

***Historic Preservation Commission
Agenda
March 18, 2019***

**REGULAR MEETING
Council Chambers, 2nd floor of City Hall
City Hall, 749 Main Street
6:30 – 9:00 PM**

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of Minutes - February 18th
- V. Public Comments on Items Not on the Agenda
- VI. Discussion/Direction - Historic Preservation Fund Reauthorization
- VII. Discussion - Public Outreach
 - Plans for May/Historic Preservation Month
- VIII. Items from Staff
 - Strategic Plan Update
 - Alteration/Demolition Updates
 - Upcoming Schedule
- IX. Updates from Commission Members
- X. Discussion Items for future meetings
- XI. Adjourn

Historic Preservation Commission

Meeting Minutes

February 18, 2019

City Hall, Council Chambers

749 Main Street

6:30 PM

Call to Order – Chairperson Haley called the meeting to order at 6:30 PM.

Roll Call was taken and the following members were present:

Commission Members Present: Chair Lynda Haley
Caleb Dickinson
Chuck Thomas
Michael Ulm
Hannah Parris
Andrea Klemme

Commission Members Absent: Gary Dunlap

Staff Members Present: Rob Zuccaro, Dir of Planning & Building Safety
Felicity Selvoski, Planner I
Amelia Brackett, Planning Clerk

APPROVAL OF AGENDA

Thomas made a motion to approve the February 18, 2019 agenda. Klemme seconded. Agenda approved by voice vote.

APPROVAL OF MEETING MINUTES

Ulm made a motion to approve the January 14, 2019 minutes. Klemme seconded. The minutes were approved as written by voice vote.

PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

None.

PROBABLE CAUSE DETERMINATION

1200 Jefferson: A request to find probable cause for a landmark designation to allow for funding of a historic structure assessment for 1200 Jefferson Avenue.

- Owner & Applicant: Kathleen Urbanic and Ted Barber
1200 Jefferson Avenue
Louisville, CO 80027
- Case Manager: Felicity Selvoski, Planner I

City of Louisville

Planning Department 749 Main Street Louisville CO 80027
303.335.4592 (phone) 303.335.4550 (fax) www.ci.louisville.co.us

Selvoski presented the history of 1200 Jefferson Avenue. The building was built at the Gordham Mine around 1900 and moved to Louisville around 1930. Staff does not find that the move takes away from the property's integrity since it was moved in 1930 and since homes were often moved in the early years of Louisville's history. The footprint of the current building is similar to that shown in the oldest known photo from 1958. The additions to the property were built sometime in the late 1950s or early 1960s. The DeSantis family owned the home from 1929 to 1997. The house also shows some physical integrity since the window locations have not changed since the 1958 photo and the footprint remains the same. The windows themselves have been changed and the porch trellis is not original.

Staff finds that there is probable cause to consider landmarking the property at 1200 Jefferson and that the structure is therefore eligible for \$900 toward a Historic Structure Assessment.

Ulm asked if the garage was part of the other additions.

Selvoski replied that the daughter thought they were built around the same time, but at the very least they were built sometime near each other.

Haley asked for comments from the commissioners.

Thomas stated that he felt the fact that the structure was moved actually added integrity since that's one of the stories the Commission liked to tell about the city.

Klemme thought the 24x24 footprint was interesting and noted that it remained the same today.

Haley stated that there was enough architectural integrity and social history to make it eligible. She did not think the move detracted from the story of the house.

Dickinson stated that probable cause was a low bar and there was nothing about the structure that was a non-starter.

Thomas moved to find probable cause for 1200 Jefferson Avenue. Dickinson seconded. Voice vote. All in favor.

DISCUSSION/DIRECTION

Historic Preservation Fund Reauthorization

Selvoski recapped the December discussion on the Fund and presented staff's recommendations. For the Historic Structure Assessments, staff increased the grant amounts. Staff removed the initial landmarking incentive since many people who received the money did not cite it as an incentive to their decision-making and some had even forgotten they ever received it. For the preservation grant timelines, staff proposed that residential and commercial landmarked properties be eligible for grant

funding for 36 months from when a property is declared a landmark. Selvoski explained staff's logic on the timeline cap, stating that without putting a cap on the timeline it was difficult to plan for the future of the Fund. For matching grants, staff recommended that \$40,000 of the total \$50,000 grant be matched for residential grants and \$125,000 of the total \$200,000 grant be matched for commercial grants. On the new construction criteria, staff recommended changing the language to ensure that the original property be landmarked and aligning the new construction and alteration certificate language. For allowable work, staff used the Secretary of the Interior to define three categories of work that focused on preservation, rehabilitation, and restoration. For the revolving loan fund, staff recommended that interest rates be equal to 1% below the *Wall Street Journal* Prime Rate as reported on the date of city acceptance of a complete application. Staff planned to come back with a final resolution in March.

Selvoski asked for discussion on the following questions:

1. What timeframe should be applied to the new grant process?
2. Will there be residential new construction grants to encourage homeowners to landmark their properties? If so, what grant amount would be reasonable?
3. Will the revolving loan interest rate be changed to 1% below the *WSJ* Prime Rate?
4. Are there additional changes or adjustments that need to be made?

Klemme asked about the original landmarking incentive.

Haley replied that successful applicants received \$1000 for the effort of applying.

Klemme asked why the assessment grants had been increased from \$900 to \$5,000.

Haley replied that staff had sent out a survey for the average cost of an assessment and \$900 was not covering it.

Selvoski added that \$900 was not covering it, especially for a thorough assessment. She clarified that the \$5,000 was a cap amount.

Haley added that staff and the Commission had a pre-approved list of assessors, as well.

Dickinson asked about the new construction grant changes.

Selvoski replied that staff was suggesting that it was something someone could access by landmarking.

Zuccaro added that the new construction grants helped make properties more viable in the long term. He noted that people generally landmark and do their projects all at once,

including the restoration of the landmarked section of the property and the additions they want to make.

Dickinson asked what the amount for new construction was.

Selvoski replied that staff and the subcommittee had talked about an amount between \$15 and 25,000.

Haley stated that she thought the new construction grant for residential structures would be appealing. At the same time, the Commission had gotten the most public resistance for paying for new construction with the existing new construction grants.

Klemme asked if it would be possible to only offer new construction grants if the applicant was also doing preservation work.

Dickinson stated that his home was an example of preserving the front of a structure while doing an addition on the back. His grant covered the work specific to restoration, preservation, and rehabilitation, but none for new construction. He thought the new construction grant for residential properties felt a little weird, though he did understand that it was meant to incentivize involvement in the program.

Klemme suggested that applicants should have to do both – preservation and new construction. The only way we will give you money to do your addition is if you promise us that you will do work on the landmarked home.

Dickinson stated that he would be more excited about offering the potential for an additional \$15,000 for work that the Commission did not normally cover, like doing work on wood floors inside, for example.

Zuccaro replied that current new construction grants had language governing the character of the additions, as well.

Ulm stated that \$15,000 was an appropriate amount.

Thomas asked how much incentivizing the City needed to do to encourage people to preserve their homes rather than raze them. He thought that some incentive on new construction would be beneficial, but it should not be too much since the investment in the existing structure should not be overshadowed.

Dickinson responded that the Commission had the authority to review changes landmarked homes anyway.

Thomas noted that the Commission did not review anything inside the buildings.

Dickinson stated that he did not see the effect of the new construction grant if it were not for a higher amount, but he did not necessarily support increasing that amount. He did not know what the \$15,000 did or if it would be a difference-maker. There was nothing specifically that applicants had to do to get the extra \$15,000.

Ulm noted that the new construction grant criteria were pretty extensive. He noted that \$15,000 could be 10% of the total cost of a project for a family looking to expand their square footage.

Haley stated that the new construction grant increased the overall grant to about \$65,000 per landmarked home, so \$15,000 was a bigger deal when added to everything.

Zuccaro added that the Commission could incorporate the grant into the \$50,000 cap, writing that up to 15% could be used for a new construction grant.

Haley and Dickinson discussed how applicants could use the cap to get more money to fund their addition rather than put money into preservation.

Klemme reminded the Commission that the new construction grants still required landmarking.

Dickinson stated that the main goal was to have fewer homes be demolished based on the language of the tax extension. He thought \$15,000 was a reasonable number.

Haley stated that if an applicant chose to do the minimum requirements for preservation, restoration, and rehabilitation, the Commission could use its jurisdiction to say that applicants had to attend to critical issues based on the assessment. She added that she did not think anyone would make major additions to a house in poor shape, anyway.

Thomas stated that the assessment would be critical to the process.

Ulm agreed and added that it compounded the need to increase the assessment amount.

Thomas recommended that the Commission keep the new program as simple as possible. He did not have an issue with 15% over \$15,000 toward new construction. He recommended up to 15% for new construction and that the new construction grant did not have to be in the \$50,000 cap.

Dickinson asked if the \$15,000 was matching.

Zuccaro confirmed.

Haley noted that the average grant was about \$20,000. If that stays the case, even adding the \$15,000 was not going to meet the cap anyway.

Thomas and Dickinson noted that in recent years the average has been increasing closer to \$40,000.

Haley confirmed that the Commission wanted to have \$50,000 plus \$15,000.

Dickinson stated that it was fine with him. Ulm agreed as long as the \$15,000 was matching.

Selvoski noted that as it was currently written, the commercial new construction grant was not matching. She asked if the Commission wanted them both to be matching.

Haley replied that she thought the matching for both of them was obvious.

Dickinson liked the partnership aspect of matching.

Haley asked if that meant they should change the commercial new construction grant to be matching.

Zuccaro added that the ballot language addressed contemplated supporting new construction, but it was not very specific and so staff was trying to figure out what new construction regarding matching, unmatching, commercial, and residential.

Klemme asked if it was possible to get less money for preservation than new construction if an applicant had a preservation project that was less than \$15,000.

Dickinson replied that the new construction grant was also money as an incentive to landmark.

Ulm added that new construction was limited to meeting specific criteria.

Thomas stated that applicants were closer to \$40,000 per project and costs had not gone down over the past 10 years. He asked about the cost of previous structures that had received commercial new construction grants.

Zuccaro replied that they had to be over the \$75,000 just knowing the scope of the two projects that had received a grant for commercial new construction.

Thomas stated that the scale of a commercial project meant that making a match would not be a disincentive, so there should be matching language in the commercial new construction grant.

Ulm added that the matching language in the commercial grant helped make the program simpler. And no one had done a project for under that amount.

Gordon Medona, History Commission liaison, who lived on Garfield in Louisville, stated that back in the 1980s the City of Louisville waived permit and square footage fees for adding onto old structures. He suggested waiving the fees rather than giving \$15,000.

Thomas asked for staff's input on the fee question.

Zuccaro replied that this had come up before and the issue with fee forgiveness – whether an impact fee or a building permit fee – the issue was that when the City reimbursed those fees other parts of the City paid, not the Fund. The City could not waive fees outright for that reason. The money would have to come in the form of a reimbursement from the Historic Preservation Fund.

Dickinson thought it was more complicated to do fees than get money from the Fund directly. He noted that if an applicant was going to build a brand-new building, they would still have to pay those fees.

Haley added that if the \$15,000 and the fee amount might be similar.

Klemme and Haley discussed covering fees up to a certain amount.

Ulm stated that any money given needed to be directly for preservation. He also wanted to let applicants decide how to allocate their grants within the confines of the approved scope of work.

Zuccaro gave the example of a 1200-square foot addition for which the fee would be about \$7,000 plus taxes.

Haley noted that in that case the \$15,000 would cover the fees and then some.

Ulm asked if there was anything that said applicants could not use the money for permit fees.

Haley replied that she did not think so.

Thomas stated that the purpose of the grants were to incentivize additions that the Commission approved.

Klemme stated that they could leave it out of the language but use the fee idea as a way to market the Fund

Dickinson summarized that the Commission was recommending \$50,000 plus \$15,000 and matching, and matching the commercial \$75,000.

Dickinson referred to the emailed public comment and asked if there was any money that an applicant could get for someone who had gotten a grant before the reauthorization of the Fund. He did not think that it made sense to block landmarked structures from ever getting money again. If the City ran out of money, they would run out of money. He also noted that the Commission could always say no if they did not think the application met the criteria. He suggested changing the language to frame the three-year window as an encouragement rather than a requirement. At a bare minimum, he recommended grandfathering-in the people who had already landmarked under the old timeline.

Ulm thought the timeframe was a good idea from a budget-management perspective, but suggested having another pathway for additional grants beyond the timeline subject to availability of funds.

Dickinson asked what the worry was with the budget issue was.

Thomas stated that he thought it was more of a management issue than a budget issue from a staff perspective for a single project. Funding an additional amount in the future was a separate issue. The Commission could ask for a timeframe in which the assessment would still be valid. Years down the road, a new problem may have occurred, like a foundation issue, and that could be dealt with at that point.

Selvoski noted that there was nothing that addressed applicants who needed more money for preservation in the future. Under the current language, applicants could come back for more money if they had not used all the original money from their maximum grant amounts.

Thomas replied that they were evolving the system now.

Dickinson wanted to make sure there was some vehicle for someone to come back and get additional funds.

Zuccaro replied that the applicant would have to show extraordinary circumstances and provide matching funds.

Haley asked what would happen if someone landmarked their property without accessing the grant funds and then eight years later wanted money for preservation.

Zuccaro replied that generally people wanted the money when they applied for landmarking. Staff wanted to control and understand the fund and have equity in the value of what applicants get whether they're eight years ago or eight years from now. He stated that currently applicants could come back with extraordinary circumstances.

Thomas asked if they were keeping the extraordinary circumstance language in the new proposal.

Zuccaro replied that they were and that they had added language to specify what that means.

Thomas asked if the language specifically addressed that an applicant could come back for additional funds. He asked the commissioners if they wanted to make it explicit that people could come back under extraordinary circumstances.

Ulm replied that the extraordinary circumstances language should cover those situations.

Dickinson replied that having a timeframe at first was a good idea and that the Commission should allow for extraordinary circumstances at a later date.

Klemme asked if the grant amount was tied to the structure or to the owner.

Selvoski replied that it was tied to the structure.

Zuccaro suggested that the Commission could add language to clarify that the time limit could be extended in extraordinary circumstances.

Thomas stated that adding that kind of language would be more transparent.

Ulm suggested “not anticipated” or “developed since” that time.

Haley thought that 3 years was a really short time and did not account for people who just wanted to landmark their home. She was worried that those folks would avoid landmarking until they were ready to start a project. She also thought the timeline language was a bit confusing. If a homeowner chose to wait and the money was gone then that was a natural consequence. She understood from a staff perspective it was easier to manage projects that were finished, but the purpose of the Fund was to increase incentives for everyone.

Dickinson thought it would be a low bar to meet extraordinary circumstances on the timing if someone had landmarked the home a decade ago and the new owner wanted money to preserve the home.

Haley asked why, if it would be a low bar, the language should have a time limit in the first place.

Dickinson replied that it would incentivize people to move faster when possible.

Haley stated that a recurrent issue was the concern that landmarking devalued a home. She suggested that the Commission could offer the new construction grant within the first three years, but not have a time limit on the preservation grant.

Thomas replied that extraordinary circumstances could cover dysfunction of the property, change of ownership, or timeframe to respond to that issue.

Haley asked if extraordinary circumstances as a phrase would deter people from participating.

Thomas replied that applicants would be getting money for free if they could show extraordinary circumstances.

Zuccaro stated that staff could draft some additional language on the extraordinary circumstances. That language could be completely open-ended with no timeframe.

Haley urged the Commission to remain permissive and willing to work with applicants. She noted that the subcommittee had talked about requiring a new HSA beyond a certain timeframe and making the applicant responsible for doing a new HSA to get applicants to do their projects sooner than later.

Ulm liked the timeframe because it was an incentive to get a project started and start preserving the home sooner than later. The timeline helped drive the preservation.

Haley asked how the time limit would sound to someone who did not know the reasoning behind it. She worried that a consumer would hear the time limit more than the other parts of the incentive process.

Dickinson replied that he thought the time limit was in the fine print.

Ulm replied that if the applicant wanted to do a preservation project, they would want to get the project going within the three years anyway, and if they didn't want to do a preservation project, then they were not going to worry about it. Each applicant would apply the language to their own circumstances.

Thomas added that it was the demolitions that were killing the city and the Commission needed to stop the demolitions.

Haley asked if the Commission wanted to use the three-year period as the time limit.

Dickinson replied that two years was enough to start a project and three years was enough to finish it. He added that getting extensions should be a reasonable process and that staff should be able to tell people about the extension process.

Ulm suggested being open about what the Commission was trying to accomplish in the education part of the Fund.

Haley stated that the Commission should make it clear to future commissioners what their intentions and expectations were, since it had been difficult to figure out the origins of the previous fund language. She did not want a future commission to think that the time limit was meant to be punitive.

Thomas stated that if we agree on a time limit then the Commission will explain it.

Haley stated that Commissioner Parris wrote in her email to staff and the Commission that she was in favor of the time limit. She asked staff for next steps.

Zuccaro replied that staff needed to draft some new language and make sure that the extension language and bring it back to the Commission.

Haley asked for discussion on Item 3, the interest rate.

Dickinson, Klemme, Haley, Ulm, and Thomas all voiced approval.

Dickinson referenced an email from a member of the public, Erik Hartronft, responding that the Commission was not trying to get rid of an incentive. They were trying to make a better incentive and tie the money more directly to preservation through the unmatched \$10,000 preservation grant along with covering the assessments in full.

Haley added that the original \$1,000 incentive was money that the City had no control over.

Thomas added that the overall incentive was significantly increasing with the new language in any event.

Haley asked for additional comments. Seeing none, she asked for items from staff.

ITEMS FROM STAFF

Alteration Certificate/Demolition Review Updates

Planning staff and a subcommittee reviewed and approved an alteration certificate for 925 LaFarge on January 15, 2019, judging that the replacement roofing materials are a reasonably good match to the current materials and will not alter the general appearance of the project.

Upcoming Schedule

February

18th – Historic Preservation Commission, Council Chambers, 6:30 p.m.

19th – City Council, 721 Grant Avenue, Loan Request, 7:00 p.m.

March

18th - Historic Preservation Commission, Council Chambers, 6:30 p.m.

April

11th – Museum Program, Louisville Photographs, Library, 7:00 p.m.

15th - Historic Preservation Commission, Council Chambers, 6:30 p.m.

Selvoski noted that staff would bring an item in a future agenda about Commission subcommittees and outreach.

UPDATES FROM COMMISSION

Thomas presented his insights from the Saving Places Conference. He attended several days of sessions, including an interesting grassroots campaign at the Molly Brown House and a technical session on repairing old windows.

Dickinson also attended the conference, where people asked him about the Blue Parrot sign. He asked for an update on the Blue Parrot sign and if the Commission needed to see an item about it on the agenda. Dickinson also asked staff to look into the tunnels beneath Louisville. He thought getting access to the tunnels would be a cool thing to pursue. Finally, he reminded the Commission about the resources that are available from the state. He wondered if there was a way to get a blueprint for how to actively save a building if it ever went on sale. He noted that the HPC had a mandate to do that kind of planning.

Zuccaro replied that the City was allowed to use the Fund for acquisition, though it was complicated as far as financial risk was concerned. There was a resolution that had language about acquisition, but it was not very specific.

Thomas stated that the Commission should have a list of structures that the City wanted to preserve.

Zuccaro replied that the historic contexts were meant to help that process. He added that the state preservation funds represented a risk for the City since they were grants, not guaranteed income.

Haley added that sometimes having an HPF sometimes made it harder to get money from the state.

Klemme responded that the City could step in and landmark structures before selling them.

Dickinson reiterated that he thought the City should have a list of target structures to landmark and preserve.

Klemme stated that she attended the Saving Places Conference and learned some of the basics of historic preservation and how to promote the Fund to the public.

DISCUSSION ITEMS FOR NEXT MEETINGS

Thomas noted that the Commission had mentioned having a discussion on preserving portions of properties.

Adjourn:

Thomas moved to adjourn. Dickinson seconded. The meeting was adjourned at 8:29 PM.

**SUBJECT: DISCUSSION/DIRECTION – HISTORIC PRESERVATION FUND
REAUTHORIZATION**

DATE: MARCH 18, 2019

**PRESENTED BY: FELICITY SELVOSKI, PLANNER / HISTORIC PRESERVATION
PLANNING AND BUILDING SAFETY DEPT**

SUMMARY:

At the February 18, 2018 Historic Preservation Commission (HPC) meeting, commissioners gave staff feedback and direction regarding revisions to the preservation program. The following report outlines and summarizes revisions to the Historic Preservation Fund as part of the reauthorization process. The steps necessary to complete this evaluation and produce a new resolution are described below. We are currently on step four, the final step in the process.

1. Staff provides more information to the Commission based on June 2018 meeting requests.
2. HPC makes recommendations based on additional information.
3. Staff and subcommittee draft a resolution.
4. *Staff brings final resolution back to HPC for approval, followed by City Council approval.*

Staff requests that the HPC respond to the resolution revisions described below.

BACKGROUND:

At the February 2018 HPC meeting, staff presented a list of issues for the Commission to consider that included:

1. What timeframe should be applied to the new grant process?
2. Will there be residential new construction grants to encourage homeowners to landmark their properties? If so, what grant amount would be reasonable?
3. Will the revolving loan interest rate be changed to 1% below the Wall Street Journal Prime Rate?
4. Are there additional changes or adjustments that need to be made?

The Commission discussed the above issues and provided feedback on each, resulting in the draft resolution wording included with this report. Program changes based on Commission feedback are summarized below.

INCENTIVES

RESIDENTIAL NEW CONSTRUCTION

Existing Resolution Language	Proposed Resolution Language
NONE	Owners of landmarked property or property with an established conservation easement on which new residential structures or additions to existing residential structures are proposed are eligible for matching grants of up to \$15,000 for new residential construction that limits mass, scale, and number of stories, preserves setbacks, and protects the historic integrity of the property and its environment by differentiating the new work from the old.

STRUCTURE AND PROCESS

GRANT PROCESS TIMELINE

Existing Resolution	Proposed Resolution
<p>For 18 months from when a property is declared a landmark, the owner of the property is eligible for a flexible grant from the Historic Preservation Fund in the amount of up to \$5,000 for residential structures and up to \$65,000 for commercial structures.</p> <p>Property owners are also eligible for matching grants in amounts up to \$15,000 (residential) and \$100,000 (commercial) with no time limit.</p>	<p>Applications for incentive and grant funds must be received by the Planning Department within 36 months of the date a property is declared a landmark or the establishment of a conservation easement.</p> <p>Reimbursement requests for approved grants should be received within 60 months of a property being declared a landmark or the establishment of a conservation easement.</p> <p>These grant limitations and the time limits for reimbursement described above may be exceeded upon recommendation of the Historic Preservation Commission and approval by City Council upon a showing of extraordinary circumstances relating to building size, condition, architectural details, or other unique condition compared to similar Louisville properties or for unanticipated issues related to the timeline</p>

	described above. Applicants should notify staff of these extraordinary circumstances prior to the expiration of the existing time limits.
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PREVIOUSLY LANDMARKED PROPERTIES

Existing Resolution Language	Proposed Resolution Language
NONE	Owners of previously landmarked properties who have not accessed grant funds for prior preservation work may apply for grants through the extraordinary circumstances process.

REVOLVING LOAN FUND

Existing Resolution Language	Proposed Resolution Language
The loan program as currently written ties the interest rate on the loan to the Wall Street Journal Prime Rate (currently 5.25%).	Interest rates shall be equal to 1% below the Wall Street Journal Prime Rate as reported on the date of city acceptance of a complete application.

DISCUSSION QUESTIONS:

1. Are there any final changes, revisions, or additions that need to be made to the resolution?

ATTACHMENTS:

1. 2019 Draft Resolution

**RESOLUTION NO. XX
SERIES 2019**

A RESOLUTION AMENDING RESOLUTIONS NO. 21, SERIES 2016, NO. 4, SERIES 2014, NO. 2, SERIES 2014, NO. 2, SERIES 2012, AND RESOLUTION NO. 20, SERIES 2010 WHICH ESTABLISHED INCENTIVES AND A REVOLVING LOAN PROGRAM FROM THE HISTORIC PRESERVATION FUND TO ENCOURAGE LANDMARK DESIGNATIONS AND PRESERVATION OF HISTORIC RESIDENTIAL AND COMMERCIAL PROPERTIES IN THE CITY OF LOUISVILLE

WHEREAS, historic properties and buildings of character in the City of Louisville (the "City") are major contributors to the character and quality of life of our City; and

WHEREAS, the City Council, pursuant to the City Charter, established a Historic Preservation Commission to assist it in the preservation and landmarking of these properties; and

WHEREAS, when properties are locally landmarked they are preserved for future posterity and enjoyment and continue to contribute to the unique character of the City; and

WHEREAS, at the November 4, 2008 election, the voters approved Ballot Issue 2A to levy a one-eighth of one percent (1/ 8%) sales tax for purposes of historic preservation purposes within Historic Old Town Louisville through December 31, 2018; and

WHEREAS, at the November 7, 2017 election, the voters approved a Ballot Issue 2F, which extended the expiration date of the temporary sales tax of one-eighth of one percent for historic preservation from December 31, 2018 to December 31, 2028; and

WHEREAS, City Council by Ordinances No. 1544, Series 2008 and No. 1743, Series 2017 imposed the tax approved by the voters, established the Historic Preservation Fund, and codified the financial incentives set forth within Ballot Issues 2A (2008), 2D (2010), and 2F (2017); and

WHEREAS, the City Council by Resolution No. 20, Series 2009, Resolution No. 20, Series 2010, Resolution No. 2, Series 2012, Resolution No. 4, Series 2014, Resolution No. 16, Series 2014, and adopted provisions related to the administration and uses of HPF, and established grant programs, loan programs, and incentives to assist property owners in the rehabilitation and restoration of historic properties and new buildings of character; and

WHEREAS, a core value of the City in the 2013 Comprehensive Plan promotes: "A Connection to the City's Heritage . . . where the City recognizes, values, and encourages the promotion and preservation of our history and cultural heritage, particularly our mining and agricultural past" and enhancing the allowed historic preservation incentives strengthens the City's connection to its heritage; and

WHEREAS, a second core value of the City in the 2013 Comprehensive Plan promotes: " Unique Commercial Areas and Distinctive Neighborhoods . . . where the City is committed to recognizing the diversity of Louisville's commercial areas and neighborhoods by establishing customized policies and tools to ensure that each maintains its individual character, economic

vitality, and livable structure" and expanding the allowed historic preservation incentives will promote and strengthen the unique individual character of Downtown and Old Town Louisville; and

WHEREAS, the City Council by this Resolution desires to update resolutions providing incentives for Historic Preservation.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LOUISVILLE, COLORADO:

Section 1. Grant program to conduct structural assessments of eligible structures:

Prior to any structure being declared a landmark pursuant to Chapter 15.36 of the Louisville Municipal Code or the establishment of a conservation easement, the property will undergo a building assessment to develop a preservation plan to establish priorities for the maintenance of the property.

- i. At a regular meeting of the Commission, the HPC shall review the building history, application, and other relevant information to determine whether there is probable cause to believe the building may be eligible for landmarking under the criteria in section 15.36.050 of the Louisville Municipal Code. If probable cause is not found by the HPC, a building assessment grant will not be issued. If probable cause is found by the HPC, the owner of the property shall be eligible for a building assessment grant in an amount up to \$5,000 for residential properties and \$10,000 for commercial properties. Such grants shall be used solely to offset a portion or all of the cost of conducting the building assessment. A finding of probable cause is solely for purposes of action on the building assessment grant request, and does not guarantee any outcome at subsequent hearings by the HPC or City Council.
- ii. The assessment shall be conducted by a qualified consultant under contract with the City, or by a qualified consultant of the owner's choosing. A qualified consultant should have significant experience in the field of historic preservation and should be a practicing architect, engineer, planner, or similar profession. The City shall be provided a copy of any assessment for which grant funds are awarded.
- iii. An exception to the requirement for a building assessment prior to landmarking or the establishment of a conservation easement may be granted by the Historic Preservation Commission for good cause.

Section 2. Residential grants for preserving, restoring, rehabilitating, or protecting landmarked property:

For a period of 36 months from when a property is declared a landmark pursuant to Chapter 15.36 of the Louisville Municipal Code or from the establishment of a conservation easement, the owner of the property shall be eligible for a grant from the Historic Preservation Fund in the amount of up to \$50,000 for residential structures. These grants are available for the following purposes:

- i. Preservation

- a. **Preservation** is the act or process of applying measures necessary to sustain the existing form, integrity, and materials of an historic property. Work, including preliminary measures to protect and stabilize the property, generally focuses upon the ongoing maintenance and repair of historic materials and features rather than extensive replacement and new construction. New exterior additions are not within the scope of this treatment; however, the limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a preservation project.
- ii. Rehabilitation
 - a. **Rehabilitation** is the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values. Rehabilitation acknowledges the need to alter or add to a historic property to meet continuing or changing uses while retaining the property's historic character.
- iii. Restoration
 - a. **Restoration** is the act or process of accurately depicting the form, features, and character of a property as it appeared at a particular period of time by means of the removal of features from other periods in its history and reconstruction of missing features from the restoration period. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a restoration project.

The first \$10,000 of the grant will be an unmatched reimbursement for approved work based on the completed structural assessment and deemed eligible for a grant from the Historic Preservation Fund. The remaining \$40,000 shall be conditioned based on the applicant matching at least one hundred percent (100%) of the amount of the grant with expenditures or an equivalent value of approved in-kind services for approved work based on the completed structural assessment and deemed eligible for a grant from the Historic Preservation Fund. Applicants must complete the work covered by any grants and submit their reimbursement requests within 60 months of the landmark declaration or the establishment of a conservation easement.

Section 3. Commercial grants for preserving, restoring, rehabilitating, or protecting landmarked property:

For a period of 36 months from when a property is declared a landmark pursuant to Chapter 15.36 of the Louisville Municipal Code or the establishment of a conservation easement, the owner of the property shall be eligible for a grant from the Historic Preservation Fund in the amount of up to \$200,000 for commercial structures. The grant timeframes may be extended based on the procedures in Sec. 6 below. These grants are available for the following purposes:

- i. Preservation
 - a. **Preservation** is the act or process of applying measures necessary to sustain the existing form, integrity, and materials of an historic property. Work, including preliminary measures to protect and stabilize the property, generally focuses upon

the ongoing maintenance and repair of historic materials and features rather than extensive replacement and new construction. New exterior additions are not within the scope of this treatment; however, the limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a preservation project.

ii. Rehabilitation

- a. **Rehabilitation** is the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values. Rehabilitation acknowledges the need to alter or add to a historic property to meet continuing or changing uses while retaining the property's historic character.

iii. Restoration

Restoration is the act or process of accurately depicting the form, features, and character of a property as it appeared at a particular period of time by means of the removal of features from other periods in its history and reconstruction of missing features from the restoration period. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a restoration project.

The first \$75,000 of the grant will be an unmatched reimbursement for approved work based on the completed structural assessment and deemed eligible for a grant from the Historic Preservation Fund. The remaining \$125,000 shall be conditioned based on the applicant matching at least one hundred percent (100%) of the amount of the grant with expenditures or an equivalent value of approved in-kind services for approved work based on the completed structural assessment and deemed eligible for a grant from the Historic Preservation Fund. Applicants must complete the work covered by any grants and submit their reimbursement requests within 60 months of the landmark declaration or the establishment of a conservation easement.

Section 4. Residential new construction grants:

Owners of landmarked property or property with an established conservation easement on which new residential structures or additions to existing residential structures are proposed are eligible for matching grants of up to \$15,000 for new residential construction that limits mass, scale, and number of stories, preserves setbacks, and protects the historic integrity of the property and its environment by differentiating the new work from the old.

Section 5. Commercial new construction grants:

Owners of landmarked property or property with an established conservation easement on which new commercial structures or additions to existing commercial structures are proposed are eligible for grants of up to \$75,000 for new commercial construction that limits mass, scale, and number of stories, preserves setbacks, preserves pedestrian walkways between buildings, and protects the historic integrity of the property and its environment by differentiating the new work from the old.

Section 6. Maximum grant amounts and time limits:

- I. The maximum combined amount of incentive and grant funding from the Historic Preservation Fund that any property may receive is limited to the following:
 - a. \$55,000 per property for a residential structure with landmark status or an established conservation easement
 - i. \$5,000 structural assessment
 - ii. \$10,000 unmatched grant
 - iii. \$40,000 matching grant
 - b. \$210,000 per property for a commercial structure with landmark status or an established conservation easement
 - i. \$10,000 structural assessment
 - ii. \$75,000 unmatched grant
 - iii. \$125,000 matching grant
 - c. \$15,000 matching grant for eligible new residential construction that limits mass, scale, and number of stories, preserves setbacks, and protects the historic integrity of the property and its environment by differentiating the new work from the old.
 - d. \$75,000 matching grant for eligible new commercial construction that limits mass, scale, and number of stories, preserves setbacks, preserves pedestrian walkways between buildings, and protects the historic integrity of the property and its environment by differentiating the new work from the old.
- II. Applications for incentive and grant funds must be received by the Planning Department within 36 months of the date a property is declared a landmark pursuant to Chapter 15.36 of the Louisville Municipal Code or the establishment of a conservation easement.
- III. Reimbursement requests for completed work approved for grant funding must be received within 60 months of a property being declared a landmark pursuant to Chapter 15.36 of the Louisville Municipal Code or the establishment of a conservation easement.
- IV. These grant limitations and the time limits for reimbursement described above may be exceeded upon recommendation of the Historic Preservation Commission and approval by City Council upon a showing of extraordinary circumstances relating to building size, condition, architectural details, or other unique condition compared to similar Louisville properties or for unanticipated issues related to the timeline described above. When possible, applicants should notify staff of these extraordinary circumstances prior to the expiration of the existing time limits.
- V. Owners of properties landmarked prior to enactment of this resolution shall have access to the grant funds available through the resolutions in effect at the time of landmarking approval. Such owners may also apply for additional grants through the extraordinary circumstances process described above.
- VI. Any grant exceeding the above limitations shall be conditioned on the applicant matching at least one hundred percent (100%) of the amount of the grant with expenditures or an equivalent value of approved in-kind services that are integral to the project that is deemed eligible for a grant from the Historic Preservation Fund.

- VII. Any time extensions due to extraordinary circumstances that exceed the 36 month cap for grant applications or the 60 month cap for reimbursement requests may require an update to the existing Historic Structure Assessment described in Section 1 if the necessary work has changed in that time period or if the applicants are proposing work not identified in the Historic Structure Assessment. If deemed necessary, this update will be completed at the expense of the applicant.
- VIII. The Historic Preservation Commission will review all grant applications and make recommendations to the City Council for approval or disapproval. The City Council may approve, deny, or return a proposal to the HPC for further information.
- IX. Grants may be given in installments upon the satisfactory completion of portions of the project, or given in total upon the satisfactory completion of the project. Conditions for the satisfactory completion of the project shall be given when the grant is awarded. Grants may be revoked if the conditions are not met. Grants given prior to the beginning of a project may be given only in suitable situations, as recommended by the HPC and approved by City Council, including approval by not less than five members of City Council for grants outside Old Town Louisville.
- X. An applicant may request that the value of stabilization, restoration or preservation work completed on the structure prior to landmarking be considered as a credit against the matching requirement of this Section. Credit for such previously completed work is at the discretion of the City Council. Credit may only be considered under the following circumstances:
- a. The work previously performed was for stabilization, restoration or preservation of the historic structure. No landscaping or site work may be considered for potential credit against the matching requirement.
 - b. No interior work, except for structural work, sensitive upgrading of mechanical, electrical, and plumbing systems, and other code-required work to make the property functional, may be considered for potential credit against the matching requirement.
 - c. Only work completed within five years prior to the effective date of landmarking may be considered for potential credit against the matching requirement.
 - d. Consideration for credit against the matching requirement may only be given to costs of previously completed work which is documented by paid receipts or invoices. The applicant shall provide the City with complete copies of all such receipts or invoices together with proof of payment, and shall also provide any available supporting documentation upon City request. The request for consideration of previously completed work shall also be accompanied by applicant's written certification that the work for which credit is requested was completed and the costs thereof were incurred and paid, and that the information in such request is true and accurate to the best of applicant's knowledge and belief. The value of in-kind services completed by the applicant shall not be considered.
 - e. The amount of credit given for any previously completed work shall be determined by the City Council with input from the HPC, considering such

factors as the nature, extent and useful life of the work, the time it was completed, the appreciated or depreciated value of the work, and such other factors as determined relevant.

Section 7. Loans from the Revolving Loan Fund:

Loan requests shall be submitted to City staff and shall be reviewed by the Historic Preservation Commission at a public meeting. The Commission shall provide its recommendation on the application before final action is taken by City Council.

Loan requests may be submitted and considered in conjunction with grants from the Historic Preservation Fund, respecting the established grant limitations. The Historic Preservation Commission may recommend a mixture of loans and grants from the Historic Preservation Fund even if the applicant requested only one type of assistance, and also may recommend one type of assistance where a mixture is requested. City Council may also decide to approve any one or a mixture of loans and grants regardless of the number or types of assistance requested in the request.

Loans shall be in an amount of at least \$2,500. There is no specific loan limit established in this Resolution, but the Historic Preservation Commission and City Council shall consider the following in setting an amount:

- i. Current amount of funds in the Historic Preservation Fund and the needs of other projects;
- ii. The necessity of the work to be performed for the preservation or rehabilitation of the structure and how the proposed work fits into the overall preservation plan for the structure;
- iii. The availability of other funding sources.

Interest rates shall be equal to 1% below the Wall Street Journal Prime Rate as reported on the date of city acceptance of a complete application. The interest rate may be increased or decreased by City Council at the time of initial approval upon a showing of extraordinary circumstances. Any fees for loan processing shall also be established at the time of the award. The loan repayment schedule shall also be established at the time of the award; provided, however, that all loans shall include a due-on-sale clause providing that any outstanding balance on the loan shall be paid in full upon sale or transfer of the property.

In connection with the processing of loan requests, the City may require such information as is reasonably necessary to determine the state of title to and encumbrances upon the subject property, the creditworthiness of the proposed borrower(s), and other matters relevant to loan award and repayment criteria. The City or loan program administrator may require applicants provide written consents to obtain such information.

Receipt of any loans, grants or other incentives shall require that the structure be landmarked pursuant to Louisville Municipal Code Chapter 15.36, or if not eligible for landmarking, that the owner grant the City a conservation easement to preserve the outside appearance of the structure or other historic attributes of the structure or site.

Loans are available for the following purposes:

i. Preservation

a. **Preservation** is the act or process of applying measures necessary to sustain the existing form, integrity, and materials of an historic property. Work, including preliminary measures to protect and stabilize the property, generally focuses upon the ongoing maintenance and repair of historic materials and features rather than extensive replacement and new construction. New exterior additions are not within the scope of this treatment; however, the limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a preservation project.

ii. Rehabilitation

a. **Rehabilitation** is the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values. Rehabilitation acknowledges the need to alter or add to a historic property to meet continuing or changing uses while retaining the property's historic character.

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a. **Restoration** is the act or process of accurately depicting the form, features, and character of a property as it appeared at a particular period of time by means of the removal of features from other periods in its history and reconstruction of missing features from the restoration period. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a restoration project.

iv. Loan funds may not be used for interior improvements other than for protection, stabilization, or code-required work specified in items i or ii above.

Section 8. Acquisitions Funds:

Use of Acquisition funds of the HPF shall include, but not be limited to:

The purchase of historic properties or properties which contribute to the character of historic Old Town Louisville. These properties, if eligible, shall be landmarked pursuant to Louisville Municipal Code Chapter 15.36 and if not eligible, shall have a conservation easement placed upon them to preserve the outside appearance of the structure or other historical attributes of the structure or site. Prior to the purchase of any property, a financial risk analysis shall be conducted, although City Council may base its approval on considerations other than financial. The City may perform any restoration or rehabilitation work necessary on properties the City acquires, subject to availability of funds therefor, and may then sell the properties unless retained for a municipal purpose. A conservation easement for historic preservation purposes may be placed on the property prior to or in connection with any sale. Any loss and any costs resulting

from the acquisition, rehabilitation and sale of the property shall be charged to the HPF, while any profits shall be deposited to the HPF; and

The purchase of conservation easements to protect the appearance of structures that contribute to the character of historic Old Town Louisville. Easements funded by the City may be held solely by the City or jointly with another governmental entity or a third-party non-profit preservation organization.

DRAFT

MEMORANDUM

To: Historic Preservation Commission Members
From: Department of Planning and Building Safety
Subject: Public Outreach
Date: **March 18th, 2019**

As we move forward with the updates to our historic preservation incentives, outreach to Louisville residents is more important than ever. Listed below are some of our past outreach efforts as well as a brief list of potential efforts we could utilize in 2019.

Prior Outreach:

- Coasters
- Historic Preservation Fund video
- Farmer's Market booth
- Artwalk booth
- Downtown tour

Future Outreach Ideas:

- Meet with the Downtown Business Association
- Direct mailing to residents
- Continue with the coaster program
- Public speaker series
- Increased social media presence
- What else...?

SUBJECT: STRATEGIC PLAN UPDATE

DATE: MARCH 18, 2019

PRESENTED BY: FELICITY SELVOSKI, PLANNER / HISTORIC PRESERVATION

SUMMARY:

In 2018 the City completed its first organizational strategic plan. The Strategic Plan is intended to convey how the City government can best serve our residents now and into the future. The Strategic Plan includes the City's mission, vision and values and highlights some of the high priorities we will accomplish over the next one to two years. The purpose of the plan is to serve as a roadmap for the organization, to strengthen the organizational culture, and to serve as a communication tool for the community to understand the City's strategic vision and operating guidelines.

To complete the planning process, the City hired a consultant that has worked with many other municipalities to create a strategic vision, mission and values and sought feedback from employees through several avenues like an employee survey and focus groups. The plan also incorporates input from City Council and a number of existing documents that had extensive public input like the Comprehensive Plan, Parks, Recreation, Open Space and Trails Plan, etc. Key themes were identified and the vision, mission and values were established:

Vision

The City of Louisville – dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Mission

Our commitment is to protect, preserve and enhance the quality of life in our community.

Values

Innovation, Collaboration, Accountability, Respect, Excellence

The Strategic Plan includes Priority Initiatives that capture the City's key priorities for 2019 and 2020 in each of the Critical Success Factor areas (i.e. Reliable Core Services, Quality Programs and Amenities, etc.). The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operation, which represent an increased level of service, have new or additional dedicated resources and funding and help advance the City's vision.

SUBJECT: STRATEGIC PLAN UPDATE

DATE: MARCH 18, 2019

PAGE 2 OF 2

The City continues to move forward with the program-based budget structure, which includes program areas with specific goals and sub-programs with measurable objectives. These goals and objectives are measured through the Key Performance Indicators. The Strategic Plan reflects how our Priority Initiatives are aligned with these program areas. In essence, the program and sub-program areas reflect all of the work the City performs on a day-to-day basis, while the Priority Initiatives reflect those high-priority efforts with an increase in financial and resource investment over a period of time. The vision, mission and values reflect how the City does this work.

Implementation of the Strategic Plan kicked off in early 2019 and staff plans to incorporate the Priority Initiatives in department work plans, post visual reminders of the vision, mission and values in City facilities and distribute materials to staff (i.e. calendar, mousepad, business cards), develop a peer-to-peer and organization-wide recognition program and develop employee training and development program. Staff is excited to see the plan come to life and become a key component of the City's work.

RECOMMENDATION:

None. This is an informational item only.

ATTACHMENTS:

1. Strategic Plan
2. Strategic Plan Overview



City of Louisville

Strategic Planning Framework



Introduction

The purpose of the Strategic Plan is to outline how the City can best serve our residents now and into the future. The Strategic Plan will serve as a road map for our organization, to strengthen our organizational culture, and to serve as a communication tool for the community to understand the strategic vision and operating guidelines of the organization.

As an internal, guiding document, the Strategic Plan outlines our operating guidelines for the organization as a whole—our Vision, Mission and Values, as well as our Critical Success Factors—and will help align our organizational culture with the work that we do. In addition, the Strategic Plan includes Priority Initiatives that capture the City’s key priorities for the next one to two years (aligned with the biennial budget process) in each of the Critical Success Factor areas. The City has many initiatives ongoing throughout the year, in addition to the daily operations required to run the City. The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operations, which represent an increased level of service, have new or additional dedicated resources and funding, and help advance the City’s vision. Together, these elements demonstrate to our residents what we plan to accomplish, and the manner in which we commit to doing our work.

The development of a Strategic Plan has been a priority for City Council and the City Manager, to serve as a singular, guiding document that aligns with the City’s Comprehensive Plan, program-based budget, Home Rule Charter and other planning documents to reflect one unified vision for the organization. Existing plans are still relevant, and will continue to provide direction in key areas of our work.

In addition, the City of Louisville continues to move forward with its program-based budget structure, which includes program areas with specific goals, and sub-programs with detailed objectives. Our progress in meeting these goals and objectives are measured on an annual basis through our Key Performance Indicators (KPIs), and the Strategic Plan reflects how our Priority Initiatives are aligned with these program areas. In essence, the program/sub-program areas reflect all the work of the City that’s performed on a day to day basis, the Priority Initiatives reflect those high-priority efforts that represent an increased financial and resource investment over a period of time, and the Strategic Plan reflects how we do our work.

Thank you for reading this document. We hope it will quickly become a useful tool that becomes an integral part of our organizational operations, and which also will serve to inform our residents about the work we do.

Vision

The City of Louisville – dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Values

Innovation

Leading and embracing change and transformation through creative thinking, learning, and continuous improvement.

Collaboration

Proactively engaging colleagues and other stakeholders in developing solutions through open communication.

Accountability

Fulfilling our responsibilities, owning our actions, and learning from our mistakes.

Respect

Treating people, processes, roles, and property with care and concern.

Excellence

Doing our best work and exceeding expectations with responsive, efficient, and effective customer service.

Mission

Our commitment is to protect, preserve, and enhance the quality of life in our community.

Critical Success Factors



Financial Stewardship and Asset Management



Reliable Core Services



Vibrant Economic Climate



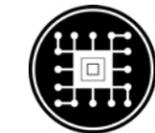
Quality Programs and Amenities



Engaged Community



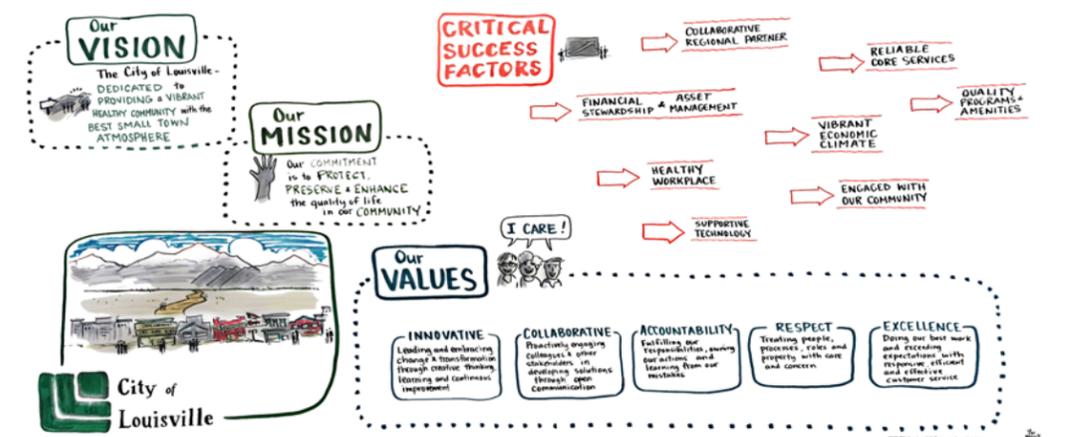
Healthy Workforce



Supportive Technology



Collaborative Regional Partner



Critical Success Factors and 2019 – 2020 Priority Initiatives



Financial Stewardship and Asset Management

The City of Louisville has established financial policies and internal controls to ensure financial sustainability and financial resiliency, and to safeguard the City's assets. The City's recurring revenues are sufficient to support desired service levels and proactively maintain critical infrastructure and facilities. The City practices long-term financial planning through a comprehensive budget process to proactively adjust for changes in financial forecasts. City employees are trusted stewards of the public's money and assets.

2019 – 2020 Priority Initiatives:

- Review and update fiscal policies. (Administration & Support Services)*
- Review finances, fees, and budgets to ensure sound financial structure and fiscal sustainability for the new Recreation Center Fund and Golf Fund. (Administration & Support Services, Recreation)
- Continue implementation of the City's enterprise resource planning (ERP) system, including the implementation of utility billing and electronic time sheets. (Administration & Support Services)



Reliable Core Services

Louisville is a safe community that takes comfort in knowing core services, such as police, roads, water and basic maintenance, are fair, effective, consistent, and reliable. Excellent customer service is provided in the delivery of all City services. The City is prepared for emergencies and offers residents peace of mind knowing basic municipal services are planned for and carried out.

2019 – 2020 Priority Initiatives:

- Complete the City's Transportation Master Plan and identify and implement key investments that will improve the City's transportation infrastructure. (Transportation, Community Design)
- Complete infrastructure improvements outlined in the Capital Improvement Plan, including Citywide paving management upgrades, new water treatment pump station replacing Sid Copeland, and water and sewer line replacement. (Transportation, Utilities)
- Increase efforts to improve the City's medians and landscaping infrastructure, including forestry resources. (Parks, Transportation)
- Complete renovations at the Police Department facility to expand the City's Emergency Operations Center. (Public Safety & Justice)



Vibrant Economic Climate

Louisville promotes a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services. Our unique assets enhance the City's competitive advantage to attract new enterprises, and Louisville is a place people and businesses want to call home.

2019 – 2020 Priority Initiatives:

- Implement recommendations from the McCaslin Area Market Study to support redevelopment within the area. (Economic Prosperity, Community Design)
- Develop a plan to increase proactive retail recruitment for the City of Louisville. (Economic Prosperity)



Quality Programs and Amenities

Excellent programs and amenities sustain the unique experience of living in Louisville. The community enjoys quality facilities and public spaces as well as cultural and educational services that reflect our heritage and are accessible for all. Program performance is evaluated on a regular basis. Opportunities exist to support a healthy mind, healthy body, and healthy community.

2019 – 2020 Priority Initiatives:

- Transition Recreation and Senior Center programming and services to reflect the increased demand associated with the newly expanded facility. (Recreation)
- Complete upgrades to two City playgrounds, and infield improvements at the Louisville Sports Complex. (Parks, Recreation)
- Increase natural resource management activities on City Open Space with the addition of new natural resources staff, including improving native vegetation, increasing weed control, and evaluating the effectiveness of management efforts. (Open Space and Trails)
- Increase programming and hours at the Louisville Historical Museum, and increase program marketing and outreach to grow attendance and participation in all City cultural events. (Cultural Services)



Engaged Community

Louisville residents are informed, involved, engaged, and inspired to be active in community life. The City provides formal and informal opportunities to participate in civic life and transparently shares information using a variety of efficient and accessible approaches.

2019 – 2020 Priority Initiatives:

- Further develop the City's public information and involvement program through additional staffing and resources. (Administration & Support Services)
- Increase transparency around the City's budget, Strategic Plan, and budget program goals through dashboards and other reporting tools. (Administration & Support Services)
- Explore new technology and engagement tools (i.e. mobile application, engagement platform, etc.) to ensure accessible participation for all members of the community. (Administration & Support Services)

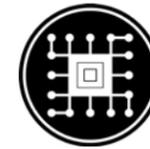


Healthy Workforce

Louisville employees are high-performing public servants characterized as dedicated, engaged self-starters who embody established organizational values and excel in their roles and responsibilities. The City is a healthy workplace that provides competitive compensation and benefits and offers professional development and lifelong learning opportunities for its employees. City employees know they are valued, and they are recognized and rewarded for excellence. Louisville is a place where employees can have a voice in decisions, so collective success is ensured.

2019 – 2020 Priority Initiatives:

- Leverage additional staffing and resources to develop an organizational development and training program that will support our culture of continuous learning, succession planning, and leadership development. (Administration & Support Services)
- Develop a workplace culture initiative that promotes the organizational culture of I CARE and reflects the strategic plan. (Administration & Support Services)



Supportive Technology

Louisville utilizes stable, proven, and relevant technology to enhance and automate City services and to improve the overall customer experience when possible. The use of technology allows the City to make decisions based on accurate and supportable datasets. Supportive technology fosters a culture of learning and innovation.

2019 – 2020 Priority Initiatives:

- Develop a plan for completion of the City's middle-mile fiber network. (Administration & Support Services)
- Utilize additional staffing resources to support data-driven decision-making by training staff to fully leverage technology systems by accessing available data. (Administration & Support Services)
- Implement and build upon existing technology applications and systems that will enhance City services, including Police Department Records Management, Laserfiche records retention, Planning Department Energov, Recreation Center RecTrak, GIS, and other system upgrades. (Administration & Support Services, Public Safety & Justice, Community Design, Recreation)



Collaborative Regional Partner

Louisville is recognized as a regional leader on collaborative issues that cross jurisdictional lines. The City partners with neighboring communities to solve regional problems and to further leverage resources. Louisville cultivates and maintains strong relationships with regional entities and organizations, leads and participates in collective efforts to address issues of mutual interest, and shares ideas and best practices to improve services.

2019 – 2020 Priority Initiatives:

- Work with regional partners to develop approaches to address transportation funding needs. (Administration & Support Services, Transportation)
- Strengthen relationships with local schools and school district. (Administration & Support Services)
- Consider shared service opportunities with neighboring municipalities. (Administration & Support Services)



City of Louisville

Strategic Plan

The Strategic Plan is a road map for our organization, strengthening our organizational culture and serving as a communication tool for the community to understand the strategic vision and operating guidelines of the organization.

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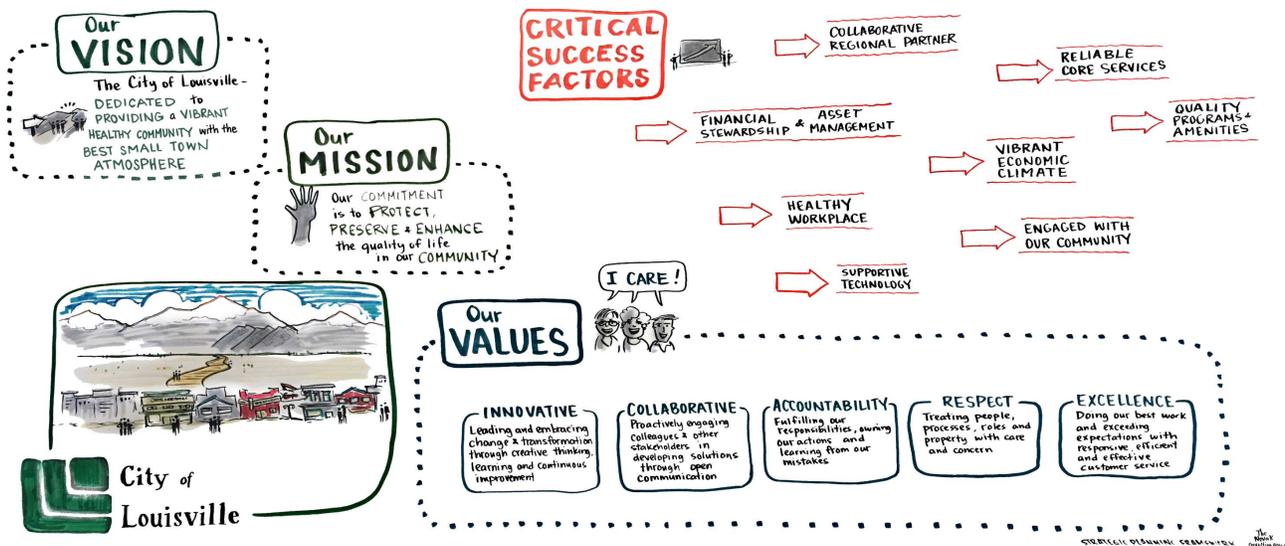
Innovation - Leading and embracing change and transformation through creative thinking, learning, and continuous improvement.

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Accountability - Fulfilling our responsibilities, owning our actions, and learning from our mistakes.

Respect - Treating people, processes, roles, and property with care and concern.

Excellence - Doing our best work and exceeding expectations with responsive, efficient, and effective customer service.



Critical Success Factors

The Strategic Plan includes Priority Initiatives that capture the City's key priorities for 2019/2020 in each of the Critical Success Factor areas. The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operations, which represent an increased level of service, have new or additional dedicated resources and funding, and help advance the City's vision.

Financial Stewardship & Asset Management

- Review and update fiscal policies.
- Review finances, fees, and budgets to ensure sound financial and fiscal sustainability for new Recreation Center Fund and Golf Fund.
- Continue implementation of City's new enterprise resource planning (ERP) system.

Reliable Core Services

- Complete City's Transportation Master Plan and identify and implement key investments that will improve City's transportation infrastructure.
- Complete infrastructure improvements outlined in Capital Improvement Plan.
- Complete renovations at Police Department facility to expand City's Emergency Operations Center.

Vibrant Economic Climate

- Implement recommendations from McCaslin Area Market Study to support redevelopment within area.
- Develop plan to increase proactive retail recruitment for City of Louisville.

Quality Programs & Amenities

- Transition Recreation/Senior Center programming and services to reflect increased demand associated with newly expanded facility.
- Complete upgrades to two City playgrounds and infield improvements at Louisville Sports Complex.
- Increase natural resource management activities on City Open Space with addition of new natural resources staff.
- Increase programming and hours at Louisville Historical Museum, and increase program marketing and outreach to grow attendance and participation in all City cultural events.

Engaged Community

- Further develop City's public information and involvement program through additional staffing and resources.
- Increase transparency around City's budget, Strategic Plan, and budget program goals through dashboards and other reporting tools.
- Explore new technology and engagement tools to ensure accessible participation for all members of community.

Healthy Workforce

- Leverage additional staffing and resources to develop organizational development and training program that will support our culture of continuous learning, succession planning, and leadership development.
- Develop workplace culture initiative that promotes organizational culture of I CARE and reflects Strategic Plan.

Supportive Technology

- Develop plan for completion of City's middle-mile fiber network.
- Utilize additional staffing and resources to support data-driven decision-making by training staff to fully leverage technology systems by accessing available data.
- Implement and build upon existing technology applications and systems that will enhance City services.

Collaborative Regional Partner

- Work with regional partners to develop approaches to address transportation funding needs.
- Strengthen relationships with local schools and school district.
- Consider shared service opportunities with neighboring municipalities.

MEMORANDUM

To: Historic Preservation Commission Members
From: Department of Planning and Building Safety
Subject: Staff Updates
Date: **March 18th, 2019**

Alteration Certificate Updates

1117 Jefferson Avenue (2/26/2019)

- Rationale: The proposed window replacement is similar to the style originally found on the house. Replacing this widow will help return the façade to its original appearance.

Following the hailstorm on June 18, Planning staff and two HPC members reviewed requests for roof replacements for landmarked properties. The following landmarked properties had alteration certificates approved for roof replacement approved:

1125 Jefferson Avenue (3/11/2019)

- Rationale: The replacement roofing materials are a reasonably good match to the current materials and will not alter the general appearance of the project.

Upcoming Schedule

March

18th – Historic Preservation Commission, Council Chambers, 6:30 pm

April

11th – Museum Program, Louisville Photographs, Library, 7:00 pm

TBD – Historic Preservation Commission, Council Chambers, 6:30 pm

May – Historic Preservation Month

20th – Historic Preservation Commission, Council Chambers, 6:30 pm