evolve Community Assets
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T = Tailor systems for sustainability and resilience
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RECREATION & SENIOR SERVICES DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	RS.2	Support lifelong health, wellness, and social connections for all community members.								
Strategy	RS.2.1	Promote multi-generational, inclusive recreational and senior services.								
Action	RS.2.1.1	Offer year-round programs, services, and events for all ages and abilities.	Ongoing	High		●	●			Senior Services, Fitness, Aquatics, Youth, Sports
	RS.2.1.2	Maintain memberships and access policies to encourage a diverse range of participants.	Ongoing	Medium		●	●			Rec Manager
	RS.2.1.3	Ensure programs reflect diversity of community interests and needs.	Ongoing	High		●	●			Senior Services, Fitness, Aquatics, Youth, Sports
Strategy	RS.2.2	Enhance senior wellness and social programs.								
Action	RS.2.2.1	Maintain senior programs like the congregate meal site, drop-in programs, social events, and day trips.	Ongoing	High		●	●			Senior Services
	RS.2.2.2	Encourage community involvement through volunteer programs.	6 - 10 year	Low		●	●			Senior Services & Sports
Strategy	RS.2.3	Advance programs for youth and teens.								
Action	RS.2.3.1	Continue to provide recreation and education programs that build enrichment.	Ongoing	High		●	●			Senior Services, Fitness, Aquatics, Youth, Sports
	RS.2.3.2	Offer leadership and employment opportunities for teens.	Ongoing	Medium		●	●			Youth, Aquatics, Youth Sports
	RS.2.3.3	Evaluate program participation and adapt offerings to current trends.	1 - 5 year	Medium					●	Senior Services, Fitness, Aquatics, Youth, Sports
Strategy	RS.2.4	Ensure recreational program fiscal sustainability.								
Action	RS.2.4.1	Deliver programs within financial thresholds while meeting revenue targets.	Ongoing	High	●				●	Senior Services, Fitness, Aquatics, Youth, Sports
	RS.2.4.2	Maximize volunteer opportunities to facilitate programs and services.	6 - 10 year	Low					●	Senior Services & Sports & Youth
Strategy	RS.2.5	Support community health and wellness.								
Action	RS.2.5.1	Align programs and operations with the Sustainability and Recovery & Resilience Divisions' guidance.	1 - 5 year	Medium				●	●	Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent
	RS.2.5.2	Promote the Recreation & Senior Center's function as a multigenerational "community resilience hub".	6 - 10 year	Medium			●	●		Sustainability & Marketing
	RS.2.5.3	Promote initiatives that enhance health, wellness, and quality of life for all users.	Ongoing	High			●	●		Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent

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H = Honor City Resources

RECREATION & SENIOR SERVICES DIVISION											
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff	
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H		
Goal	RS.3	Utilize reliable data sources to inform decisions.									
Strategy	RS3.1	Continually evaluate facilities and programs.									
Action	RS.3.1.1	Use evaluation findings to inform maintenance, upgrades, and program adjustments.	Ongoing	High	●				●	Superintendent	
	RS.3.1.2	Define user trends and preference through user survey tools and community profile data and inputs.	1 - 5 year	Medium			●		●	Senior Services, Fitness, Aquatics, Youth, Sports	
Strategy	RS3.2	Provide data-driven expertise to support targeted amenities and community priorities.									
Action	RS.3.2.1	Use program and facility data to align with current usage trends and long-term viability.	Ongoing	Medium	●				●	Superintendent	
	RS.3.2.2	Apply evaluation findings to balance operational feasibility, community interests, and equitable access.	1 - 5 year	High			●		●	Senior Services, Fitness, Aquatics, Youth, Sports	
	RS.3.2.3	Coordinate with Parks Division to guide shared development of athletic fields and court amenities in parks.	1 - 5 year	Medium			●	●	●	Superintendent & Sports	
Goal	RS.4	Manage operational capacity to support effective program and facility operations.									
Strategy	RS.4.1	Analyze peak facility usage and program enrollment to guide scheduling and resource planning.									
Action	RS.4.1.1	Adjust program schedules and resource allocation to optimize service delivery.	1 - 5 year	High	●			●	●	Superintendent & Rec and Aquatics Manager	
	RS.4.1.2	Use reliable data to inform future facility and staffing needs.	Ongoing	Medium	●				●	Senior Services, Fitness, Aquatics, Youth, Sports	
Strategy	RS.4.2	Align program fees and charges to ensure alignment with policies, trends, and community needs.									
Action	RS.4.2.1	Conduct annual reviews of fees and charges for all programs and memberships.	Ongoing	Medium	●				●	Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent	
	RS.4.2.2	Compare policy guidance to similar peer municipalities on facilities and community expectations.	1 - 5 year	Medium					●	Rec Manager	
	RS.4.2.3	Adjust fees as needed to meet budget targets, while maintaining inclusivity.	6 - 10 year	High	●			●	●	Rec Manager & Superintendent	

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RECREATION & SENIOR SERVICES DIVISION											
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff	
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H		
Goal	RS.5	Advance sustainability and resiliency programs.									
Strategy	RS.5.1	Advance energy and water conservation measures.									
Action	RS.5.1.1	Prioritize initiatives with measurable impacts and alignment to adopted plans.	Ongoing	Medium				●	●	Superintendent	
	RS.5.1.2	Implement efficiency projects to reduce operational costs and environmental impacts.	6 - 10 year	Medium				●	●	Sustainability	
	RS.5.1.3	Maintain and enhance staff training and professional development on sustainable practices.	Ongoing	Medium				●	●	Superintendent	
	RS.5.1.4	Adjust operational procedures based on evaluation and best practices.	1 - 5 year	Medium				●	●	Superintendent	
Goal	RS.6	Plan for the long-term infrastructure and programming needs.									
Strategy	RS.6.1	Proactively address capital infrastructure needs and facility lifespan.									
Action	RS.6.1.1	Prioritize capital improvement projects based on condition, safety, and operational lifespan.	Ongoing	Medium	●				●	Superintendent & Rec & Aquatic Manager	
	RS.6.1.2	Apply data and capital needs to inform facility improvements, programming, and operational decisions.	Ongoing	High	●			●	●	Superintendent & Rec & Aquatic Manager	
Strategy	RS.6.2	Monitor regional trends and innovations in aquatics.									
Action	RS.6.2.1	Research best practices, technology, and facility design in comparable municipal facilities.	6 - 10 year	Low	●				●	Superintendent & Rec & Aquatic Manager	
	RS.6.2.2	Maintain an up-to-date inventory of aquatic systems, equipment, and structural components.	Ongoing	High	●				●	Aquatic Manager	
	RS.6.2.3	Identify opportunities to enhance safety, inclusivity, and program variety based on emerging trends.	1 - 5 year	High			●	●		Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent	

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RECREATION & SENIOR SERVICES DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	RS.7	Support funding and partnerships.								
Strategy	RS.7.1	Foster collaboration within PROS and across City departments.								
Action	RS.7.1.1	Coordinate with other PROS divisions to maximize alignment and achieve efficiencies for shared initiatives.	Ongoing	Medium		●			●	Superintendent
	RS.7.1.2	Enhance cross-department collaboration with key City partners (Facilities, Information Technology, Human Resources, and Finance).	Ongoing	High		●			●	Superintendent
	RS.7.1.3	Leverage department communications, project management, and administrative expertise to support project initiatives.	Ongoing	Medium	●			●	●	Superintendent
Strategy	RS.7.2	Expand external partnerships to support programs and services.								
Action	RS.7.2.1	Identify partnership opportunities that support facility, programming, or operational enhancements.	1 - 5 year	High	●				●	Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent
	RS.7.2.2	Continue building relationships with external partners, including: state and local agencies, sports leagues, industry and business partners.	Ongoing	High	●		●			Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent
	RS.7.2.3	Update intergovernmental agreements with partnering agencies (Boulder Valley School District and Boulder County).	1 - 5 year	High	●		●			Superintendent, Sports, Youth & Senior
	RS.7.2.4	Coordinate with community and development stakeholders to identify opportunities that support Division infrastructure and service needs.	1 - 5 year	Medium	●					Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent
	RS.7.2.5	Participate in industry and community networks to support knowledge sharing and collaboration.	Ongoing	Medium		●	●	●		Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent
Strategy	RS.7.3	Align staffing and funding resources to sustain service delivery.								
Action	RS.7.3.1	Monitor staff capacity and align assignments with operational and capital project demands.	1 - 5 year	Medium	●			●	●	Superintendent
	RS.7.3.2	Evaluate divisional staffing needs relative to project support and volunteer coordination efforts.	1 - 5 year	Medium	●			●	●	Superintendent, Director
	RS.7.3.3	Incorporate division priorities into annual budgeting and capital planning processes.	1 - 5 year	High	●					Superintendent
	RS.7.3.4	Pursue external funding opportunities such as grants, partnerships, and development contributions.	Ongoing	Medium	●				●	Senior Services, Fitness, Aquatics, Youth, Sports, Superintendent

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H = Honor City Resources

OPEN SPACE DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	OS.1	Establish a comprehensive ecosystem of natural open spaces in Louisville.								
Strategy	OS.1.1	Align open space resource protection with adopted governing policies and allowable uses.								
Action	OS.1.1.1	Apply Article 15 Land Classification Charter as part of project planning, capital improvements, and operational decision-making.	Ongoing	High	●	●		●	●	Project Manager, Open Space Manager, Superintendent, Director
	OS.1.1.2	Prioritize open space natural resource management, resource protection and sustainable practices.	Ongoing	High	●			●	●	Natural Resource Supervisor, Rangers, Superintendent, Sustainability Team
	OS.1.1.3	Maintain clear reference tools and staff training to support consistent application of governing policies.	Ongoing	Medium	●			●	●	OS Manager
Strategy	OS.1.2	Support effective natural resource management and protection.								
Action	OS.1.2.1	Define and correct policy gaps, overlaps and ambiguities regarding resource protection and recreational uses in open spaces.	1 - 5 year	Medium	●	●		●	●	Superintendent, Director
	OS.1.2.2	Update standards for vegetation management, riparian areas, and watershed health.	1 - 5 year	Medium	●	●		●	●	Natural Resource Supervisor; Public Works
	OS.1.2.3	Evaluate the feasibility of establishing appropriate criteria for buffer area setbacks for select riparian corridors for new projects/impacts.	6 - 10 year	Low	●				●	Natural Resource Supervisor
	OS.1.2.4	Explore the development of Management Zones to guide resource management, land uses, and recreational access in ecological sensitive areas.	6 - 10 year	Medium						Public Works, Natural Resource Supervisor
	OS.1.2.5	Ensure long term water rights, water and agricultural use plans and best practices are in place to sustain open lands.	6 - 10 year	Medium	●	●	●	●	●	Public Works, Director, Superintendent, Open Space Manager, Natural Resource Supervisor
	OS.1.2.6	Establish operational standards to ensure consistent application with staff and open space properties.	1 - 5 year	High	●				●	Open Space Manager
Strategy	OS.1.3	Clarify the land classification system to guide site-specific management and decision-making.								
Action	OS.1.3.1	Align ongoing management practices linked to each land classification type.	1 - 5 year	High	●			●	●	Superintendent
	OS.1.3.2	Implement and uphold the land classification system as a standard management framework.	Ongoing	Medium						Superintendent, Project Manager, Director
	OS.1.3.3	Integrate classification into planning, capital projects, and maintenance practices.	Ongoing	Medium	●			●	●	Project Manager, Superintendent

Table 18. Open Space Division Action Plan Matrix

N = Nurture and Evolve Community Assets
O = Optimize connections between people and places
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H = Honor City Resources

OPEN SPACE DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Strategy	OS.1.4	Acquire and protect lands to strengthen ecosystem value, connectivity and conservation corridors.								
Action	OS.1.4.1	Prioritize land parcels for potential acquisition and open space dedication.	Ongoing	High	●	●	●	●	●	City Manager, City Council, OSAB, Director, Superintendent
	OS.1.4.2	Strategically acquire and protect contiguous lands to strengthen habitat connectivity and conservation corridors.	Ongoing	Medium	●		●	●	●	City Manager, City Council, OSAB, Director, Superintendent
	OS.1.4.3	Integrate ecological considerations and long-term stewardship requirements into all acquisition decisions.	Ongoing	Medium	●	●	●	●	●	Superintendent, Open Space Manager
Goal	OS.2	Advance science-based data to support informed land management decisions.								
Strategy	OS2.1	Maintain comprehensive inventories, data tracking and monitoring systems.								
Action	OS.2.1.1	Monitor ecosystem health, vegetation and biological data bases to inform wildfire management, habitat, and restoration areas.	Ongoing	High	●		●	●	●	Natural Resource Supervisor, OS Manager, Superintendent
	OS.2.1.2	Regularly update datasets to reflect changing conditions and management outcomes.	Ongoing	Medium	●			●	●	Natural Resource Supervisor
	OS.2.1.3	Monitor levels of service standards, asset maintenance backlog needs to inform operations and resources.	Ongoing	Medium	●				●	Trails & Maintenance Supervisor, Open Space Manager
	OS.2.1.4	Monitor recreational trail use and conditions to inform ongoing maintenance and/or restoration needs.	Ongoing	Medium	●	●	●		●	Trails & Maintenance Supervisor, Open Space Manager
	OS.2.1.5	Integrate inventory and monitoring data into decision-making, project planning, and prioritization.	Ongoing	High	●				●	Natural Resource Supervisor, OS Manager, Project Manager, Superintendent
	OS.2.1.6	Track operational resources and financial performance to inform annual budgeting and funding needs.	Ongoing	Medium	●				●	Superintendent, Open Space Manager
Strategy	OS2.2	Update resource and land management plans and policies to address emerging needs.								
Action	OS.2.2.1	Review and update biological and vegetation inventories on a 5–10 year cycle to reflect evolving conditions.	6 - 10 year	High	●				●	Natural Resource Supervisor
	OS.2.2.2	Ensure planning documents provide clear, actionable guidance for staff implementation.	1 - 5 year	Medium	●				●	Open Space Manager, Project Manager, Superintendent
Strategy	OS2.3	Apply best management practices for vegetation management, wildfire mitigation, and ecological restoration.								
Action	OS.2.3.1	Incorporate resource protection measures into project design and implementation to minimize impacts.	Ongoing	High	●				●	Natural Resource Supervisor, Rangers, Open Space Manager, Project Manager, Superintendent
	OS.2.3.2	Align projects and operational activities with adopted plans, policies to ensure consistent implementation.	Ongoing	High	●				●	Open Space Manager, Superintendent

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OPEN SPACE DIVISION											
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff	
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H		
Goal	OS.3	Promote environmental stewardship.									
Strategy	OS3.1	Deliver education programs and interpretive materials to promote stewardship and responsible recreation.									
Action	OS.3.1.1	Enhance education programs such as ranger outreach and natural resource walks, with year-round opportunities for all demographics.	1 - 5 year	Medium		●	●			Rangers, Natural Resource Team, Open Space Manager	
	OS.3.1.2	Implement interpretive and educational signage to provide information on natural resources and stewardship practices.	6 - 10 year	Low		●	●			Natural Resource Team	
	OS.3.1.3	Evaluate and update educational content to reflect evolving conservation priorities and audience needs.	6 - 10 year	Low		●	●			Natural Resource Team, Open Space Manager	
Strategy	OS3.2	Expand community involvement through volunteer programs.									
Action	OS.3.2.1	Create a volunteer open space ambassador program to support stewardship, trail maintenance, and educational programs.	1 - 5 year	Low		●	●	●		Trails & Maintenance Team, Natural Resource Team, Open Space Manager	
	OS.3.2.2	Promote engagement events, skill-building opportunities, and acknowledgement programs.	Ongoing	Medium		●	●	●		Communications Team, Natural Resource Team, Trails & Maintenance Team, OS Manager	
	OS.3.2.3	Align volunteer activities with management priorities and available resources to maximize impact.	6 - 10 year	High	●	●	●	●	●	Open Space Manager, Superintendent	
Strategy	OS3.3	Leverage partnerships to extend the reach and impact of open space programs.									
Action	OS.3.3.1	Identify and engage local organizations, schools, and community groups to support open space initiatives.	1 - 5 year	Medium		●	●			Open Space Manager	
	OS.3.3.2	Develop collaborative programs or events that expand educational and stewardship opportunities.	6 - 10 year	Low		●	●			Open Space Manager, Natural Resource Team, Trails & Maintenance Team	
	OS.3.3.3	Evaluate partnership outcomes and refine approaches to increase participation and program effectiveness.	6 - 10 year	High	●	●	●		●	Open Space Manager	
Goal	OS.4	Balance ecological benefits with recreation access.									
Strategy	OS.4.1	Manage inclusive recreational access while ensuring protection of ecological resources.									
Action	OS.4.1.1	Implement the Trails System Plan, ensuring decisions are carefully vetted to protect natural resources.	6 - 10 year	Medium	●	●	●	●	●	Project Manager, Natural Resource Supervisor, Superintendent	
	OS.4.1.2	Pursue trail enhancements that minimize ecological impacts while enhancing user experience.	Ongoing	High	●	●	●		●	Project Manager	

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OPEN SPACE DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Strategy	OS.4.2	Enhance visitor amenities to support safe, enjoyable, responsible, and equitable use.								
Action	OS.4.2.1	Maintain and improve amenities such as wayfinding, seating, trash receptacles, restrooms, and trailheads.	6 - 10 year	High	●	●	●	●	●	Trails & Maintenance Supervisor, Open Space Manager
	OS.4.2.2	Prioritize upgrades that improve accessibility, safety and user experience across demographics.	Ongoing	High		●	●	●		Project Manager, Public Works, Trails & Maintenance Supervisor
	OS.4.2.3	Coordinate amenities with ecological and trail management objectives to minimize environmental impacts.	Ongoing	High		●	●		●	Natural Resource Supervisor, Trails & Maintenance Supervisor, Superintendent
Strategy	OS.4.3	Address undesignated social trails in open spaces.								
Action	OS.4.3.1	Establish a formal policy and administrative directive to address social trails.	1 - 5 year	Medium	●	●	●	●	●	Director, Trails & Maintenance Supervisor, Open Space Manager, Superintendent
	OS.4.3.2	Update the inventory of existing social trails.	1 - 5 year	High	●	●	●	●	●	Trails & Maintenance Supervisor
	OS.4.3.3	Adopt review criteria and standards to address social trail conversions or decommissioning, and erosion controls.	1 - 5 year	Medium	●	●	●	●	●	OSAB,Trails & Maintenance Supervisor, Open Space Manager, Superintendent
Goal	OS.5	Support funding and partnerships.								
Strategy	OS.5.1	Foster collaboration within PROS and across City departments.								
Action	OS.5.1.1	Continue coordination with other PROS divisions to maximize alignment and achieve efficiencies for shared initiatives.	Ongoing	Medium					●	Superintendent, OS Manager
	OS.5.1.2	Enhance cross-department collaboration with City partners (Community Development, Public Works, Sustainability).	Ongoing	Medium					●	Project Manager, Communication Team, Superintendent
	OS.5.1.3	Leverage department communications, project management, and administrative expertise to support program initiatives.	Ongoing	Medium					●	Communications Team, Project Manager, Superintendent
Strategy	OS.5.2	Expand external partnerships to support programs and services.								
Action	OS.5.2.1	Identify partnership opportunities that support facility, programming, or operational enhancements.	Ongoing	Low					●	Open Space Manager, Superintendent
	OS.5.2.2	Build upon external partnerships with industry associations, Fire Protection District, event organizers, and community groups.	Ongoing	Medium				●	●	Superintendent, Open Space Manager
	OS.5.2.3	Coordinate with community stakeholders to identify opportunities that support program and service needs.	1 - 5 year	Low		●		●	●	Open Space Manager
	OS.5.2.4	Participate in industry and community networks to support knowledge sharing and collaboration.	Ongoing	High				●	●	Superintendent, Open Space Manager, OS Team

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OPEN SPACE DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Strategy	OS.5.3	Align staffing and funding resources to meet or exceed service delivery.								
Action	OS.5.3.1	Monitor staff capacity and align assignments with operational and capital project demands.	Ongoing	Medium	●			●	●	Superintendent
	OS.5.3.2	Evaluate divisional staffing needs relative to project support, trail management and volunteer coordination efforts.	1 - 5 year	Medium	●			●	●	Superintendent, Director
	OS.5.3.3	Incorporate priorities into annual budgeting and capital planning processes.	Ongoing	High	●				●	Superintendent, Project Manager, Director
	OS.5.3.4	Pursue external funding opportunities such as grants, partnerships, and development contributions.	1 - 5 year	Medium	●				●	OS Supervisors, OS Manager, Project Manager, Superintendent

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COAL CREEK GOLF DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	GC.1	Prioritize exceptional customer service.								
Strategy	GC.1.1	Provide a seamless customer experience from arrival through departure.								
Action	GC.1.1.1	Address the customer journey, emphasizing PGA Professional Golf Management "moments of truth."	1 - 5 year	Medium	●					Manager
	GC.1.1.2	Develop promotions and communication strategies (online, in-person, and on-course).	1 - 5 year	Low			●		●	Comm. Specialist
	GC.1.1.3	Coordinate course preparation activities to support consistent daily playability and desired standards.	Ongoing	High	●				●	Maint. Superintendent
	GC.1.1.4	Identify and address operational bottlenecks to reduce wait times (arrival, tee off, turn, and exit).	1 - 5 year	Medium				●	●	First Asst.
Strategy	GC.1.2	Elevate customer retail offerings.								
Action	GC.1.2.1	Continually refresh merchandise selection, product presentation based on customer demand and seasonal trends.	Ongoing	Medium				●	●	Head Professional
	GC.1.2.2	Support the food & beverage partnership through quality setting, promotions and competitive pricing.	Ongoing	Medium	●			●	●	General Manager
	GC.1.2.3	Incorporate customer feedback and sales data into retail planning and purchasing decisions.	Ongoing	Medium	●			●	●	Head Professional
Strategy	GC.1.3	Enhance instructional programs that are aligned with staff resources and facility offerings.								
Action	GC.1.3.1	Continue existing player development and instructional programs, enhancing offerings as resources allow.	Ongoing	Medium	●			●	●	Head Professional
	GC.1.3.2	Provide instruction that supports golfers of all skill levels and encourages ongoing participation.	Ongoing	High	●		●	●		Head Professional
	GC.1.3.3	Use participant feedback and demand trends to guide program refinement.	1 - 5 year	Medium				●		Head Professional
Strategy	GC.1.4	Inspire the next generation through youth programs and activities.								
Action	GC.1.4.1	Sustain high-caliber youth golf programs that build skills, confidence, and long-term engagement in the game.	Ongoing	High	●		●	●	●	Head Professional
	GC.1.4.2	Reduce barriers to entry level participants through introductory and beginner-focused opportunities.	1 - 5 year	Medium			●	●		Head Professional
	GC.1.4.3	Expand pathways for youth participation through accessible programming options.	6 - 10 year	Low			●	●		Head Professional

Table 19. Coal Creek Golf Action Plan Matrix

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COAL CREEK GOLF DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Strategy	GC.1.5	Foster community connections within, and beyond, the golf community.								
Action	GC.1.5.1	Continue offering leagues, tournaments, and events that foster camaraderie and a welcoming culture.	Ongoing	High			●		●	General Manager
	GC.1.5.2	Evolve programming to reflect diverse interests and community needs.	1 - 5 year	Medium			●	●		General Manager
	GC.1.5.3	Promote community-focused and charitable events that strengthen local connections and diverse participation.	1 - 5 year	High	●		●	●	●	General Manager
	GC.1.5.4	Promote active opportunities for traditionally underserved populations to experience golf offerings.	Ongoing	Medium			●		●	General Manager
	GC.1.5.5	Pursue non-golf related relationships, participants and compatible facility uses.	6 - 10 year	Low				●	●	General Manager
Goal	GC.2	Ensure the long-term financial sustainability of golf facilities.								
Strategy	GC.2.1	Optimize revenues and manage expenses.								
Action	GC.2.1.1	Monitor fee structures, pricing models, and utilization rates to align with market demand.	1 - 5 year	High				●	●	General Manager
	GC.2.1.2	Identify efficient operational opportunities and improvements without reducing service quality.	1 - 5 year	Medium	●			●	●	General Manager
	GC.2.1.3	Evaluate seasonal and peak/off-peak revenue strategies to maximize facility use.	1 - 5 year	Medium	●			●	●	General Manager
Strategy	GC.2.2	Pursue new revenue opportunities, including events, programs, and other compatible uses.								
Action	GC.2.2.1	Expand tournament, league, and event programming to increase facility utilization and revenue.	6 - 10 year	Medium			●	●	●	General Manager
	GC.2.2.2	Evaluate opportunities for compatible non-golf uses of facilities and amenities on site.	1 - 5 year	Low			●	●		General Manager
	GC.2.2.3	Assess demand for new or expanded programs that increase off-peak usage and participation.	1 - 5 year	Medium			●	●		General Manager
Strategy	GC.2.3	Implement strategic investments that support operational efficiency.								
Action	GC.2.3.1	Prioritize capital investments that improve operational efficiency and reduce long-term maintenance costs.	Ongoing	High	●			●	●	General Manager
	GC.2.3.2	Align facility improvements with customer experience, agronomic quality, and financial performance goals.	1 - 5 year	High	●			●		General Manager
	GC.2.3.3	Support seasonal demands and adjust staffing needs accordingly.	Ongoing	Medium	●		●			General Manager
	GC.2.3.4	Evaluate return on investment for major equipment and infrastructure upgrades.	1 - 5 year	Medium	●			●	●	General Manager

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COAL CREEK GOLF DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	GC.3	Invest in facility and asset capital improvements.								
Strategy	GC.3.1	Advance capital projects that align with long-term objectives.								
Action	GC.3.1.1	Develop a site study for a clubhouse expansion or full clubhouse replacement.	1 - 5 year	Medium				●		General Manager/RAB
	GC.3.1.2	Coordinate investments with broader departmental capital improvement processes.	Ongoing	Low	●			●		General Manager
	GC.3.1.3	Evaluate the practice area to improve functionality, player experience, and revenue potential.	1 - 5 year	Medium	●		●			GM/Superintendent
	GC.3.1.4	Coordinate planning, design and construction to minimize disruption to operations.	Ongoing	Medium				●		GM/Superintendent
	GC.3.1.5	Define annual CIP funding requests for equipment and infrastructure improvements as needed.	Ongoing	Medium	●			●		GM/Superintendent
	GC.3.1.6	Prioritize improvements based on customer experience and operational, financial and environmental impacts.	Ongoing	High	●			●		General Manager
Strategy	GC.3.2	Extend the life of course infrastructure and support long-term asset performance.								
Action	GC.3.2.1	Update scheduled renewal cycles for irrigation systems, turf infrastructure, and facility assets.	1 - 5 year	Medium	●			●		Superintendent
	GC.3.2.2	Integrate lifecycle planning into maintenance and capital improvements to optimize resource efficiency upgrades.	Ongoing	High	●			●	●	Superintendent
	GC.3.2.3	Use preventative maintenance to reduce long-term replacement and repair costs.	Ongoing	High	●			●	●	Superintendent
Strategy	GC.3.3	Strengthen operational capacity through staffing, equipment, and maintenance systems.								
Action	GC.3.3.1	Assess staffing levels and skill needs to support peak season and specialized maintenance demands.	1 - 5 year	Medium	●				●	GM/Superintendent
	GC.3.3.2	Evaluate staffing capacity and adjust assignments to meet operational and capital project demands	1 - 5 year	Low				●	●	GM/Superintendent
	GC.3.3.3	Apply technology and modernization schedules to optimize efficiencies, reliability, and reduce environmental impacts.	6 - 10 year	Medium	●			●	●	General Manager
	GC.3.3.4	Maintain up-to-date asset management systems and equipment replacement schedules.	Ongoing	High	●				●	GM/Superintendent
	GC.3.3.5	Continue training and professional development for staff, including sustainable maintenance practices and technologies.	Ongoing	Medium	●		●	●	●	GM/Superintendent
	GC.3.3.6	Refine workflows and procedures to improve efficiency, consistency, and resource conservation in course maintenance.	1 - 5 year	Medium	●			●	●	GM/Superintendent

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COAL CREEK GOLF DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Goal	GC.4	Promote sustainable development and resilient best practices.								
Strategy	GC.4.1	Achieve regional and national recognition as a model of sustainable and resilient golf operations.								
Action	GC.4.1.1	Incorporate water wise, agronomic maintenance schedules based on weather patterns, usage levels and best practices.	Ongoing	High			●	●		Superintendent
	GC.4.1.2	Apply best practice operations for vegetation tree maintenance based on industry standards.	Ongoing	Medium			●	●		Superintendent
	GC.4.1.3	Incorporate sustainable design practices in all new capital projects.	Ongoing	Medium			●	●		GM/Superintendent
	GC.4.1.4	Develop educational materials on course contributions to the urban eco-system, wildlife corridor protection and wildfire mitigation best practices.	1 - 5 year	Medium			●			Superintendent
Strategy	GC.4.2	Enhance data tracking and monitoring systems.								
Action	GC.4.2.1	Track financial performance trends to inform annual budgeting and pricing decisions.	Ongoing	Medium	●			●		General Manager
	GC.4.2.2	Monitor golf course contributions to city climate goals like urban canopy, water and energy efficiencies and waste recycling.	Ongoing	Low			●			General Manager
	GC.4.2.3	Monitor asset management systems to identify deferred maintenance repairs and replacement needs.	Ongoing	Medium	●			●	●	Superintendent
	GC.4.2.4	Track resource needs and constraints to inform future planning and funding requests	Ongoing	Medium				●		General Manager
	GC.4.2.5	Evaluate trade-offs to resident and non-resident fee programs to validate short and long term revenue implications.	1 - 5 year	Medium				●	●	General Manager/RAB
	GC.4.2.6	Monitor turf health and playing conditions regularly to guide maintenance priorities and seasonal adjustments.	Ongoing	High				●	●	Superintendent
Goal	GC.5	Support Coal Creek GC Enterprise Fund structure and partnerships.								
Strategy	GC.5.1	Build on collaboration within PROS and across City departments.								
Action	GC.5.1.1	Schedule bi-weekly PROS division coordination meetings to maximize alignment and achieve efficiencies for shared initiatives.	Ongoing	Medium	●				●	PROS Director
	GC.5.1.2	Maintain cross-department collaboration with key City partners, including Public Works, Utilities, Facilities and Sustainability.	Ongoing	Low	●				●	PROS Director
	GC.5.1.3	Leverage department communications, project management, and administrative expertise to support service and project implementation.	Ongoing	Medium	●			●	●	PROS Director

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COAL CREEK GOLF DIVISION										
Level	ID #	Description	Timeframe	Priority	Guiding Principles					Responsible Agency / Staff
			1-5yr / 6-10yr / Ongoing	L/M/H	N	O	R	T	H	
Strategy	GC.5.2	Expand external partnerships to support programs and services.								
Action	GC.5.2.1	Identify partnership opportunities that support facility, programming, or operational enhancements	1 - 5 year	Medium	●			●	●	General Manager
	GC.5.2.2	Continue building relationships with external partners (golf industry associations, event organizers, and hospitality vendors).	Ongoing	Low			●			General Manager
	GC.5.2.3	Develop community-based public relations to strengthen Coal Creek GC's position and communitywide offerings.	1 - 5 year	Low			●	●		General Manager
	GC.5.2.4	Promotes Coal Creek GC through industry and community networks to support knowledge sharing and collaboration.	Ongoing	Medium	●		●	●		General Manager
Strategy	GC.5.3	Align staffing and funding resources to sustain service delivery.								
Action	GC.5.3.1	Monitor staff capacity and align assignments with operational and capital project demands.	Ongoing	Medium	●			●	●	Superintendent
	GC.5.3.2	Evaluate divisional staffing needs relative to project support and volunteer coordination efforts.	1 - 5 year	Low	●			●	●	Superintendent, Director
	GC.5.3.3	Incorporate golf service priorities into annual budgeting and capital planning processes.	Ongoing	Medium	●			●		GM/Head Pro
	GC.5.3.4	Pursue external grant funding opportunities, partnerships, and philanthropic contributions.	Ongoing	Low				●	●	General Manager
	GC.5.3.5	Support staff training, development, professional certifications and ongoing learning.	1 - 5 year	High	●		●	●		GM/Head Pro

5.4. FUNDING AND PARTNERSHIPS

Funding for PROS facilities comes from a variety of sources. Some are permanent, dedicated funding sources that are internal to the City, such as the City's Capital Improvement Program, the General Fund, and voter approved tax and bond initiatives. Others are external (such as federal and state grants and bond initiatives). Leveraging a variety of funding sources is key to creating a sustainable and equitable PROS system. A list of internal and external funding resources for the PROS Department can be found in [Appendix D: Possible Funding Sources](#).

Regional Partnerships

Regional partnerships are a key aspect of PROS Department management. Partnerships can help municipalities consolidate funding sources, manage shared or connected spaces consistently, and ensure that cities do not feel disjointed from their surroundings. These are key factors in implementing the Plan's recommendations effectively over time.

Local, State and Federal Grant Funding Opportunities

It is important for the PROS Department to begin identifying funding sources in order to make the Guidebook concepts a reality. In addition to the PROS Department's internal funding sources, the Department should research and identify regional, state, and federal funding programs to help leverage direct costs for infrastructure and site development improvements.

The listed resources are not inclusive of all possible grant funding sources. Additional grant opportunities beyond what is noted may apply to individual community needs.

Examples of these programs for 2026 can be found in [Appendix D: Possible Funding Sources](#).



Bocce at Memory Square Park (Credit: Life in Louisville Photo Contest)

5.5. NEXT STEPS

Implementation of the LRP will occur incrementally over the next ten+ years following adoption by City Council as part of the PROS Guidebook. Initial next steps include prioritizing short term Action Items, integrating Plan Recommendations into annual work plans, the Capital Improvement Program, and departmental budgeting processes, and continuing coordination with Advisory Boards and partner agencies. The Implementation Plan serves as a living tool, to be reviewed and updated annually to track progress, adapt to changing conditions, and celebrate accomplishments. Ongoing community engagement, transparent reporting, and pursuit of diverse funding and partnership opportunities are essential to sustaining momentum. By using this Plan as a practical decision making framework, Louisville can ensure thoughtful investments, measurable outcomes, and long term stewardship of the PROS amenities that are central to the community's identity.

Parks

- 1. Advance Multi-Use Athletic Facilities:** Review and update the 2005 athletic facilities feasibility study to reflect current community demand, site opportunities, and development constraints. An updated assessment will provide a contemporary foundation for advancing multi-use athletic fields and sports courts, helping prioritize investments and move this long-standing community need toward implementation.
- 2. Strengthen Asset Management:** Expand the digital asset management system to centralize inventory, condition assessments, maintenance records, and lifecycle data. A comprehensive asset management program will help ensure existing parks and facilities are maintained proactively, allowing the City to better care for its current assets while making informed decisions about maintenance priorities and future capital investments.
- 3. Enhance Sustainable Park Management:** Continue implementing sustainable park management practices that improve water efficiency, reduce resource consumption, and support long-term resilience. Prioritizing irrigation improvements, drought-tolerant landscapes, and other sustainable practices will help protect park assets while responsibly managing natural resources.

Recreation & Senior Services

- 1. Coordinate Recreation Facility Planning:** Continue coordination with the Parks Division to guide the planning and development of shared athletic facilities, including ballfields and sports courts. Collaboration between divisions will help ensure future investments support community recreation needs, maximize facility use, and align capital improvements with programming demands.
- 2. Refine Recreation & Senior Services Delivery Strategies:** Build upon existing planning data and community input to further assess facility capacity, program demand, operational considerations, and service preferences. Refining the service delivery strategy will help identify opportunities to accommodate growing demand, respond to documented interests such as aquatics, fitness, and senior programming, and determine how existing facilities, off-site locations, partnerships, and other service delivery approaches can best support long-term community needs.
- 3. Prepare for a Growing Senior Community:** Use demographic trends, participation data, and community input to anticipate the changing needs, interests, and expectations of a growing senior community. Preparing for a continued population increase among seniors will help Recreation & Senior Services adapt programs, recreation opportunities, partnerships, and service delivery approaches to support active aging and provide meaningful opportunities for older adults over the next decade.



TBD

Open Space

- 1. Support Trail System Planning and Implementation:** Coordinate the Trail System Plan to support the management, evaluation, and implementation of trail Recommendations on open space properties. This includes maintaining an updated record of undesignated (social) trails, prioritizing appropriate connections, and applying site-specific management Strategies that balance visitor experiences with long-term resource protection.
- 2. Advance Open Space Management Planning:** Continue developing topic-specific and property-specific management plans that provide detailed guidance for stewardship, resource protection, and appropriate passive recreation opportunities. These plans will help apply the City Charter's open space directives at the property level while guiding data-driven decisions related to visitor amenities and conservation priorities.
- 3. Promote Resilient Land Management Practices:** Continue implementing and promoting land management practices that support ecosystem health, wildfire resilience, and long-term sustainability of open space properties. Proactive stewardship practices will help maintain healthy landscapes, improve resilience to changing environmental conditions, and reinforce the role of land management in reducing wildfire risk.



Spring blooms in open space (Credit: Life in Louisville Photo Contest)

Coal Creek Golf Course

- 1. Further Define a Long-Term Golf Facility Strategy:** Build upon previous feasibility work and community input to evaluate facility needs and potential improvements. Site-specific analysis will help identify realistic priorities for clubhouse, practice, and support facilities that enhance the player experience, support golf operations, and align with the long-term sustainability of the enterprise
- 2. Establish a Long-Term Financial Framework:** Leverage existing financial analysis and operational discussions to establish a long-term framework for managing the financial sustainability of Coal Creek Golf Course. The framework will guide decisions related to operational performance, capital needs, facility improvements, and future investment considerations.
- 3. Enhance the Community Value of Coal Creek Golf Course:** Continue identifying opportunities to increase community awareness, participation, and connection with Coal Creek Golf Course. In addition to recreation opportunities, the course contributes to broader public benefits including community gathering, civic identity, and environmental stewardship of the Coal Creek corridor.



Coal Creek Golf Course (Credit: Life in Louisville Photo Contest)

06.

APPENDICES

Sunset at Davidson Ditch (Credit: Life in Louisville Photo Contest)

6.1. APPENDIX A: GLOSSARY

Agricultural Uses

The use of land for grazing and for growing and cultivation of crops and plants.

Benchmarking

A measurement of the quality of an organization's policies, products, programs, strategies, and their comparison with standard measurements, or similar measurements of its peers. Parks and recreation agencies can build a customized benchmark report based on their specific agency size, type, and geographic region through resources such as the NRPA. The objectives of benchmarking are:

- To determine what and where improvements are called for.
- To analyze how other organizations achieve their high-performance levels.
- To use this information to improve performance.

Capital Improvement Program (CIP)

Comprehensive plan for maintaining, enhancing, and expanding parks and recreation infrastructure. Helps prioritize improvement needs of the department to assist in the planning and budgeting process.

Cost Recovery Rate

Cost Recovery Rate indicates the percentage of costs the Department recovers from its revenue.

Critical Wildlife Habitat

An environment that supports plants and wildlife by providing food, water, shelter, and space. High-quality habitat includes diverse, functional native plant communities that meet the structural and nutritional needs of wildlife.

Director

The director of the department of Parks, Recreation & Open Space or their designated agent or employee. The director shall make and publish such regulations, not inconsistent with the terms of this title, as necessary for the orderly use and management of the city's Parks, Recreation & Open Space facilities and programs.

Ecologically Important Areas

Areas including native plants, native wildlife, and their habitats.

Full-Time Equivalent (FTE)

The full-time equivalent (FTE) position is a standardized measurement used to determine the total number of full-time employees a company would have if all employees worked full-time hours. It accounts for the actual hours worked by both full-time and part-time employees, converting them into equivalent full-time positions.

Gaps

Discrepancies between current conditions and desired future outcomes within the City of Louisville parks, recreation, open space, or Trail System.

Greenway

Linear corridors that link together natural, cultural, and recreational resources. Help conserve a variety of unique resources, create many types of recreational opportunities, and help link these spaces together.

Native Plants

Plant species that occur naturally in Louisville habitats without direct or indirect human actions.

Native Wildlife

Animal species that occur naturally in Louisville habitats without direct or indirect human actions.



Trail through open space (Credit: PROS Staff)

Open Space

Land that is included in the open space zone district pursuant to Section 15 of the home rule charter.

- **Preserve Land:** Open space land with no or very low level of visitation. This land consists of:
 - o Moderate to high level of relative ecological importance with lower levels of habitat fragmentation.
 - o Preserves and promotes the long-term viability of native plants and native wildlife, restoration potential, and ecologically sound agricultural use.
 - o No or very low levels of passive recreational activities shall be permitted
- **Protect Land:** Open space land with moderate to moderately high level of visitation. This land consists of:
 - o Moderate to high level of relative ecological importance with higher levels of habitat fragmentation.
 - o Management may permit passive recreation activities so long as they are designed to encourage resource protection, long-term ecological viability of native plants and native wildlife, restoration, ecologically sensitive agricultural use, re-search, and education, and they prevent any adverse effects on Preserve Land.
- **Visitor Land:** Open space land with moderate to high level of visitation. This land consists of:
 - o Lower level of relative ecological importance with higher levels of habitat fragmentation.
 - o Recreational opportunities are designed to encourage resource protection with minimal landscaping using native plants and limited irrigation.
- **Other Land:** Open space land with high level of visitation. This land consists of:
 - o Include construction of entryway features and trail rests, planting of trees, and other buffer plantings. Reasonable attempts shall be made to minimize the impact of entryway features and trail rests on the land, and to use native trees and plants.

Park Land

Land acquired or owned as a whole or in part by the city that is:

- Designated, maintained, or reserved by the city for such recreation uses as are not prohibited by the city; or
- Composed primarily of irrigated turf designed for public use.

Parks

All park land, as defined above, and all grounds, roadways, avenues, parking lots, and areas and recreation facilities therein.

- **Community Park:** A park that has an area of 15 acres or more.
- **Neighborhood Park:** A park that is 1-15 acres in size.
- **Pocket Park:** A park that has an area of 1 acre or less.

Passive Recreation

Recreational activities that are determined by the City Council, after consideration of the recommendations of the Open Space Advisory Board, have minimally harmful effects on native plants and native wildlife. Include activities such as hiking, photography, or nature studies, and if specifically designated, bicycling, or fishing.

Peer Cities

Cities that are relatively similar in key demographic indicators (population, affordability, diversity, etc.) that are used as a comparison to indicate the strengths and weaknesses of Louisville’s parks and recreation offerings.

Public Right-Of-Way

Any street, road, sidewalk, alleyway, bike or pedestrian trail or path, or any other right-of-way owned by the city.

Quartile

Statistical value that divides the number of data points into four parts, or quarters.

Recreation facilities

Specialized recreation facilities such as swimming pools, tennis courts, ballfields, and similar facilities under the supervision of the city department of parks and recreation.

Shelter

Includes, without limitation, any cover or protection from the elements other than clothing.

Trail Types

- **Bicycle Lane:** A designated portion of roadway that is designed for use preferentially or exclusively by cyclists.
- **Grade Separated Crossing:** Provides continuity of a bicycle/pedestrian facility over or under a barrier, typically in the form of a bridge or underpass. It is desirable to provide a grade-separated crossing to separate multi-use pathway users from conflicts with motor vehicle traffic.
- **Hard Surface Trail:** A trail that is paved, typically with asphalt or concrete.
- **Local Path:** A trail (paved or unpaved) that creates short connections within neighborhoods, parks, or community areas. Local paths typically provide access to nearby destinations and connect to larger trail or street networks
- **Recreational Trail:** Trails that are used for recreational purposes, such as hiking, snowshoeing, cross-country skiing, bicycling, etc., along routes of scenic, natural, historic, geologic, or water-oriented interest.
- **Shared Use Path:** A paved, off-street facility designed to accommodate multiple types of non-motorized users, such as people walking, biking, or using mobility devices. Shared paths are typically wider than sidewalks with consistent design standards to allow safe two-way travel.
- **Sidepath (or Detached Sidewalk):** A trail that runs parallel to a roadway, separated by a buffer such as grass, curb, or landscaping. Sidepaths provide a comfortable alternative to riding or walking directly in the roadway while maintaining connectivity along major travel corridors.
- **Soft Surface Trail/Unpaved Path:** Trails that remain unpaved and use natural materials such as crusher fines to construct the final trail. Soft surface trails are typically used for recreation, nature access, or connections where paving is not feasible or desired, and they may support both walking and bicycling depending on conditions.
- **Undesignated (Social) Trail:** An unofficial, user-created path that forms over time as users take detours off designated trails. With enough foot traffic, these paths get worn down and can look like an official trail. They have no “improved” surface materials, are not maintained by the City and may lead to erosion, flooding, and habitat fragmentation.



Trail through open space at sunset (Credit: PROS Staff)

6.2. APPENDIX B: LINKS TO SUPPORTING PLANS

To access the supporting plans, please visit Engage Louisville at

<https://www.engagelouisvilleco.org/join-the-journey>



Coyote Run Open Space (Credit: Life in Louisville Photo Contest)

6.3. APPENDIX C: HABITAT INTEGRITY ANALYSIS RESOURCES

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6.4. APPENDIX D: POSSIBLE FUNDING SOURCES

GRANT NAME	AWARD TYPE	DOLLAR VALUE and LOCAL MATCH
Colorado Parks and Wildlife - Outdoor Equity Grant Program	- Outdoor educational programs - Outdoor sports programming - Outdoor space improvement - Gear purchases - In-school programming - After school programming - Summer camps - Job and career training programs	Up to \$100,000 (max)
Colorado Parks and Wildlife - Colorado Outdoor Regional Partnerships Initiative and Grant Program	- Development, coordination, and facilitation of a regional coalition - Governance structure and charter development - Regional conservation and recreation visioning and planning - Recreation and conservation assessments - Mapping, data collection and surveys - Public outreach and stakeholder engagement efforts including traditionally underrepresented communities - Webpage design, marketing and communications	Partnership capacity grants: up to \$150,000 Planning grants: up to \$250,000 Local match- 10%

GRANT NAME	AWARD TYPE	DOLLAR VALUE and LOCAL MATCH
Colorado Parks and Wildlife – Non-Motorized Trails Grants	The Colorado State Recreational Trails Grant Program funds projects to continue to improve outdoor recreation opportunities, including trail construction, maintenance, planning, and support while protecting wildlife, habitat, and cultural resources. Funded by Great Outdoors Colorado (GOCO) and the Federal Recreational Trails Program (RTP), eligible project types include trail construction, maintenance, planning, and support. Local, county, federal and tribal government agencies, recreation and metro districts, and charitable organizations (tax exempt under Section 501(c)(3) of the Internal Revenue Code) are invited to apply.	- Construction and Maintenance – no minimum, up to \$250,000 - Planning and Support – no minimum, up to \$45,000 - Trails Stewardship – no minimum, up to \$150,000 - Match: 25% of the total grant request, 10% of that minimum amount must be cash
Colorado Parks and Wildlife – Land and Water Conservation Fund Grants	Administered locally by Colorado Parks and Wildlife (CPW) on behalf of the National Park Service (NPS), the program focuses on land acquisition to create new outdoor spaces, or the development of existing sites and facilities dedicated to public outdoor recreation.	Varies by project
National Park Service - Outdoor Recreation Legacy Partnership Grants	- Provides funding to enhance recreation opportunities in rural and urban communities. - For creation of new outdoor recreation spaces, reinvigorate existing parks, and form connections between people and the outdoors. - Projects may include sports fields, playgrounds, walking trails, community gardens, and more. - Land acquisition, site development, or renovation of existing facilities are all possible ORLP projects.	ORLP is dollar for dollar match, meaning it funds and reimburses up to 50% of all project costs.

GRANT NAME	AWARD TYPE	DOLLAR VALUE and LOCAL MATCH
Great Outdoors Colorado (GOCO) Base Programs	- Includes separate grant opportunities for Community Impact, Land Acquisition, and Pathways Community Impact: The Community Impact program funds the planning and/or construction of new or upgraded parks, trails, natural areas, and other outdoor amenities. Funding may also be used for stewardship work. Land Acquisition: Competitive projects consider opportunities for passive public recreation access; wildlife habitat and migration corridors; critical watersheds, waterways, and riparian ecosystems; scenic viewsheds and greenways; and open spaces, particularly those that serve disproportionately impacted communities. Eligible projects are fee-simple land acquisitions that provide public access. GOCO also considers conservation easements when tax credits are financially insufficient or impractical. Pathways: This program supports high-level visioning processes, equity initiatives, climate resilience efforts, and community engagement strategies that build networks and partnerships. Projects must address current issues affecting Coloradans, prioritizing proposals that consider disproportionately impacted communities and meaningfully involve community members in project design and implementation. - Organizations eligible for GOCO funding include Colorado cities, towns, and counties; Title 32 special districts; land conservation organizations that advance the acquisition of open space; political subdivisions of the State of Colorado whose missions are to identify, manage, or acquire open space and natural areas; and Colorado Parks and Wildlife.	Community Impact: \$100,000 - \$2,000,000 per project Land Acquisition: up to \$3,000,000 per project Pathways: \$100,000 - \$300,000 per project

GRANT NAME	AWARD TYPE	DOLLAR VALUE and LOCAL MATCH
Conservation Service Corps Grant	In partnership with the Colorado Youth Corps Association (CYCA), GOCO offers funding for our partners to hire conservation service corps for outdoor recreation and natural resource stewardship projects. CYCA is a statewide coalition of eight accredited conservation service corps. These organizations employ and train youth, young adults, and veterans (typically ages 14-25) to address important conservation and stewardship issues. Through this work, young people contribute to their communities while gaining valuable job skills and leadership experience, preparing them for future natural resource careers. Most corps members receive a stipend and an Ameri-Corps education award for college tuition or to reduce student loans. Together, CYCA-accredited corps serve more than 1,700 participants a year. Project types include: - Trail construction and maintenance - Tamarisk, Russian olive, and other invasive species mitigation (chainsaw crews and/or pesticide/herbicide application available) - Fence installation and deconstruction - Wildlife habitat improvement - Riparian restoration - Beetle kill hazard mitigation (chainsaw crews available) - Forest health activities (chainsaw crews available)	Up to \$1.5 million statewide (\$1,200,000 per year to the program and another \$500,000 through GOCO's investment in Colorado Parks and Wildlife.)

GRANT NAME	AWARD TYPE	DOLLAR VALUE and LOCAL MATCH
RESTORE Colorado Program	The RESTORE Colorado Program (Restoration and Stewardship of Outdoor Resources and the Environment) employs a collaborative funding model to support large-scale habitat restoration and stewardship projects across public and private lands. The program is administered by the National Fish and Wildlife Foundation (NFWF), and funded by NFWF, GOCO, the Colorado Department of Natural Resources, Colorado Parks and Wildlife, the Gates Family Foundation, OXY, Chevron, the Bureau of Land Management, the U.S. Fish and Wildlife Service, the U.S. Forest Service, and the Natural Resources Conservation Service. By pooling funder resources, RESTORE provides a single grant application that can support larger, multi-benefit projects that enhance wildlife resilience, ecosystems, and communities across the state. What’s more, funding from a combination of state, federal, and private sources allows for more flexibility to get projects done. Project types include: • Watershed resilience (wetlands, riparian, and upland habitats including forests) • Eastern Colorado grasslands • Sagebrush rangelands • Big game winter range and migration corridors Eligible applicants include non-profit 501(c)(3) organizations, U.S. Federal government agencies, state government agencies and other political subdivisions of the state, local and municipal governments, Tribes, and educational institutions.	TBD for 2026 In 2025, approximately \$4.5 million were available
Boulder County – Parks and Open Space Small Grants Program	Parks and Open Space awards small grants for research and biological inventories on open space lands. These research projects and inventories provide valuable data to monitor management practices, advance our ability to adapt and mitigate the effects of climate change, and improve resources and park visitor experiences.	Up to \$12,500

GRANT NAME	AWARD TYPE	DOLLAR VALUE and LOCAL MATCH
Boulder County – Strategic Fuels Mitigation Grant	The purpose of these funds is to support large landscape and community-wide forest and grassland management projects to reduce the risk of catastrophic wildfire, protect water supplies, and promote resilient ecosystems.	\$2 million annual budget across all projects, divided between two grant cycles (Spring and Fall) Minimum 50% match required
Conservation Trust Fund (CTF)	The Department of Local Affairs distributes Conservation Trust Fund (CTF) dollars quarterly, on a per capita basis, to over 470 eligible local governments: counties, cities, towns, and Title 32 special districts that provide park and recreation services in their service plans. Funding can be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. A public site is defined by the department as a publicly owned site, or a site in which a public entity/local government holds an interest in land or water.	Varies annually
US Department of Transportation: Safe Streets and Roads for All Grant Program	Grants will be rewarded to support planning and operational initiatives to prevent serious injury on roads and streets. Applicants can register for a planning and demonstration grant or an implementation grant. • Awards will improve roadway safety planning for around 75 percent of the nation’s population. • About half of communities awarded are new direct Federal funding recipients to USDOT. • Almost half of communities are in rural areas. • 44 percent of communities receiving funding have populations under 50,000. • Over 97 percent of first-year award recipients have grant agreements in place and over 57 percent of second-year award recipients have grant agreements in place.	\$982 Million awarded to 521 communities to date Recipients must contribute a minimum of 20% of the total eligible project costs from non-Federal sources
Environmental Justice Grant Program	The grant program will fund projects that measure, prevent, or reduce pollution to protect public health or restore the environment.	No local match required

GRANT NAME	AWARD TYPE	DOLLAR VALUE and LOCAL MATCH
Better Utilizing Investments to Leverage Development (BUILD) Grant Program	The U.S. Department of Transportation's (USDOT) Better Utilizing Investments to Leverage Development (BUILD) grant program provides grants for surface transportation infrastructure projects with significant local or regional impact. The eligibility requirements of BUILD allow project sponsors, including state and local governments, counties, Tribal governments, transit agencies, and port authorities, to pursue multi-modal and multi-jurisdictional projects that are more difficult to fund through other grant programs.	There is a local match that is usually around 20%.
Our Town Creative Placemaking Grants Program	The Our Town grant program, administered by the National Endowment for the Arts (NEA), supports creative placemaking projects that integrate arts, culture, and design into local efforts to strengthen communities over the long term. Eligible projects must involve a partnership between a nonprofit organization and a local government entity. These collaborations aim to enhance community livability, foster economic growth, and promote cultural engagement.	Up to \$100,000 (maximum)
Colorado Creates Grant	The purpose of Colorado Creates, Creative Industries' largest annual competitive grant program, is to support arts programs, services, and activities associated with carrying out the National Endowment of the Arts strategic plan. From this funding, OEDIT has developed the Colorado Creates Grant, which provides general operating support for arts-focused organizations for the presentation of public programming.	Grant awards are flat amounts based on your organization's cash operating revenue for your most recently completed fiscal year. All successful applicants in the same revenue range will receive the same amount of grant funds.
EDI Arts and Culture Fund	The Denver Arts and Venues EDI Arts and Culture Fund follows a participatory grant-making model. Decisions about funding are made by the communities we aim to support. These grants support individuals, organizations and community projects through each of the City and County of Denver's ten Human Rights and Community Partnerships (HRCP) Commissions and the Office of Children's Affairs. Funded programs reinforce equity, diversity, inclusion and social justice.	Fund amounts and matching not specified
Arts in Society-Colorado Art Grant	Administered by RedLine Contemporary Arts Center, arts in Society are a collaborative grant-making program that fosters cross-sector work through the arts by supporting the integration of arts and culture into multiple disciplines critical to the health and well-being of Coloradans.	Fund amounts and matching not specified

GRANT NAME	AWARD TYPE	DOLLAR VALUE and LOCAL MATCH
The Fairways Foundation Grants	The FairWays Foundation supports conservation-based projects in the Coal Creek Golf Course and professional turf and ornamental industry, focusing on topics like water conservation and stewardship, habitat conservation, and water education. They fund work that: • Offers commitment to reduce the Coal Creek Golf Course or professional turf and ornamental properties' ecological footprint • Increases the boundaries of standard husbandry in the Coal Creek Golf Course and professional turf and ornamental industry • Includes benefits to the local community • Protects existing natural resources	
PGA Reach Colorado – Pillar Grants	• Established to support Colorado PGA of America Coal Creek Golf Course Professionals, facilities, and allied associations to create programming that supports the Foundation's Three Pillars - Youth, Military, and Inclusion. • Programs must target ages 18 and under, individuals with disabilities, military, or diverse populations. • Consideration will be given to span and benefit the community.	Up to \$3,500

Table 20. Possible Funding Matrix



City of Louisville

COLORADO • SINCE 1878



2024 PPLAB Work Plan

updated Oct. 2024

Requests are in no order of priority and will adjust to align with City Council Work plan.

Program Area	PPLAB Recommendations	Outcomes
Louisville Entryway Signage- McCaslin/ US 36 interchange	Partner with Economic Development, Planning, and Parks to support entryway signage at interchange to promote Louisville	Recommendation Memo to communicate support for scope to develop entryway signage
Arboretum Improvements	Partner with volunteer groups, Parks Division staff to provide enhancements to the property to include demonstration landscaping that promote habitats opportunities for pollinators and fire-wise plantings. Find locations to enhance that create mediation opportunities. Grant opportunities for overall improvements- tree replacement, landscape plantings, and identification signage.	Supported Arbor day tree planting and submitted request for future capital improvements to enhance Arboretum improvements
Bench Marking GMMP	How has the GMMP been implemented, what is needed to support requests to increase maintenance and operations to our Parks and Public spaces as suggested by GMMP. Using	On-going- Staff report in Nov (targeted) Possible support memo from PPLAB
Education	Find educational opportunities as outlined in PPLAB mission to support public's knowledge and understanding of the Parks Operational program. To include a continuation of the Bee City USA designation and community engagement	Various educational events hosted by sub-committee , Open Space and Parks for community supporting bio-diversity pollinators. Art Contest for Elementary and Middle School students.
Playground projects- Joe Carnival, Meadows, Enclave, Sunflower	Review and support design process for playground projects- Joe Carnival, Meadows, Enclave, and Sunflower	Joe Carnival and Meadows opened June 2024. Final review of Enclave and Sunflower designs.
Collaboration with other Advisory Boards or Commissions	Collaboration opportunities to work with city advisory boards and commission to further enhance the community. OSAB, RAB, LRC- as examples.	subcommittee participation with RAB designees. Future OSBA collaborative meeting
Parks and Open Space Sale use Tax	Sales use tax collaborate with OSAB work planning	On going review and discussion to support budget adjustments for 2025.
Parks Long Range Plan	Long Range planning input and support at requested "step" in the process. - started in 2023	Request of proposal was presented at October PPLAB meeting- review and discussion
Parks Signage	Prioritize park sign replacement and upgrades	Installed new Park signage- Annette Brand and Centennial. Reviewed Tree City USA and Bee City USA provided memo for recommendations
PPLAB Bylaws Review and Update	Work with City Clerk, Staff Liaison and Advisory members to review and update PPLAB Bylaws.	TBD
Outdoor Recreation Amenities Roadmap and buildout of Operational Model	Support RAB/PPLAB subcommittee with participation, 2024 planning and identification of priorities and initial project. Build out cost estimates for priorities and provide feedback to	On going meetings and discussion with input to submitted PROST 2025-2029 Capital Improvement Project requests.

DRAFT 2025 PPLAB Work Plan

updated Dec. 2024

Council Priorities: Core Services, Affordable Housing, Economic Vitality, Safety- all thru a lens of EDI and Sustainability

Requests are in no order of priority and will adjust to align with City Council Work plan.

Maintain what we have with a focus on Sustainability, Fire Hardening, Economic Vitality

Program Area	PPLAB Recommendations	Outcomes	Council Priority
Bench Marking GMMP	How has the GMMP been implemented, what is needed to support requests to increase maintenance and operations using the data to support.	On-going- Staff report in first qtr. 2-25, PPLAB recommendations from data review	Core Services
Education	Find educational opportunities as outlined in PPLAB mission to support public's knowledge and understanding of the Parks Operational program. Topics to include Fire Hardening, Sustainable Landscaping, Mental Health benefits of Park Spaces and continuation of the Bee City USA designation through community engagement	Various educational events hosted by sub-committee , Open Space and Parks for community supporting bio-diversity pollinators. Art Contest for Elementary and Middle School students.	Core Services
PROS Projects - Playgrounds: Enclave, Sunflower, Memory Square. 2025 CIP projects	Review and support design process for playground projects- Enclave, and Sunflower- started in 2024. Memory Square 2025	Final review early 2025	Core Services, Safety
Collaboration with other Advisory Boards or Commissions	Collaboration opportunities to work with city advisory boards and commission to further enhance the community. OSAB, RAB, LRC- as examples.	Outdoor Amenities subcommittee participation with RAB designees. Future OSBA collaborative meeting	
Outdoor Recreation Amenities Roadmap and buildout of Operational Model	Support RAB/PPLAB subcommittee with participation, 2024 planning and identification of priorities and initial project. Tennis programing expansion	On going meetings and discussion, PPLAB recommendations	
Parks Long Range Plan	Long Range planning	Review first qtr. 2025	Core Services, Economic Vitality, Safety
PPLAB Bylaws Review and Update	Work with City Clerk, Staff Liaison and Advisory members to review and update PPLAB Bylaws.	TBD City Clerk	
McCaslin Entryway Signage	Identified locations near Hwy 36/ McCaslin/ Dillon intersection. Collaborations with city departments and advisory boards for public/ private partnership opportunities to provide entryway signage to Louisville.	Collaborative discussions with Boards, Commissions, and City Departments	Economic Vitality
Multi-Use Fields	Outdoor Amenities working group feasibility study of multi-use fields and re-working of current athletic field space at Cleo Mudrock	PROS Long Range Plan data review to support conversion or additional need. Recreation Programing opportunity	Economic Vitality and Core Services
Pollinator Landscape Opportunities	Identify opportunities to further pollinator landscaping plants. Collaboration with OSAB for pocket plantings and transitional planting areas from Parks to Open Space. Enhance Cornerstone raised landscape bed	Staff to continue enhancing and renovating landscaping beds throughout city promoting native and pollinator plantings.	Core Services
Integrated Pest Management	Continue reducing pesticides in parks, review current IWPM communication and education to community.	PPLAB recommendations, communications and education programing	Core Services

Memorandum

To: Louisville City Council

From: PPLAB and Louisville Bee City USA Subcommittee

Date: September 2, 2026

PPLAB and the Louisville Bee City USA Subcommittee recognize current budget constraints that resulted in Council and Parks Department not approving the Supplemental Budget Request that the Bee City USA Committee submitted for approval earlier this year. The Bee City Subcommittee has requested that PPLAB resubmit their budget proposal as an item for consideration in the Louisville City Budget for 2027.

The Bee City Committee had the opportunity to apprise members of Council of the many contributions and volunteer efforts of the Bee City Committee benefiting the City of Louisville at the review of PPLAB before City Council at the end of May this past year.

Up to this point in time, the efforts of the Louisville Bee City Subcommittee have been financed by individual contributions and community donations to the Louisville Bee City Pollinator Garden Tours. We would like to be able to continue these efforts with the financial support of the City of Louisville.

The PPLAB and the Louisville Bee City USA Subcommittee respectfully request that the City Council consider adding the Bee City Supplemental Budget request to the Louisville City Budget for the coming 2027 Budget. Please find a copy of the Louisville Bee City USA Budget proposal attached, including estimates of potential Staff contributions and Community Volunteer hours.

Thank you for your consideration.

Respectfully,

John Webb, Committee Chair, PPLAB and Louisville Bee City USA
Subcommittee



Memorandum

To: Louisville City Council

From: PPLAB

Date: September 2, 2026

PPLAB requests that the Louisville City Council prioritize the revision of the Louisville Integrated Weed and Pest Management Program (IWPM) during the coming year of Council Agendas. It has been approximately ten years since Louisville adopted the current IWPM and discontinued the use of glyphosate and 2-4D in City Parks, Playgrounds and selective other City properties. During the ensuing time, newer pesticides and herbicides have become available and are currently in use in both the Parks and Open Space Departments. The PPLAB members believe that a review of the IWPM is to consider possible revisions and evaluations of the plan. PPLAB would like to be included in the discussion, along with other members of the community, including other Louisville Advisory Boards.

We recognize that this is a major undertaking that would require significant investment of time and resources on the part of City Staff, Council, and members of the community. However, a review of the IWPM is timely and necessary to support continued health and safety of the community and the local environment.

Thank you for your consideration.

Respectfully,

John Webb, Committee Chair, PPLAB

Memorandum

To: Louisville City Council

From: PPLAB

Date: September 2, 2026

PPLAB requests that the Louisville City Council prioritize the purchase of pesticide-free plant stock for Public Landscaping, Parks and Open Space requirements. A recent webinar produced by the Xerces Society for Conservation of Invertebrates highlighted the common occurrence of multiple pesticides and fungicides in commercially available plant stock, including plant material available from big box stores, independent, and commercial nurseries.

Many of these pesticides are systemic and are present in plant tissues, pollen and nectar that can result in exposure of people, pets, and wildlife (including pollinators) to potentially harmful substances. Non-systemic pesticides that are present in potting medium or included soils can leach into surrounding soil and groundwater, impacting beneficial soil biota and creating a potential contamination hazard.

Pesticide-free ("organic") plant stock is currently available from a few local commercial and privately operated growers on a limited basis. Currently, the availability of pesticide-free plant stock from commercial growers is limited due to a perceived lack of community demand, but the Xerces webinar emphasized the potential market impact of requests from municipal customers that could result in better availability and increased variety of both pesticide-free ornamental and native plant stock.

We recognize that this request would require some investment of time and resources on the part of City Staff. However, the improvements in continued health and safety of the community, wildlife habitat, and the local environment would be worth the effort.

Thank you for your consideration.

Respectfully,

John Webb, Committee Chair, PPLAB