

Subject: 2026 Council Work Plan Review
Date: January 20, 2026
Prepared By: Samma Fox, Deputy City Manager
Presented By: Samma Fox, Deputy City Manager, Diana Langley, City Manager

Summary:

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

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

Background / Prior Discussions:

Prior discussions include:

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

Development Proposal:

N/A

Analysis:

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

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

The draft 2026 Work Plan breaks items into categories:

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

Council Work Plan:

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

Fiscal Impact:

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

Alternatives:

Council may support the current draft work plan, provide edits, or provide other direction to staff regarding priority setting. Council should keep in mind, the February 10 Council and Executive Leadership Team Workshop will provide additional insights and opportunity for discussion. The final work plan is scheduled to be presented to Council for adoption on February 17.

Recommendation:

Staff recommends Council review and discuss the Draft 2026 Council Work Plan, keeping in mind the priorities of the Council and Community, as well as capacity.

Attachments:

1. 2026 Council Work Plan Draft - Nov 2025
2. 2026 Council Work Plan Draft - Aug 2025
3. 2026 Council Work Plan Discussion - May 2025
4. 2026 Council Work Plan Presentation - Jan 2026



DRAFT 2026 Louisville City Council Work Plan

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Council Priorities

Economic Vitality • Core Services • Safety • Housing

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

Guiding Documents:

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- [2012-2013 Comprehensive Plan](#), transitioning to the [2025 Comprehensive Plan](#) when adopted
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- [EDI Task Force – Final Report](#)

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

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

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



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- Urban Renewal Plans
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 - [550 South McCaslin Urban Renewal Plan](#)
- FUTURE: 2025 Business Survey (anticipated to launch Sept. 2025)

PROPOSED 2026 Priority Items

2026 council actions will be adjusted as this draft progresses.

Item	Description	2026 Council Actions
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Economic Vitality Committee (EVC) Policy Recommendations (Lead: EVC, with Community Development staff support)	Evaluation of 2025 Business Survey Recommendations and potential policy recommendations for council consideration.	Anticipate one or more meetings to review results of the 2025 Business Survey and evaluate recommendations for council consideration.
Targeted Development Code and Process Amendments (Lead: Community Development Director)	Identify near term, targeted, priority development code updates that should occur prior to the development code rewrite project.	Potential council actions include discussion and direction, if needed, as well as adoption of targeted code amendments.
Development Code Rewrite (Lead: Community Development Director)	A rewrite of Title 16 (Subdivisions) and Title 17 (Zoning) of the Louisville Municipal Code addressing development and design standards, procedures, land use, and other related topics. This project is estimated to take 18 months to complete and will require consultant support.	Council to review RFP and scope of work, approve consultant contract, and begin first phases of project in first half of 2026, with project continuing into 2027
Sundance Film Festival – (Lead: Cultural Services Director & Community Development Director)	Partner with neighboring communities to identify needs and opportunities. Bring forward council policy and resource allocation considerations, <u>such as Festival Lodging Licenses.</u>	Potential council actions include discussion and direction, if needed, as well as adoption of related policies.
McCaslin Corridor – (Lead: Community Development Director)	Revitalization initiatives related to the McCaslin Corridor.	Anticipate one or more meetings to receive and implement Council direction. May be combined with other items on this Work Plan.



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Additional Items for Council Discussion

- Reconsideration of local minimum wages

Potential Partners

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

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Core Services

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

Additional Guiding Documents

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- [Coal Creek Golf Course Facility Improvement Feasibility Study](#)
- [Digital Accessibility Guidance](#) (state guidance)
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- [Open Space Vegetation Survey](#)
- [Parks General Maintenance Management Plan](#)
- [Parks, Recreation, Open Space, and Trails Plan](#)
- [Police Department 2025-2028 Guiding Document](#)
- [Transportation Plan](#)
- [Utility Plan](#) (coming for adoption in 2025)
- [Wildfire Risk Assessment](#)

PROPOSED 2026 Priority Items

2026 council actions will be adjusted as this draft progresses.

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



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



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

Additional Items for Council Discussion

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



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

Board/Commission Recommendations

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



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Potential Partners

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

Safety

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

Additional Guiding Documents

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

PROPOSED 2026 Priorities

2026 council actions will be adjusted as this draft progresses.

Item	Description	2026 Council Actions
Building the Foundation (Lead: Deputy City Manager)	Potential study session topics include: - Police and Public Safety	Anticipate 2-4 study sessions to provide insight into different areas of safety.



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	- Emergency Response & Disaster Preparedness - Cyber Security - Information Technology - Mental Health	
Preparedness (Lead: City Manager)	Collaboration and Coordination between Police, Fire District, ODM, Internal City departments, and other Regional Partners, balancing an all hazards approach with the importance of fire preparedness in our community. Training, communications, education, and engagement, such as for disaster preparedness month and bringing together resources and work done in these areas.	May include study session(s) as noted above and discussion/direction opportunities. May also include requests to attend public engagement and promote trainings and education opportunities.
ODM Buy In (Lead: City Manager)	Continue pursuing a buy in to the Boulder County Office of Disaster Management to support disaster response and preparedness for the City of Louisville.	Anticipate 1-3 meetings with Council to receive direction and approve an agreement.
Cell Coverage (Lead: City Manager)	Pursue opportunities to increase cell coverage and reliability.	Anticipate one or more meetings, depending on Council's direction.
Traffic Safety (Lead: Police Chief & Public Works Director)	Continue efforts to support traffic safety, specifically related to pedestrians, bicycles, and e-bikes.	Anticipate one or more meetings, depending on Council's direction. May be combined with other items on this Work Plan.

Additional Items for Consideration by Council

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



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- Pedestrian and bicyclists improvements to the intersection of South Boulder Road and Main Street

Potential Partners

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

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Housing Policy

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

Additional Guiding Documents

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

PROPOSED 2026 Priority Items

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



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

Additional Items for Council Discussion

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

Potential Partners

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



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

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- Gasoline-powered landscape equipment phase out and grant



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- Developer
- Metro Mayor's Caucus
- Neighboring Jurisdictions
- Northwest Mayors and Commissioners Coalition
- Xcel



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Safety

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

Additional Guiding Documents

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

PROPOSED 2026 Priorities

2026 council actions will be adjusted as this draft progresses.

Item	Description	2026 Council Actions
Building the Foundation (Lead: Deputy City Manager)	Potential study session topics include: - Police and Public Safety - Emergency Response & Disaster Preparedness - Cyber Security - Information Technology - Mental Health	Anticipate 2-4 study sessions to provide insight into different areas of safety.
Preparedness (Lead: City Manager)	Collaboration and Coordination between Police, Fire District, ODM, Internal City departments, and other Regional Partners, balancing an all hazards approach with the importance of fire preparedness in our community. Training, communications, education, and engagement, such as for disaster preparedness month and bringing	May include study session(s) as noted above and discussion/direction opportunities. May also include requests to attend public engagement and promote trainings and education opportunities.



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

Additional Items for Consideration by Council

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

Potential Partners

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



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Housing Policy

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

Additional Guiding Documents

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

PROPOSED 2026 Priority Items

2026 council actions will be adjusted as this draft progresses.

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



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

Additional Items for Council Discussion

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

Potential Partners

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

2025 Work Plan Update & 2026 Initial Work Plan Discussion

May 27, 2025

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

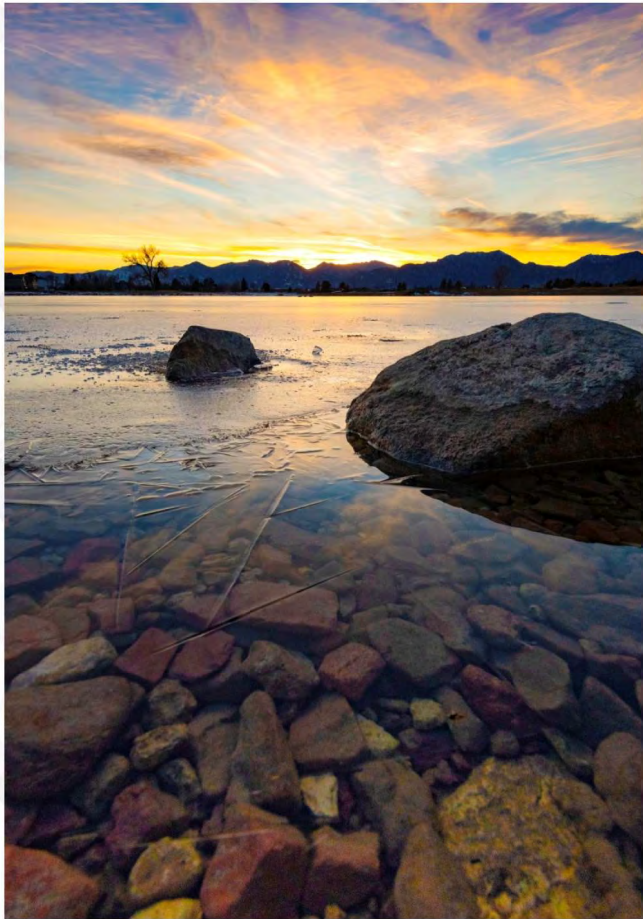
- Example – Reduce acceptable pavement condition index?
- 2026 Priority Action Items
 - Economic Vitality
 - Simplifying/streamlining our processes (building, development, etc.) to make things clearer and easy to accomplish in the community.
 - Utilization of AI for review?
 - Development Code rewrite,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

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

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

Next Steps:

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



Discussion & Direction

2026 Council Work Plan

January 20, 2026

Diana Langley, City Manager
Samma Fox, Deputy City Manager

Purpose and Expectations

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

Agenda

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

2026 Approach

- MAY

- Reviewed Progress on 2025 Council Work Plan
- Council confirmed continuing the priorities and lenses in 2062
- Council Identified - Adjustments to Priorities, If Needed

- JULY

- Presentations from each department, challenges and opportunities
- Staff used Council direction to draft the work plan
- Council Reviews, Provides Feedback, & Adopts
- Feb 10 Council / ELT Workshop - opportunity to discuss further

Considerations

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

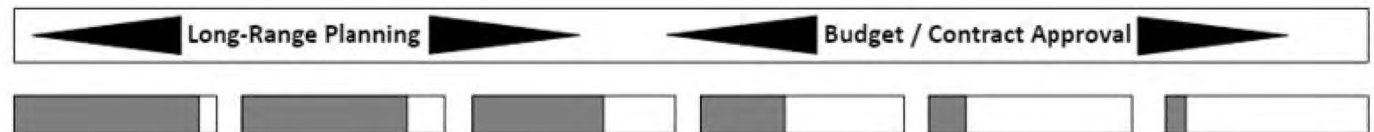
Roles

Council & Staff Work Flight Analogy



Council Responsibility ☒

Staff Responsibility ☐



Council Role: Affirm Vision / Purpose

Establish Goals

Establish / Prioritize Action Items

Review / Adopt Budget Conduct Meetings

Authorize Contacts

Engage w/ Community and Staff

Staff Role: Support Vision / Purpose

Align Goals with Resources

Implement Priority Action Items

Prepare Plans and Oversee Functions

Plan and Complete Projects

Carry Out Day-to-Day Responsibilities

2026 Work Plan- Discussion/Direction

- Reference the DRAFT 2026 Council Work Plan in the packet
- Provide clear direction on which items to include, or not
- Note
 - Proposed Items = Believed to have Council consensus in support
 - Discussion Items = Identified by Council members for further consideration
- Staff team available for questions

Economic Vitality – Proposed Items

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

Economic Vitality – Discussion Items

- Reconsideration of local minimum wages
- Add festival lodging licenses to Sundance item
- Potential Partners – Add CTC HOA

Core Services – Proposed Items

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

Core Services – Discussion Items

- Fees
- EDI Task Force
- 1% dedicated arts contribution from the capital fund
- Determine how to have developers pay for maintenance of new parks
- Add multi-use field(s)
- Park in the north end
- Add bike racks at every city facility, including parks, and events
- Water rights for Hecla and Coal Creek
- Universal Recycling Ordinance
- EV Charging Stations at City Facilities
- City Hall Workspace
- City-wide educational campaign on electrification
- Gasoline-powered landscape equipment phase out and grant
- Legal protections for mature trees
- Funding options for significant capital projects like underpasses and playing fields
- Creation of more community garden plots
- Climate adaptation planning
- Consideration of potential Charter Updates
- Image & video capture policy
- Evaluate and update Impact Fees
- Review Water & Wastewater Tap Fees
- Review Water Rate Structure

Safety – Proposed Items

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

Safety – Discussion Items

- Power shutoff support
- Additional use of text communications
- Determining the next phase for resilience
- LFPD Wildfire and Conflagration Risk Assessment (WCRA)
- A land acknowledgement from the City
- Pedestrian and bicyclist improvements to the intersection of South Boulder Road and Main Street
- Potential Partners – Add Telecommunications Providers and Marshall Together & Resilience Group

Housing – Proposed Items

- Potential City Initiated Rezoning
- Potential Property Acquisition or Project Contribution for the Creation of Affordable Housing
- Prop. 123 Compliance
- Development Process Updates
- Housing Plan Implementation
- Affordable Housing Strategic Framework and Funding Prioritization

Housing – Discussion Items

- Evaluate smart stair (aka single stair) concept
- Hire a consultant or add an FTE to assist in implementing the Housing Plan
- Re-zone to encourage housing
- A more substantive affordable ADU program
- Potential Partners – Add CHFA, Private Sector Developers

B&C Submissions

- **Louisville Sustainability Advisory Board:**

- Climate resilience fund or tax to support local climate adaptation and mitigation efforts
- Water conservation through smart technology via rate structure adjustments to incentivize conservation
- Universal recycling or zero waste ordinance

- **Open Space Advisory Board:**

- Bird City designation (*Resolution scheduled to go to Council for consideration on October 7th*)
- Collaborate with neighboring communities on wildlife and environmental conservation goals
- Rodenticide ordinance

- Plan for a 2028 vote to make the 2C sales tax permanent
- Dark sky designation near open spaces
- Volunteer and education coordinator staff position
- Mobile education trailer
- Water rights for Coal Creek and Hecla Lake

- **Parks and Public Landscape Advisory Board:**

- Integrated Weed Management Plan
- Pesticide usage

- **Recreation Advisory Board:**

- Clubhouse/Community Facility at Coal Creek Golf Course

General Discussion Items

- Move Transportation Plan to overarching Guiding Documents
- Add Timing Information
- Add Board/Commission/Council Committee Connections
- Add Council Leads
- Combine and/or Add References for Potential Overlapping Items

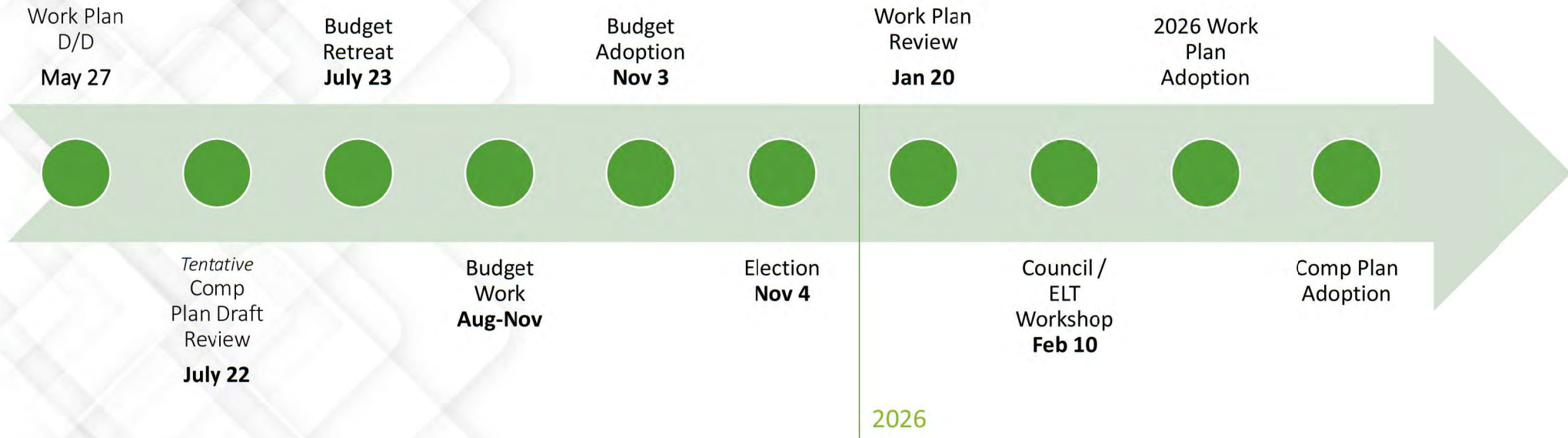
Reflection & Wrap Up

Confirm Decision Points During Discussion

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

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

Timeline



Next Steps

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