



Town Council
Work Session
Monday, June 1, 2026
6:00 PM
Town Hall Council Chambers
124 E. Coal Creek Drive

The Council meeting will be held in person and online. Members of the public may [participate in the meeting via Zoom](#) or [view the meeting on YouTube](#) (closed captioning available). The recording of the Council meeting will be made available on [YouTube](#) and at [SuperiorColorado.gov](#) after the work session.

1. Work Session Discussion Items
 - a. Discussion of possible additional CIP Projects
 - b. Discussion of 2027 Events
 - c. Discussion of economic support for existing businesses
 - d. Discussion of Council-Staff Communication Procedures
 - e. Discussion of Marshall Fire Remembrance Project
 - f. Other items
2. Date for next Work Session
 - a. Monday, August 31, 2026
3. Adjournment 10:00 p.m

Public comments regarding general Town Council agenda items that are not a public hearing should be submitted with sufficient time ahead of the meeting to allow an opportunity for Council Members to review.



Item Number: 1.a.

Information for Meeting of the Superior Town Council

Agenda Item Name: Discussion of possible additional CIP Projects
Meeting Date: June 1, 2026
Presented By: Brannon Richards, Public Works and Utilities Director, Leslie Clark, Parks, Recreation and Open Space Director
Presented For: Discussion
Direction

Background:

Several of the 2026 CIP projects are coming in under budget. Currently, staff is forecasting a \$595,600 surplus in 2026 based on bid pricing and engineer's estimates on upcoming projects. Therefore, staff has identified other capital project opportunities that could be initiated in 2026. See attachment A for a breakdown of current project budget forecasts and other project opportunities.

Recommendation:

Staff will discuss project opportunities with Council during the work session.

Budget Implications:

Budget impacts will change pending Council project interests in 2026.

Motion:

N/A

Attachments:

1. Attachment A_Project Budgets_May 2026

2026 Funded Capital Improvement Projects						
Project	GF CIP Budget	CIP 2026 Sales Tax Budget	Total Budget	Estimated Total	Variance	Comments
5th Ave and OT Alley Treatment	\$250,000	\$0	\$250,000	\$218,780	\$31,220	
Community Center	\$0	\$1,500,000	\$1,500,000	\$1,263,150	\$236,850	Engineers estimate, project advertised for bid
Community Park Playground	\$550,000	\$700,000	\$1,250,000	\$1,255,212	-\$5,212	Final cost - finished project
Concrete Repairs	\$200,000	\$0	\$200,000	\$168,174	\$31,827	
Indiana Street Reconstruction	\$0	\$2,000,000	\$2,000,000	\$1,900,000	\$100,000	
McCaslin Ped Crossing	\$604,000	\$0	\$604,000	\$551,554	\$52,446	Based on 90% Engineer's Estimate, project to bid either July 2026 or early 2027, pending CDOT review
North and South Pools	\$1,230,000	\$9,370,000	\$10,600,000	\$11,210,506	-\$610,506	
O&M Facility	\$5,239,048	\$0	\$5,239,048	\$5,562,434	-\$323,386	
Rock Creek Circle Slurry Seal	\$200,000	\$0	\$200,000	\$125,920	\$74,080	
Rock Creek Pkwy and Honey Creek Ln	\$250,000	\$5,650,000	\$5,900,000	\$4,891,721	\$1,008,279	
Totals	\$8,523,048	\$19,220,000	\$27,743,048	\$27,147,451	\$595,598	

Staff Recommended Projects						
Project	Project Type		Estimated Total	Variance	Comments	
Pirate Park Playground	Park		\$350,000		Top park priority	
Alley Paving - north of Coal Creek Dr, between 3rd and 4th Avenue	Street		\$135,000		If constructed, would reduce alley treatment cost above by ~\$10,000	
Event Barricades	Equipment		\$40,000		Event protection. We spend \$25k annually renting them.	
Totals			\$525,000	\$70,598		

Other Project Opportunities						
Project	Project Type		Estimated Total	Variance	Comments	
North Pool Park Playground	Park		\$350,000			
Castle Park Playground	Park		\$350,000			
Fire Station Park Playground	Park		\$350,000			
Cabin Park Playground	Park		\$350,000			
South Rock Creek Residential Street Patching and Resurfacing	Street		\$1,000,000		This is for one phase, staff estimates 5 phases to complete all streets south of Coalton Road. We have spent \$300k the last 2 years between internal and 3rd party maintenance on these streets.	
5th Avenue Paving	Street		\$1,250,000		Includes curb and gutter and sidewalk, as well as unpaved sections of W William Street and Charles Street	
Alley Paving	Street		\$1,215,000		This is for 9 of the 10 remaining alleys.	
RCP Median Xeriscaping	Median		\$500,000		This is for one island section, there are 3 sections remaining to be xeriscaped	
Tennis Court Renovation and Lights	Facility		\$450,000			
Pickleball Court Renovation	Facility		\$10,000			
Totals			\$5,825,000			



Item Number: 1.b.

Information for Meeting of the Superior Town Council

Agenda Item Name: Discussion of 2027 Events
Meeting Date: June 1, 2026
Presented By: Mikaela Gregg, Event & Volunteer Manager
Presented For: Direction

Background:

The discussion with Council around Town Events for 2026 was a great help to balance and prioritize the Town’s growing events portfolio. Staff would like to again gather feedback and insight from Council to help direct staff in their event-planning efforts for 2027.

Event Modifications made in 2026

- Arbor Day was downsized to a significantly smaller event and shifted to focus more on volunteer projects in connection with Earth Month.
- Bike to Work Day participation was eliminated.
- The Sip-erior Beer Festival was a new event conducted in partnership with an events company, Team Player Production. Due to its success, staff would like to make it an annual event, with TPP as the primary event host.
- The Town partnered with the Arts Night Superior and hosted a very successful Lunar Festival celebration. The capacity to host additional cultural events and activation events at Civic Space was limited due to the shifting budget to support the mural festival.
- CAPS proposed the addition of a mural festival – the Superior Mural Festival, presented by Street Wise Arts, will take place October 4.

2027 Proposed Event Modifications

Superior Mural Festival — Due to the complexity, significant budget requirements, and staff resources needed to execute a full-scale mural festival, staff would like to recommend alternating the Superior Mural Festival bi-annually with a Superior Arts Festival. This will allow staff adequate time to secure appropriate mural sites and plan for the next mural festival while maintaining an exciting arts-focused festival and DTS draw each year. Maintaining this alternating schedule of art-focused special events in downtown will require increased participation from the Art & History division of PROS. The addition of an Art & History Coordinator position is recommended to support this role. Staff also recently learned that Louisville is proposing the same type of schedule, with alternating Mural Festival and Art Festival in opposite years as Superior. This could work out to be a very positive collaboration with coordinated events that would draw from both communities.

Summer Markets — Due to the request for alcohol at all markets, staff would like to recommend entering into a one-year partnership with the Sports Stable Bar & Grill to service alcohol for all the market dates. They have agreed to help the Town cover the additional costs for security. This partnership would streamline service for staff and attendees as well as remove some of the requirements of staff. Additionally, it set the stage for how things could operate if/when an Entertainment District is established in Downtown.

Chili & Beer Fest — In response to last year's discussion with the Council, staff is working to shift the chili festival component into more of an expansive food festival in order to offer more (quantity and types of) food samples to attendees. For the 2026 Chili & Beer Festival, staff is working to broaden the scope of food-sample offerings to not only include classic chili, but to also include any chili flavored or related items (chili fries, green chili tacos, chilaquiles, chili burger, etc.). Staff is predicting the cost of running the food festival to increase by ~\$5-10k in 2027 due to rising costs of food products, the need to increase incentives to maintain participation appeal, and the need to offer equipment to support a broader pool of participants.

Civic Space Activation Events/Cultural Events — Is there a need for Town activation events at Civic Space and/or cultural events? These would be smaller events, likely in partnership with local businesses or other municipalities.

Event Security— BoCo Sheriff's department each year expresses concern about a lack of hard barricades on Main St. during festivals to prevent vehicles from running through the event. Several options are available to address this safety concern:

1. Installation of bollards on the west and east ends of Main St. and on Main and Promenade. Financial Impacts: ~ \$40-\$60k. Removal of bollards for emergency access would require minimal labor, 3 staff or emergency responders.
2. Increase the rental fleet of Meridian barriers to cover street access points in addition to sidewalks. Financial Impacts: ~\$25k. Removal of barriers is a bit more labor-intensive than the bollards but could be done with 3 people able to lift 50lbs.

Recommendation:

- Staff recommend offering the Superior Mural Festival on a two-year rotation with a smaller Superior Art Festival on an alternating two-year rotation.
- Staff recommend working with the Sports Stable for alcohol service at the Downtown Summer Markets for 2027.
- Staff recommend additional budget allocation for the 2027 Chili & Beer Fest to address rising food costs and greater food offerings.
- Staff recommend additional budget allocation for new smaller events to activate the Civic Space and address the desire for cultural events.
- Staff recommend a 2027 Capital Project to purchase barricades for Downtown Events and discontinue renting the barricades.

Budget Implications:

2027 Proposed Event	Estimated Increase in Cost	Budget Notes
Mural Festival/Art Festival	\$10,000	The 2026 budget for this event was \$64,000. The Proposed future Mural Festival budget is \$75,000. Alternating Years would decrease by \$50,000 when hosting the Art Festival
Summer Market Beer Garden	\$0	The partner group contributes to security costs
Chili & Beer Fest Food Enhancement	\$10,000	The Town could recoup this cost if we charged for sampling at \$10 per person
New Small Activation/Cultural Events	\$8,000	New additional cost for new events
CIP - Event Barricades	\$40,000	\$25,000 in rental costs saved
Total Budget Impact	\$68,000	\$18,000 GF, \$40,000 CIP

Motion:

Attachments:

1. 2027 Town Events

2027 Town & Community Events

red = large-scale Town event, all PROS help staff event day (2)

bold = Town Events, events dept runs in full

regular= Town events, other departments

italic = Community event (facility partnerships)

blue= (Optional) possible partnership small event

purple = partnered event

	EVENT	TIME	LOCATION	HOST
January				
1-Jan	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Civic Space	Arts Off Center
	<i>Civic Activation event? - wellness event</i>		Civic Space	Town
18-Jan	<i>MLK - possible partnership</i>			
Jan 21-31	Sundance		Facilities reserved	
30-Jan (or Feb 6)	<i>Sip-erior Beer Fest</i>	12-5pm	Civic Space	Town w/ TPP
Feburay				
5-Feb	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Plaza	Arts Off Center
5-Feb (Feb 5-11)	<i>Lunar New Year - year of the Goat</i>		Civic Space	Town
March				
	<i>Civic Activation event?</i>		Civic Space	Town
Fri, March 5	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Civic Space	Arts Off Center
April				
TBD	<i>HOA Egg Hunt</i>			
Fri, April 3	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Civic Space	Arts Off Center
	Hard to Recycle Event	9am-1pm	Eldorado k-8	Town SD/ACES
Week of 18-24	Volunteer Grateful gathering	7pm-9pm	Civic Space	Volunteer Dpt
22-Apr	Earth Day clean up project			E&V
April 30 (Sat May 1)	Arbor Day tree planting and volunteer project	9am-12		E&V
May				
	<i>MoHi Sr Parade</i>			
	<i>Arts Night Superior hosted by Arts Off Center</i>			
Wed, May 6	<i>National Bike & Roll to School Day</i>			BVSD (Eldo)
TBD	Electrification Expo	10am-1pm	Superior Community Center	Town SD/ACES
Sat, May 16	Migitory Bird Day		Riverbend or Bowes	Open Space/OSAC
19-May	Superior Summer Market	5-8pm	DTS/Plaza	Town
31-May	Memorial Day - support SVG			E&V
	<i>Koppenburg Bike Race</i>		Superior Market Place	3rd party
May	<i>Superior Margul Bike Race</i>		Superior Market Place	3rd party
June				
Fri, June 4	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Plaza	Arts Off Center
Sat, June 5	National Trails Day			OSAC
Sat, June 12	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
16-Jun	Superior Summer Market	5-8pm	DTS/Plaza	Town
Fri, June 19	<i>Pride/ Juneteenth (possible partnership)</i>			
	<i>Bike to Work Day - NO EVENT</i>			
Sat, June 26	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
July				
Fri, July 2	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Plaza	Arts Off Center
Sun, July 4	4th of July - Race, Parade, Festival	7am - Noon	Community Park	Town
	<i>HOA Movie in the Park</i>			
Sat, July 10	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
21-Jul	Superior Summer Market	5-8pm	DTS/Plaza	Town
Sat, July 24	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
Aug				
Tues, Aug 3	National Night Out - Town Events now coordinates	5-8pm	Community Park	Sheriff's Dpt
Fri, Aug 6	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Plaza	Arts Off Center
Sat, Aug 14	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
	<i>HOA Movie in the Park</i>			
Wed, Aug 18	Superior Summer Market	5-8pm	DTS/Plaza	Town
Sat, Aug 28	Summer Concert Series	6:30-8:15pm	Superior Commons Amp	Town
Sept				
Fri, Sept 3	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	PLAZA	Arts Off Center
Sat, Sept 11	Chili & Beer Fest	2pm-6pm	Community Park	Town
Wed, Sept 15	Superior Summer Market	5-8pm	DTS/Plaza	Town
	Green Team Appreciation Gathering			E&V
October				
1-Oct	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Civic Space	Arts Off Center
Sunday, Oct 3	<i>Last Market/Fall Fest + Superior Arts Festival</i>	1-4pm	DTS/Plaza	Town
Sat, Oct 23	Monster Mash	5pm-8pm	SCC	Town/SVLC
November				
4-Nov	Volunteer Reception	6pm-8pm	Civic Space	Town
5-Nov	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Civic Space	Arts Off Center
11-Nov	Vetrans Day - support SVG			E&V
December				
3-Dec	<i>Arts Night Superior hosted by Arts Off Center</i>	5pm-8pm	Civic Space	Arts Off Center
Sat, Dec 4	<i>SCC-Sister City Bazar</i>		Superior Community Center	Sister City
Sat, Dec 11	Winter Festival, Stocking Run	7a-7p	Downtown, Plaza, Civic Space	Chamber/Town



Item Number: 1.c.

Information for Meeting of the Superior Town Council

Agenda Item Name: Discussion of economic support for existing businesses
Meeting Date: June 1, 2026
Presented By: Ellen Robertson, Economic Development Manager
Presented For: Discussion

Background:

At the May 11, 2026 Council meeting, Council brought up questions regarding current economic incentive support for existing businesses during a discussion about an incentive for a new business in Downtown Superior. A raised question included whether an existing business would receive the same support as a prospective business. Council also brought up the idea of discussing a redevelopment agency to focus on assisting existing businesses with expansion, upgrades, modernization, etc.

The Town of Superior currently provides economic development incentives on a case-by-case basis. Businesses, current and prospective, are able to fill out and submit an incentive application which is found on the Town's business website. The application is then reviewed based on the current policy's tiered impact criteria, eligible businesses criteria, and eligible expenses criteria. Currently, the Town has one (1) incentive policy and application that is available for both prospective and existing businesses.

The Town also partners with the Boulder Small Business Development Center, PACE, and the Superior Chamber of Commerce to provide support and resources for existing businesses, including free advising, energy rebate support, and networking opportunities.

Recommendation:

Budget Implications:

Motion:

Attachments:

1. 2025 Economic Development Incentive Program
2. 2026 Business Survey Findings

Town of Superior

Economic Development Incentives

Program Description

The Town of Superior provides economic development incentives for projects of economic significance on a case-by-case basis. While this program does not have specific project qualifications, match funding requirements or funding limits, applications are heavily scrutinized to ensure public benefit and that the scope of the project is in alignment with Superior’s economic development mission. Financial support is provided by the Town of Superior in the form of Rebates and/or a Grant.

A limited amount of money is available for this program. The Superior Economic Impact Fund is a tool to be used to assist "closing" a deal with a business contemplating locating or expanding in Superior. The following tier system is used to guide the evaluation process:

Criteria	Tier 1	Tier 2	Tier 3
Square Footage	1,501 or more	1,001 to 1,500	Less than 1,000
Location	Anchor/In-line	In-line	In-line
Quality, unique, retail, restaurant?	Yes to 3	Yes to 2	Yes to 1
Impacts sales tax, jobs, community?	Strong impact 10+ jobs	Medium impact 5-9 jobs	Low impact 1-4 jobs

Incentives*	Tier 1	Tier 2	Tier 3
Matching Grant	Up to \$75,000	Up to \$50,000	Up to \$25,000
Sales Tax & Other Rebates	Up to 10 years	Up to 5 years	Up to 3 years

The Town Council reserves the right to terminate Incentive Agreements should the business cease operations at any time. All incentives are subject to the availability of funding. Nothing herein shall imply or suggest a guarantee of approval of any incentive request.

Eligible Expenses

The program assist businesses for the purpose of New Business Development (Business Attraction) or Business Growth and Stability (Business Retention).

Grant Award

1. The grant award is based on the business' level of investment, potential community impact, and need, with the amount determined based on review and guided by the tier outline on page 1.
2. **Eligible expenses:** must be for exterior and/or interior improvements, cost of permitting, licensing and regulatory fees, relocation costs, marketing, and signage. Improvements may include, but are not limited to, the following:
 - ADA accessibility improvements
 - Awnings, canopies, and patios
 - Development costs
 - Doors, roofs, and windows
 - Energy Efficiency, recycling, water efficiency etc.
 - Exterior lighting
 - Facades, gutters, downspouts
 - Fire sprinkler or alarm system improvements
 - First month of rent
 - Irrigation system
 - Landscaping and fencing
 - Licensing and permitting fees
 - Marketing materials and ad placement (requires a 50/50 match, with a \$1,000 maximum award)
 - Painting and masonry cleaning
 - Parking lots and sidewalks
 - Signage
3. Ineligible expenses: equipment, furniture, or other movable items.

Rebates

Rebates are based upon new dollars generated by the project at move-in and during the early years of operation. Rebates are performance-based and will only be paid once projects are completed and have received final inspection. Potential rebates include:

- Sales tax
- Building permit fee
- Construction use tax
- Use tax
- Lodging fee

The sales tax incentive will be conditioned upon:

- Generation of a certain level of sales tax: to be determined based on type of retailer/restaurant.
- Term of occupancy: a minimum 5-year lease will be required. The term of the sales tax rebate incentive shall not exceed the term of the lease.
- Number of jobs created.

The sales tax incentive will be reimbursed on an annual basis.

Eligible Businesses

To qualify for Economic Development Incentives, a business must:

- Open a new or existing commercial business with a physical location in the Town of Superior, with a long-term lease or purchase/development of commercial space.
- Comply with all government fees and taxes, licensing, and applicable laws and ordinances.
- Show that they meet one or more of the following requirements:
 - The applicant will generate new sales tax, admittance fee, or room night fee revenue for the Town.
 - The development will contribute to the Town's property tax base.
 - The Applicant will provide new jobs and/or pay above county average wage.
- Support community goals for diverse quality businesses that contribute to vibrant commercial areas or provide desirable amenities.
- Demonstrate the financial and management capability to see the development through to completion and sustain the business.

Applicants are responsible for:

- Filling out all application documentation COMPLETELY. An incomplete application may result in the dismissal of the application.
- Determining the Scope of Work for each project.
- Determining the qualifications of the vendors.
- Submitting a summary of the planned projects and purchases to be made.
- Paying the difference, if any, between the approved grant amount and total project costs.
- Ensuring that all work is permitted and inspected properly. Some inspections may need to be performed during the actual work, rather than afterward. Applicants can speak to the Building Department for more information on permits and inspections.
- Collecting and compiling invoices, receipts, and photos for one submission in an orderly manner.
- Providing a current Business Plan, if in business less than 2 years, or a Strategic Plan, if in business longer than 2 years. Assistance is available through a no-cost consultation with the Small Business Development Center. The Business Plan or Strategic Plan must be completed, submitted, and approved before funds will be reserved.
- Complying with all Town taxes, licensing, and applicable laws and ordinances.
- Obtaining a Superior Business License and final Certificate of Occupancy from the Town of Superior before funding will be disbursed.

Ineligible Businesses

Non-profits, home-based businesses, religious institutions, and residential living facilities are not eligible for economic development incentives.

Service-based businesses may receive assistance, based on evaluation of community impact; typically limited to \$5,000 or less in funding.

Application Submittal Process

1. Application, current Business or Strategic Plan, and business W-9 may be submitted via email (preferred), dropped off, or sent via mail. (See Contact Information section.)
 - Depending on the scope of the project, applicants may need to provide projections and documentation of the project impact, such as total private sector capital investment, jobs created/retained, new sales tax generated, real estate assets developed, infrastructure improvements, etc.
2. The application and Business or Strategic Plan will be reviewed by the Economic Development Manager and approved by the Town Manager based on anticipated impact according to the criteria on page 1 and available funding.
 - Large grant requests and any rebates must be approved by Town Council.
3. The Economic Development Manager will notify the applicant if they are approved or denied grant funding within 30 days of receiving the application. If approved, the applicant will be advised of:
 - Approved grant funding amount
 - Business Plan / Strategic Plan change recommendations or approval
 - Permits and other regulatory requirements
4. The applicant will then work directly with Finance, Planning & Building, and Public Works Departments and MVFD to coordinate all licenses, permits, inspections, and other required elements of all project work.
 - The Economic Development Manager can assist with navigating this process.
5. If the business's application is approved by the Town Council, funds will be issued to the contact identified on the application once all agreed upon criteria have been met.
 - Grant funds are provided as a reimbursement after all approved project work is complete and paid for. Applicant must submit an itemized statement of expenses and paid invoices/receipts along with photos of the completed project, a copy of the Certificate of Occupancy, Business License, and applicant's W-9.
 - If funding is used for marketing purposes, the Economic Development Manager must approve all marketing samples for grant funding to be reimbursed.

Application Checklist

These documents must be submitted by the applicant when applying for the Town of Superior Business Grant:

- Application form
- A current Business Plan, if in business less than 2 years
- Strategic Plan, if in business longer than 2 years
- W-9

Reimbursement Requirements

To receive the reimbursement funds, the Applicant must:

- Obtain final approval from the appropriate Town department on all work requiring a permit and inspection.
- Have a Business License and Certificate of Occupancy.
- Pay for the work of the vendor prior to submitting for reimbursement.
- Submit an itemized list of your receipts and invoices, including date of purchase, name of vendor, description of project or purchase, and amount. Attach all supporting project documentation including receipts (i.e. proof of payment) and “after” photographs, indicating project completeness to the Economic Development Manager.

Contact Information

For additional information or to submit the application, please contact Ellen Robertson, Economic Development Manager.

- Phone: (303) 499-3675 ext. 202
- Email: ellenr@superiorcolorado.gov
- Website: <https://superior-business.org/incentives/>
- Office: 124 E. Coal Creek Drive; Superior, CO 80027

Business Survey Findings

Who Responded

23 local businesses responded to the 2026 Superior Business Survey. The strongest representation came from **Health, Wellness, and Personal Care** (39.1%, 9 responses), followed by **Restaurant/Food & Beverage** (21.7%, 5 responses). Other sectors included Professional Services, Retail, Finance, Real Estate, Arts & Creatives, Education & Childcare, and Entertainment & Recreation (each with 1–2 responses). **About 65% have been operating in Superior for 5 years or less** (34.8% less than 1 year; 30.4% for 1–5 years). Longer-established businesses (11+ years) accounted for ~26%.

Summary Takeaways

Superior's business community is predominantly small-to-medium operations in health/wellness and food services, with many relatively new to the area. **Most are stable optimistic about growth potential driven by population and development expansion.** Downtown challenges — particularly slow commercial leasing, signage/visibility issues, and limited foot traffic — emerge as the most consistent concerns.

Key Findings



Performance

Most businesses rated their performance positively: 44% "Good" and 13% "Excellent". Another 26% rated it "Moderate," and 17% (4 businesses) selected "Poor" or "Very Poor."



Future Plans

The majority (65%) are not considering expansion or relocation in the next 12 months. However, 17% are considering relocation and another 17% selected "Other." Only one business is considering closure in the next year.



Wages

74% of businesses pay above Colorado's minimum wage (\$15.16). Starting wages among these ranged from \$16–\$25/hour, with averages often in the \$17–\$30 range (some higher for specialized roles).



Disaster Preparedness

Electrical disruption was major concern, along with fire risk. 57% of businesses have an emergency preparedness plan. Half said they would participate in local preparedness or resilience programs if offered.



Sustainability

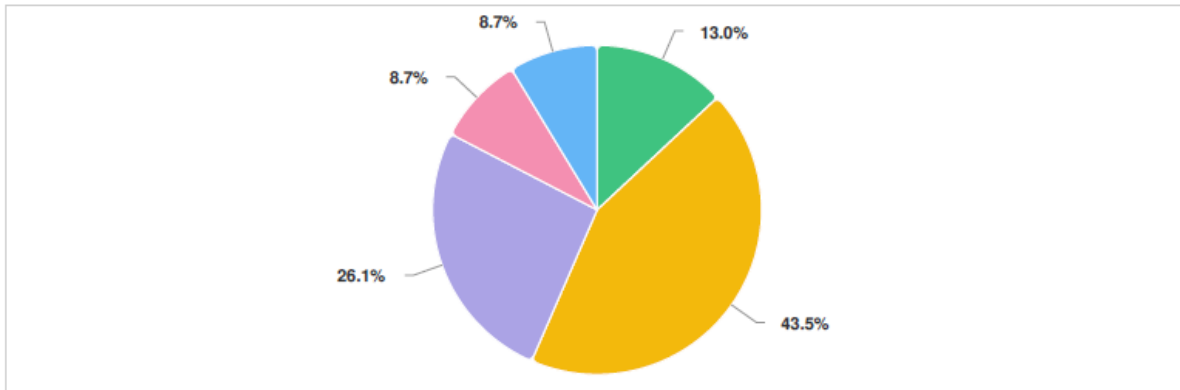
Interest exists in practical resources such as grants/rebates for energy-efficiency, however was noted as more applicable to building owners than business tenants.



Concerns & Challenges

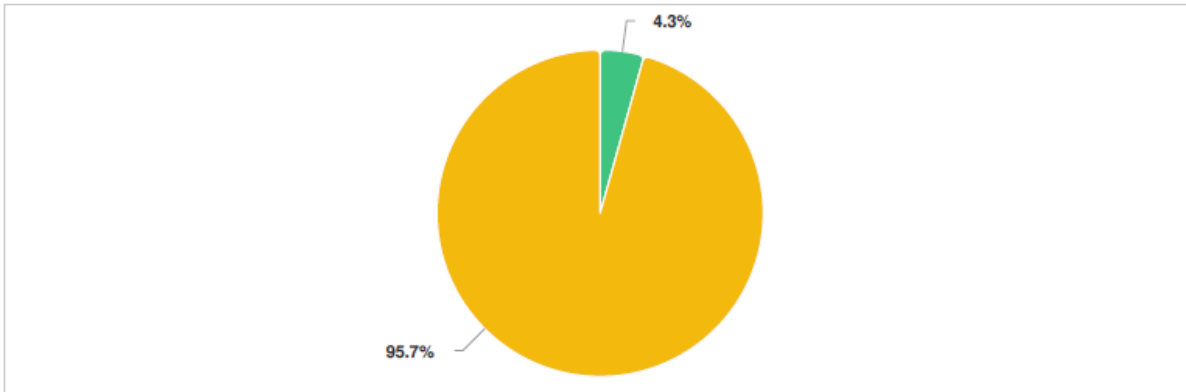
- **Downtown Superior:** Slow leasing/filling of commercial spaces, lack of foot traffic, empty storefronts, and insufficient support from developers and the Town.
- **Safeway Center:** Deferred maintenance.
- **Signage:** Especially needed near roundabouts and new construction.
- **Economy:** Rising costs (overhead, rent) and reduced consumer spending affect client acquisition.
- **Disruptions:** Frequent power outages, parking shortages, and construction impacts.

Q3. How would you rate the success of your Superior business within the last two years?



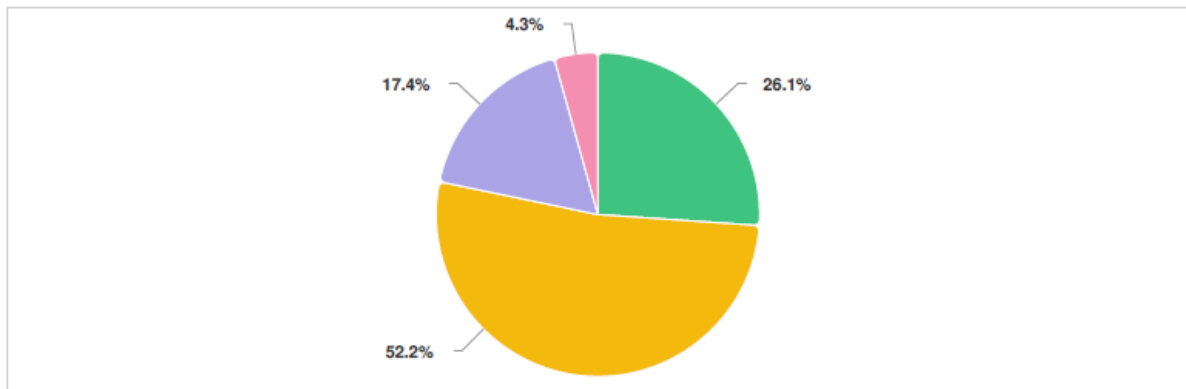
Question options	responses	%
● Excellent	3	13.0
● Good	10	43.5
● Moderate	6	26.1
● Poor	2	8.7
● Very Poor	2	8.7

Q6. Is your Superior business considering a closure in the next 12 months?



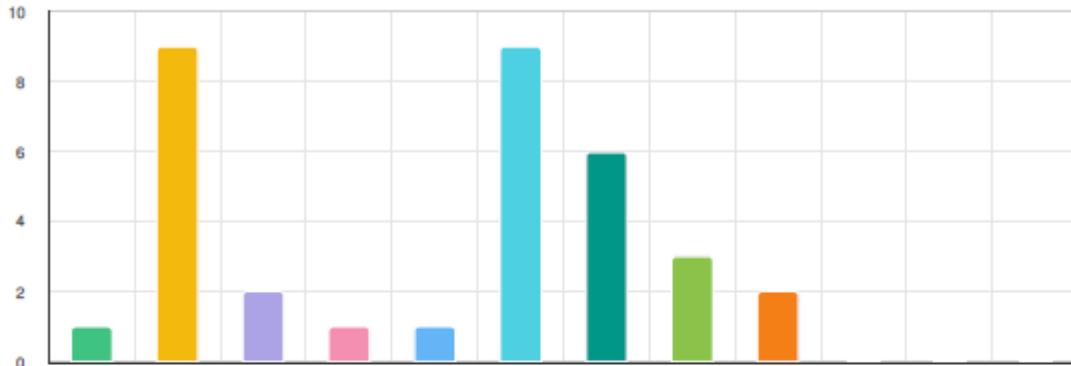
Question options	responses	%
● Yes	1	4.3
● No	22	95.7

Q13. How would you rate the ease of doing business in Superior?



Question options	responses	%
● Excellent	6	26.1
● Good	12	52.2
● Fair	4	17.4
● Poor	1	4.3

Q36. Does your Superior business need any of the following support (check all that apply)?



Question options	responses	%
Other (please specify)	1	5.3
Marketing	9	47.4
Business Development Strategy	2	10.5
Hiring Workers	1	5.3
Upskilling/Training Workers	1	5.3
Building Improvements/Signage	9	47.4
Networking Opportunities	6	31.6
Disaster Preparedness and Mitigation	3	15.8
None	2	10.5
Professional Business Services (Finance, Accounting, Web Development, etc.)	0	0.0
Supply Chain/Operations	0	0.0
Sustainability/Green Business	0	0.0



Item Number: 1.d.

Information for Meeting of the Superior Town Council

Agenda Item Name: Discussion of Council-Staff Communication Procedures
Meeting Date: June 1, 2026
Presented By: Nadine Smith, Administrative Services Manager
Presented For: Discussion
Direction

Background:

Summary

The purpose of this memorandum is to present the proposed Council–Staff Communication Procedures for Council consideration and discussion. The procedures are intended to clarify communication expectations, reinforce the Town’s Council–Manager form of government, and establish a consistent process for administrative requests involving staff time, analysis, or operational direction.

Background

As part of the Town’s recent employee survey and organizational assessment efforts, staff identified several recurring themes related to communication, workload management, and organizational structure. One of the five key themes identified through the survey process was:

“Workload Alignment and Governance Clarity – Staff frequently experience competing demands, especially when unplanned requests fall outside existing workplans.”

Employees expressed that direct or unplanned requests can create confusion regarding priorities, interrupt established workplans, and place staff in difficult situations regarding reporting relationships and authority. Staff also noted concerns about inconsistent direction, competing priorities, and uncertainty regarding how to appropriately respond when requests are made outside of the normal organizational structure.

Survey feedback further highlighted the importance of creating a respectful and supportive workplace culture where employees feel protected, valued, and able to perform their work effectively without fear of inappropriate criticism, pressure, or conflicting direction. Staff emphasized the need for clearer expectations and stronger organizational processes to help

maintain professionalism and consistency in interactions between elected officials and employees.

At the December 2025 Town Council work session, Council reviewed and discussed the organization-wide action items developed in response to the employee survey findings. One of the adopted Town-wide actions was:

3. Establish a Council–Staff Request Policy

Why: Staff consistently reported challenges with unplanned or direct requests that bypass leadership and disrupt workplans. A formal process ensures alignment, fairness, and appropriate governance.

How: Create and adopt a formal policy ensuring all Council requests go through Administration, including a process for evaluating resources, timelines, and alignment with workplans.

The proposed procedures are intended to implement this direction and provide a practical administrative framework for day-to-day operations.

Proposed Approach

Rather than adopting a formal policy, staff recommends implementing a procedure. The procedure provides flexibility for administrative implementation while still clearly outlining expectations and responsibilities consistent with Municipal Code Section 2-3-60(e), which states that Council members work through the Town Manager for administrative matters and may not direct staff.

The proposed procedures are intended to:

- Reinforce the Council–Manager form of government
- Clarify appropriate communication channels between Council and staff
- Ensure fairness and consistency in evaluating requests that require staff resources
- Support staff by reducing confusion regarding authority and work prioritization
- Protect employees from inappropriate direction, pressure, or conduct
- Maintain professionalism and mutual respect in all interactions
- Provide a transparent process for documenting and addressing concerns when they arise

The procedures also recognize that Council members may appropriately ask questions or seek information directly from staff, provided those inquiries do not evolve into work assignments or operational direction.

Importance to Organizational Health

These procedures are not intended to limit communication or transparency between Council and staff. Rather, they are intended to support healthy organizational operations and create clarity for everyone involved.

Employees perform best when priorities are clearly established, reporting relationships are understood, and requests are coordinated through the appropriate administrative structure. Establishing clear communication expectations helps staff remain focused on adopted priorities and approved workplans while ensuring that Council requests are addressed fairly, consistently, and transparently.

The procedures are also intended to support employee morale, retention, and organizational trust. Providing employees with a clear process and expectations demonstrates the Town's commitment to maintaining a respectful, professional, and supportive workplace environment.

Benefits

Implementation of these procedures is expected to:

- Improve organizational clarity and efficiency
- Reduce confusion regarding priorities and authority
- Support employee morale and workplace professionalism
- Ensure equitable allocation of staff resources
- Improve consistency and transparency in responding to Council requests
- Strengthen governance practices consistent with the Town's adopted Council–Manager structure.

Recommendation:

Staff recommends Council review and discuss the proposed Council–Staff Communication Procedures and provide direction regarding adoption and implementation.

Budget Implications:

Motion:

Attachments:

1. Council-Staff Communication Procedures DRAFT

Council-Staff Communication Procedures

Section 2-3-60(e) of the Municipal Code requires that Council members work through the Town Manager for administrative matters and may not direct staff.

These procedures provide a clear, consistent process to implement this requirement.

All administrative matters go through the Town Manager. Council members do not directly assign work to staff. Requests involving staff time, analysis, or action should be routed through the Town Manager.

Council cannot direct staff. Staff report to the Town Manager, not individual Council members. This preserves the Council–Manager form of government.

Inquiries are the exception. Council members can ask questions directly. However, those questions should not turn into work assignments or direction.

Elected officials must:

- Treat staff with respect and professionalism at all times.
- Avoid personal attacks, harassment, intimidation, or public criticism of individuals.
- Follow established channels when requesting information or raising concerns about staff performance (typically through the Manager or Department Heads).
- Refrain from directing staff on day-to-day operations.
- Ensure all emails, texts, and social media communication remain civil and appropriate.

Staff members must:

- Maintain professionalism in all interactions with elected officials.
- Report concerns through the appropriate administrative channels.
- Document problematic interactions.

Examples of Unacceptable Behavior:

- Personal attacks, insults, or demeaning comments.
- Public shaming or singling out staff/committee members in meetings or online.
- Threats, bullying, or coercion.
- Discriminatory or defamatory statements.
- Misuse of authority to influence individual staff members.

If staff are subjected to inappropriate behavior, they may:

- Report the incident to the Town Manager or Supervisor.
- Document the incident (date, time, participants, and exact statements).
- Request an administrative review, which may include interviews and evidence gathering.

Staff are protected from retaliation for reporting concerns in good faith.



Item Number: 1.e.

Information for Meeting of the Superior Town Council

Agenda Item Name:	Discussion of Marshall Fire Remembrance Project
Meeting Date:	June 1, 2026
Presented By:	Leslie Clark, Parks, Recreation and Open Space Director
Presented For:	Discussion

Background:

In 2023, the Superior Cultural Arts and Public Spaces advisory committee (CAPS) worked with staff to hire 23.4 Degrees LLC, to engage Superior residents about the possibility of a Marshall Fire Memorial. Their multiple data gathering engagements resulted in a report that summarized recommendations for CAPS to further evaluate. In January 2024, the Marshall Fire Memorial Subcommittee was formed, comprised of representation from Superior's advisory groups, to further engage residents and to deeply assess the collective data. In the fall of 2024, the subcommittee and project were renamed to Marshall Fire Remembrance (MFR) and the group conceived of a potential location and concept plan for how a Remembrance might take shape. The MFR subcommittee worked with staff on the scope of an RFQ for the design of a remembrance project that included a Place to Gather, Pet Remembrance, and Dispersed Remembrance Components. Design firm finalists were interviewed and Davis Partnerships with LandDesign were selected and engaged to create a design concept. Town Council reviewed the preliminary design from the consultants in November 2025 with support to continue moving forward with the design and fundraising planning.

The Town contacted Boulder County to initiate needed approvals for locating the Place to Gather in a Town-owned open space parcel that includes County Conservation Easement requirements. The County responded with a letter of general support, with some design parameters and the request to keep them informed on the progress of the project. The Town has completed a survey of the project location, and is in the process of securing a geotechnical report.

Town staff met with Louisville Cultural Services staff in February to bring them up to date on the project and inquire about Louisville's interest and involvement in the Project. Design concepts were shared with Louisville understanding that the Marshall Fire impacted all of our residents and the Marshall Fire Remembrance Project would be important to all. Town staff again met with Louisville in late May to discuss scheduling a presentation to the Louisville

Council on the project. The date for this presentation has not been finalized.

Funding the Project

The Marshall Fire Remembrance Sub-Committee made a strong recommendation that the project be supported by donations only, and not by Town tax revenues. This is reflective of information gathered through the community engagement process. The Town funded the initial public engagement process with consultant 23.4 Degrees, and also funded the concept design for the project, with Davis Partnership & LandDesign who presented to Superior Council in December 2025.

Staff investigated soliciting a Fund Raising Consultant, with the cost for this being supported by the fundraising. However, this format caused concern with TABOR/budget guidelines and issues with paying a consultant on contingency. The current recommendation is to identify a non-profit to both hire the Fundraising Consultant and hold the funds until such time as they are transferred to the Town for the purpose of construction of the project. An agreement with the non-profit would be created to ensure proper handling of funds, coordinated messaging on the fundraising allocations, and any associated contingency conditions. Alternatively, the Town could fully fund the initial phase of the project to include the majority of the infrastructure, and work with non-profits to solicit donations for installations such as interpretive information, displays, and potentially landscaping.

Recommendation:

Town staff recommends identification of a non-profit partner to handle fundraising for the project.

Budget Implications:

The budget for the project is currently undetermined. The agreement with 23.4 Degrees for the public engagement process was for \$20,000. The agreement for Davis Partnerships & LandDesign for the concept design was \$25,000.

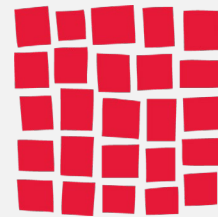
Motion:

Attachments:

1. 6a - Attachment 1 - Superior Marshall Fire Remembrance Council Presentation

Superior Marshall Fire Remembrance

December 8, 2025



DAVIS
PARTNERSHIP
ARCHITECTS



Design Inspiration



Photo courtesy of: Carly Philpott, Union Street Journal



Photo courtesy of: Helen H. Richardson, The Denver Post



Design Inspiration



Photo courtesy of: Jack Dempsey, AP Photos

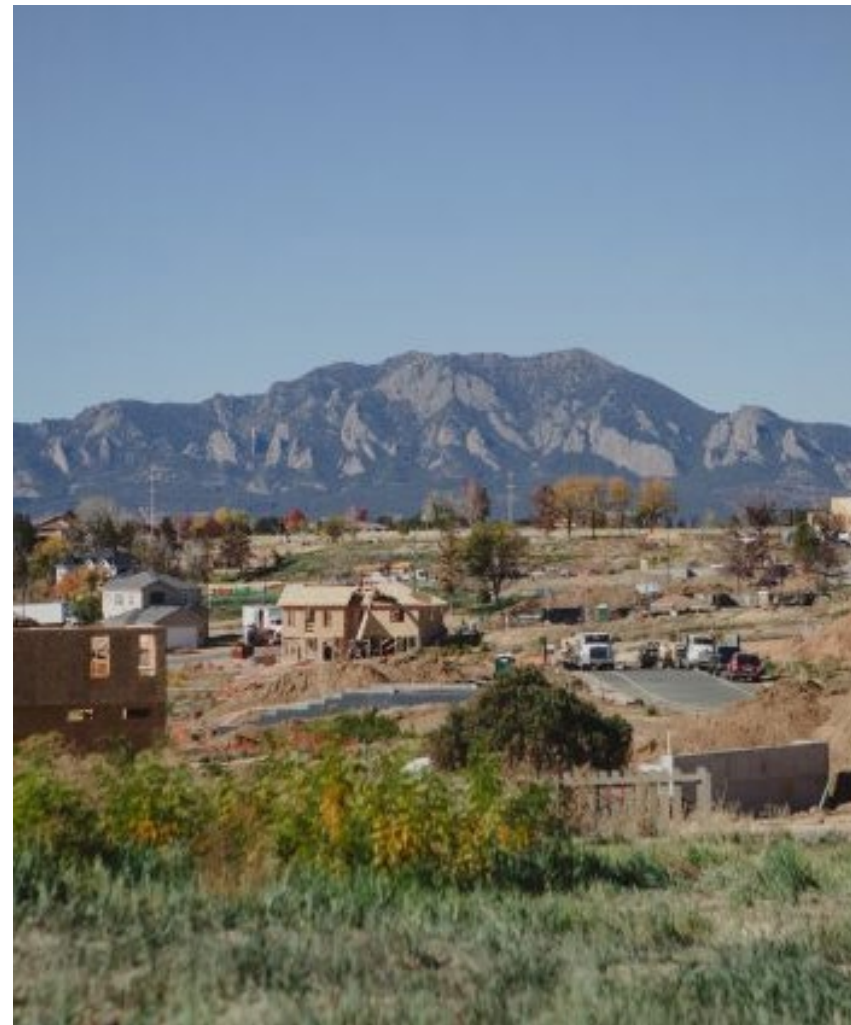
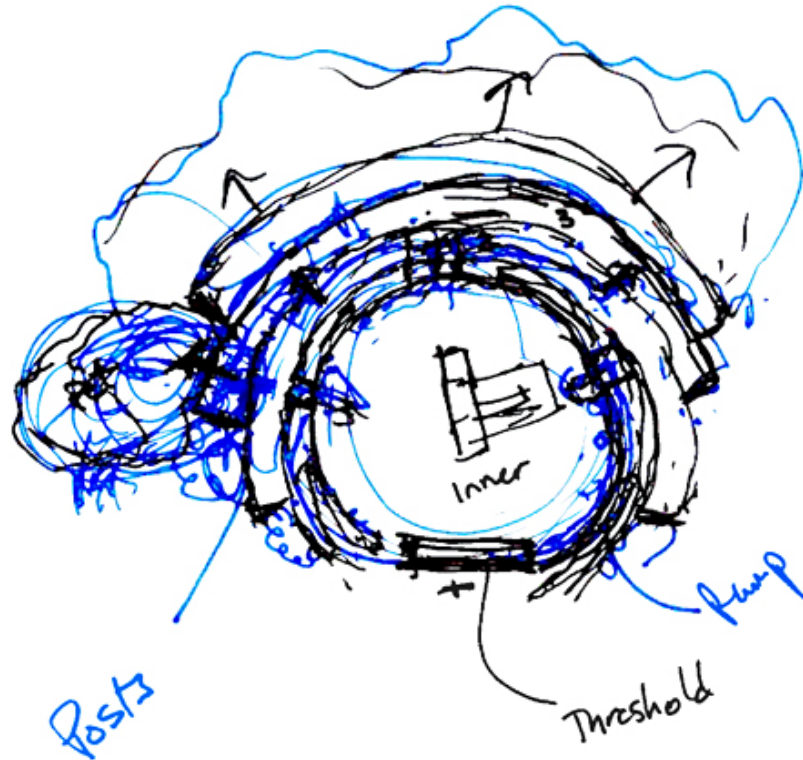


Photo courtesy of: Big Heart Film



Design Inspiration



- **Grounded in Fact & Narrative**

We drew inspiration from the raw numbers of the event - the number of days, the structures impacted, the astrological alignment.

- **The Story Arc**

The design is structured around the formal narrative of the fire: Event → Response → Aftermath → Recovery.

- **Artistic Style**

Influenced by the colorful, quilt-like, and minimalist style of the New Mexico landscape.



Open Space Location

Concept 1

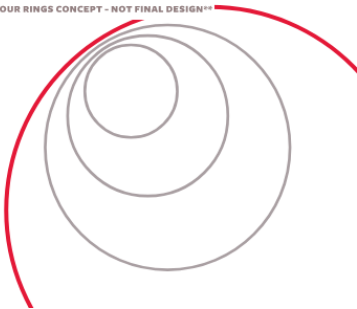
An outdoor place for individual reflection, but also with the ability for people to gather and remember the Marshall Fire.

The memorial design from Davis Partnership and LandDesign is organized as a sequence of four concentric rings, each one representing a stage in the physical and emotional arc of the Marshall Fire, which raged across Boulder County from December 30, 2021, to January 3, 2022. These rings are not just spatial divisions, they are a temporal and symbolic journey, guiding visitors through the evolving experience of trauma, loss, reflection, and renewal. The progression mirrors the four days of the fire: from the moment of ignition, when chaos overwhelmed the community; through the displacement and grief of the days that followed; the endurance of community responders, to the moment the snow fell, a symbol of mercy and stillness that marked the fire's end and the beginning of healing. As visitors move outward from the center, the landscape softens, opens, and gradually gives way to gestures of resilience and regeneration.

Each ring holds its own meaning, material language, and emotional tone, forming a layered narrative rooted in the land shaped by memory. Together, the rings tell the story not only of what was lost, but also of what remains, and what continues to be built.

**The rings allow for the movement and inclusion of all abilities to experience grade transitions within the spaces. This memorial will be open to all, no exclusions, and focuses on universal design.

FOUR RINGS CONCEPT - NOT FINAL DESIGN**



First Inner Ring: Destruction (The Fire Itself)

At the heart of the memorial lies the inner ring, a visceral landscape embodying the moment the fire took hold. This ring serves as the initial gathering area, grounding visitors in the raw emotion of destruction. Anchoring the plaza is a granite stone monolith, modeled after a masonry chimney, the hearth of a household, and often, the only remnant left in the wake of the fire's destruction. A symbolic ruin, the "chimney" captures the sun on December 30th, at 11:09 am, the time of the first 911 call, where a shadow is cast, defining a void in the landscape, a scorched zone, where nothing grows, a symbolic scar rendered in blackened rock and charred wood, evoking the lifelessness left behind. At this moment, however, light is strained through the "chimney's firebox" enveloping a horizontal resin plane glowing within the void. Similarly, two rectangular holes, once a means of holding a family "mantel" are now void, allowing the sun to pierce the mass with light, perfectly outlining two raised monuments, representing the passing of Robert Sharpe and Nadine Turnbull.

This is a space to confront loss, hold silence, and stand at the edge of fire, a crucible where the journey from destruction to redemption begins.

Materials:

- Charred Wood
- Basalt/decomposed granite
- Honed Granite Block "Chimney" with exposed cleft face
- Granite stone benches
- Low Voltage Solar Powered Lighting
- Composite gravel
- Concrete pavers
- Minimal plantings - red toned
- Drip irrigation

Second Ring: Displacement & Absence

Moving outward from the fire's core, the second ring marks a shift, from destruction to displacement, from chaos to disorientation. This ring represents the moments as residents fled, often with no warning, no clear path, and no way to know what had been lost behind them. Visitors weave through a series of 398-angled steel posts, evoking the sensation of fleeing through wind-blown trees and fractured landscapes. Sculptural and experiential paths within this ring are arranged to disrupt

orientation, but are uplift softly, creating shadows and visual tension, especially as the day turns to night.

At one end of the arc, is a framed portal featuring a cut steel image of Willie the horse, a symbol of survival amid devastation, quietly leading the way toward the Pet Memorial (Add Alternate Concept B). The path is flanked by bare gravel and low, dormant plantings, evoking a landscape paused in grief. House numbers and family names may be etched into pavers or low walls, while stone benches shaped from negative space create places to sit, remember, and reflect on what was suddenly absent. In this ring, we also begin to hear the story of the wind cutting between the angled posts allowing a haunting sound to resonate, capturing the eerie presence of the gusts that carried the fire forward. These escape routes, narrow, uncertain, necessary, and remind us of the impossible decisions made in the face of disaster.

Materials:

- Perforated Steel Plate
- Painted Steel Posts
- Granite stone benches
- Up lights
- Composite gravel
- Concrete pavers
- Granite mulch
- Minimal plantings - structural forms, non-blooming
- Drip irrigation

Third Ring: Snowfall & Recognition (The Turning Point)

The third ring represents the moment the fire stopped, not by human force, but by nature's grace. Here, the landscape becomes still, pale, and open: a space of reflection and healing, inspired by the snowfall that blanketed the ashes on December 31, 2021. This ring introduces a striking contrast to the chaos and disorientation of the previous rings. Roughly honed white granite benches, lying in beds white stone refines, will form fractured surfaces with subtle voids and crevices that capture drifting snow, allowing the site to visibly transform in winter. The ground becomes a canvas of redemption, where the cold does not bite, but blesses. Between the stones, carefully chosen white and silver-toned plantings, such as snowdrop anemone, white prairie clover, and silver Artemisia, soften the edges and catch the light. This ring is a place to pause, to begin to breathe again. It invites quiet contemplation. Subtle stainless steel QR codes are embedded in the stone benches, allowing visitors to explore individual stories, not just of loss, but of first steps toward rebuilding (Dispersed Components, Add Alternate C). The space circle is a threshold between mourning and renewal, using light,

snow, and tenderness to honor the sacred moment when the land and the people began to heal.

Materials:

- White limestone aggregate
- White granite stone benches
- Up lights/Down lights, pavement lights
- Pale washed metals
- Plantings - whites, silver and blues, blanket snowfall
- Drip irrigation

Outer Ring: Redemption (Forward Motion)

The outer ring marks the beginning of return, an open, expansive landscape where the tone shifts fully toward regeneration, renewal, and reconnection. Unlike the inner rings, which are inwardly focused and emotionally contained, this ring is open to the land, engaging the hillside's natural grade to look outward, toward the town, toward the mountains, toward life continuing. This space represents the rebirth of the land and the community, where soil is healed, native systems re-established and hope re-rooted. The landscape is not passive ground, it is a living witness. It holds the memory of what was lost and the potential for what may yet return. In the outermost ring of the Marshall Fire Memorial, the land begins to breathe again. Here, the emotional weight of chaos and grief gives way to a quiet resilience, a landscape that welcomes, restores, and reaches outward.

This ring is not only the physical edge of the memorial but the threshold to renewal. QR-coded markers that link to stories of rebuilding, survival, and new beginnings, encouraging visitors to move beyond the memorial and rediscover the larger community. Designed to foster agency, grounding, and forward momentum this last ring is a place not just to reflect on what was lost, but to imagine what can grow in its place.

Materials:

- Crushed Granite
- Flagstone
- Concrete
- Granite stone benches
- Metal inlays
- Pavement lights
- Rock Mulch
- Plantings - grasses, native fire-wise
- Drip irrigation
- Signage

- Remembrance Goals
- Main Concept
 - A Place to Gather
- Add/Alternates
 - Pet Remembrance
 - Dispersed Components
- Concept - Rings
- Inner Ring - Destruction
- Second Ring - Displacement & Absence (non-concentric)
- Third Ring - Snowfall (the Turning Point)
- Outer Ring - Redemption



+ Suggested materials for the concept

1

First Inner Ring: Destruction

- Memorial plaza with various edge seating
- Chimney firebox memorial with raised elements for Robert Sharpe and Nadine Turnball
- Red paving, mulch and benches
- Minimal planting with reds and yellows

2

Second Ring: Displacement & Absence

- Tumbles dark paving, mulch and benches
- Single exit point with no clear path
- Limited plantings, varied walkway, fractured landscapes
- Steel posts reminder of trees and leading to confusion
- Wind element / sound
- Entrance to pet memorial

3

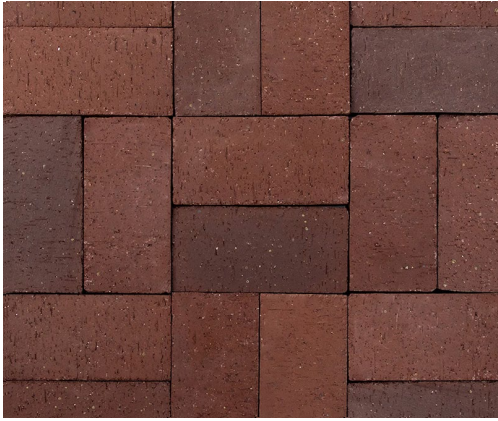
Third Ring: Snowfall & Recognition

- The snowfall
- White and silver native plant materials
- Snowbank/reminder of the turning point
- White pavement, benches and gravel mulch

4

Outer Ring: Redemption

- Order of succession
- Back to natural regenerative earth
- Butterfly & bee pollinators
- Firewise shortgrass seed
- Firebreak education
- Introduction of QR Code oral testimony



Paving



Benches



Mulch

First Inner Ring: Destruction

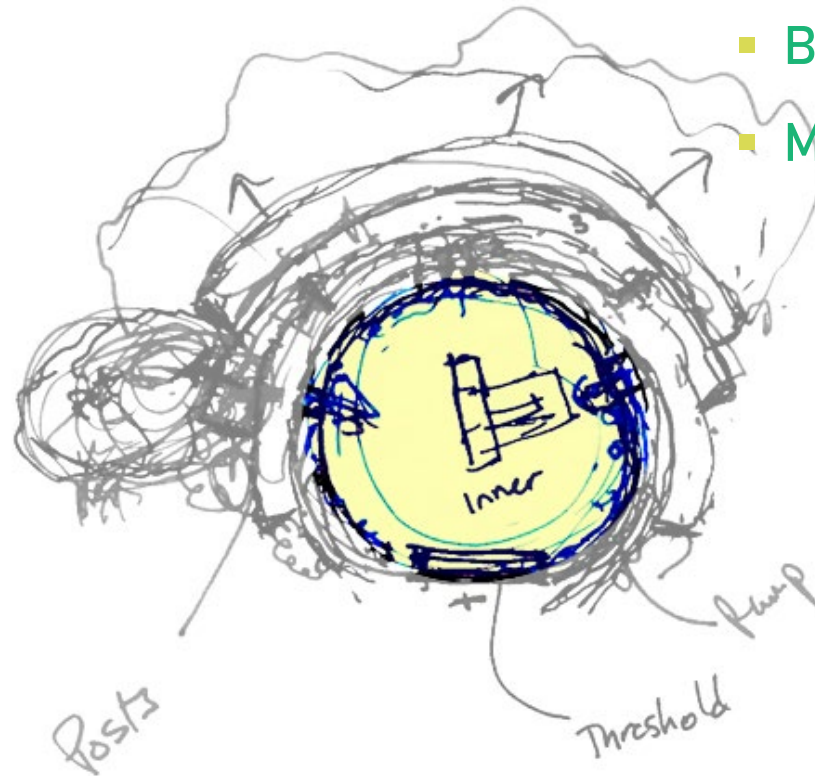
- Paving
- Benches
- Mulch
- Boulders
- Memorial Elements
 - Chimney
 - Scorched earth
 - Plinth



Boulder



Plinth or wood





Paving



Benches



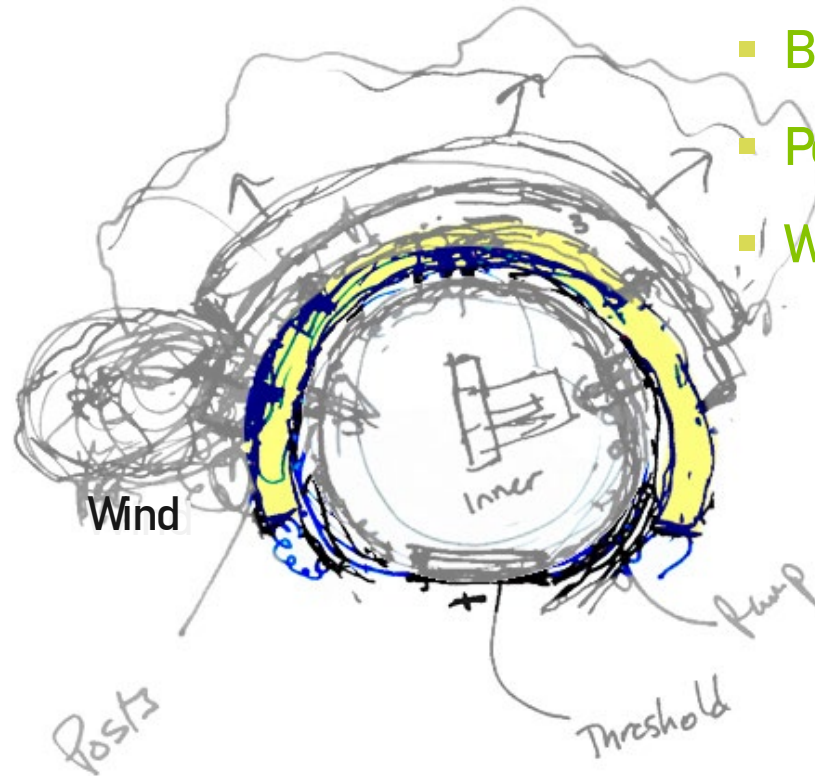
Mulch



Boulder

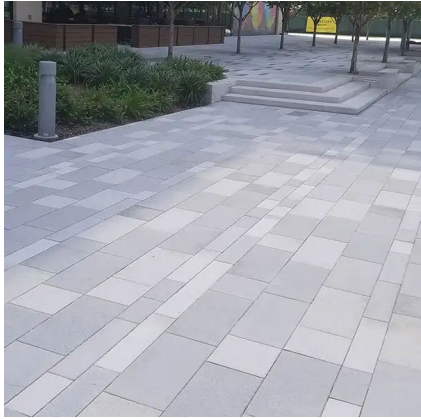


Posts



Second Ring: Displacement & Absence

- Paving
- Benches
- Mulch
- Boulders
- Posts
- Wind



Paving



Benches



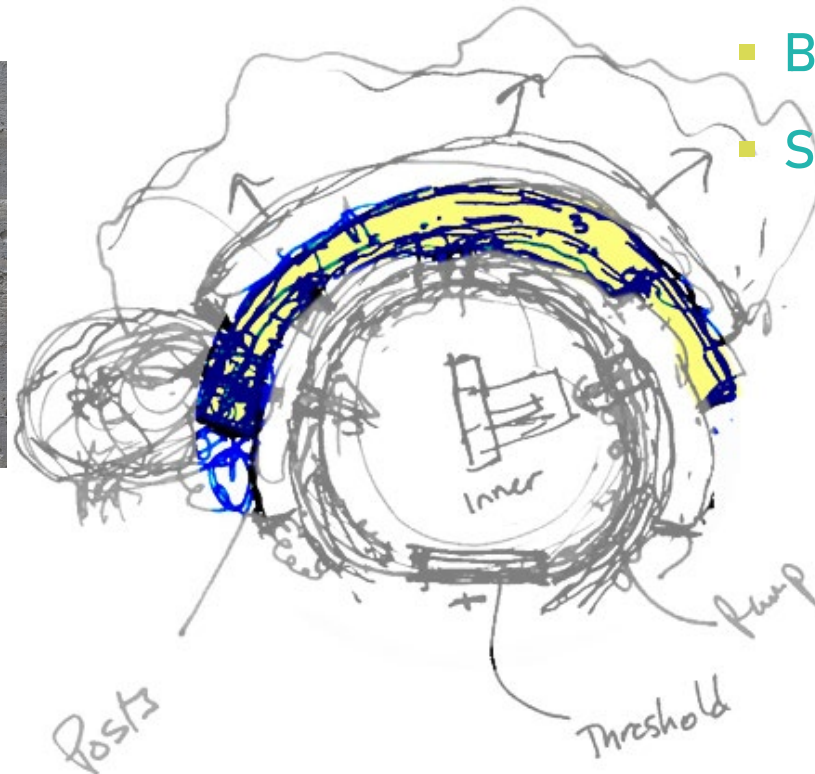
Mulch



Boulder



Snow break



Third Ring: Snowfall & Recognition

- Paving
- Benches
- Mulch
- Boulders
- Snow break



Paving



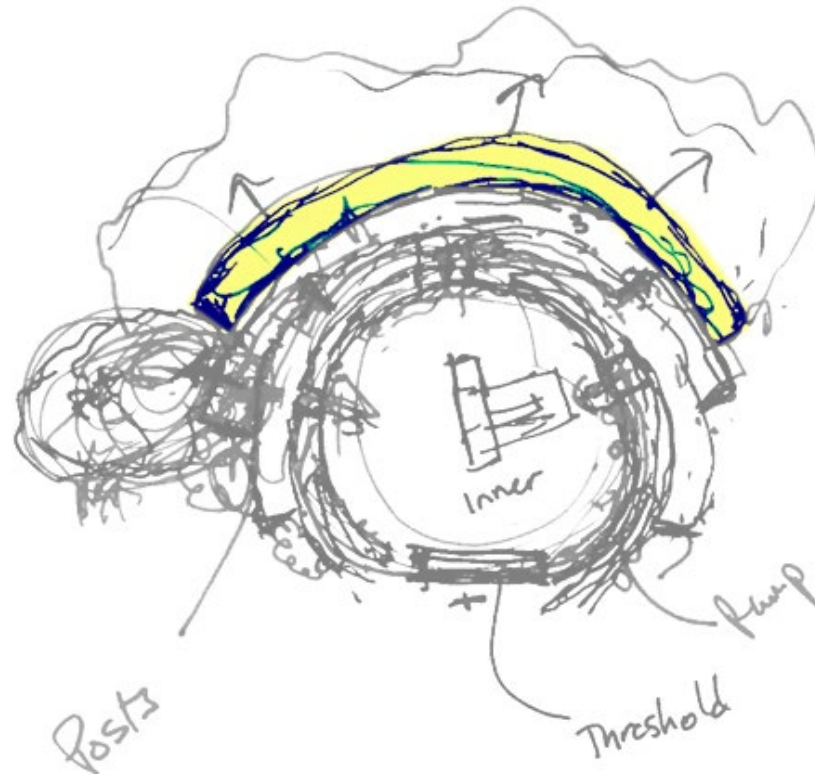
Benches

Outer Ring: Redemption

- Paving
- Benches
- Firebreak



Regeneration





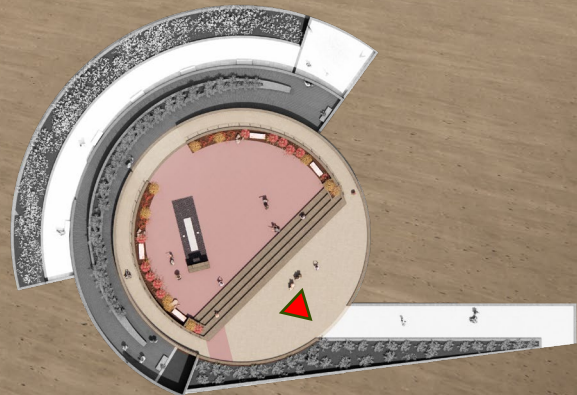
Open Space Location



- **Site Constraints**
 - Native Open Space
 - No Utilities
 - Significant Slope
- **Proposed Solutions**
 - Planting Strategy
 - Lighting
 - Future Utilities
 - Slope Mitigation



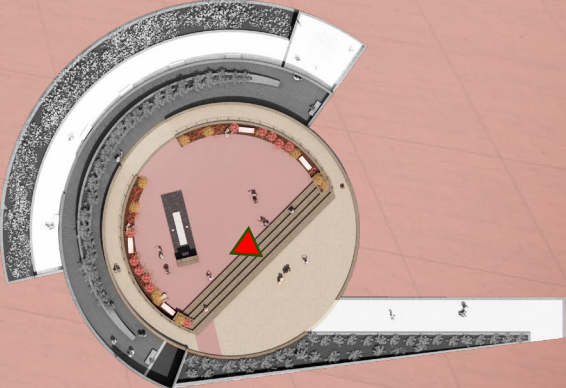






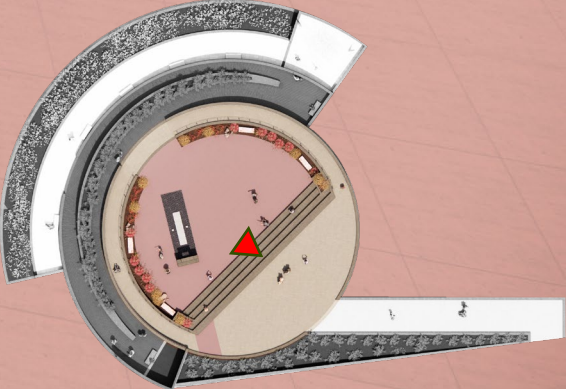


• DECEMBER 30TH @ 10:49



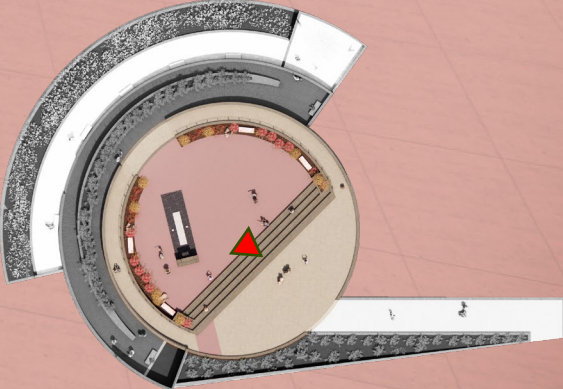


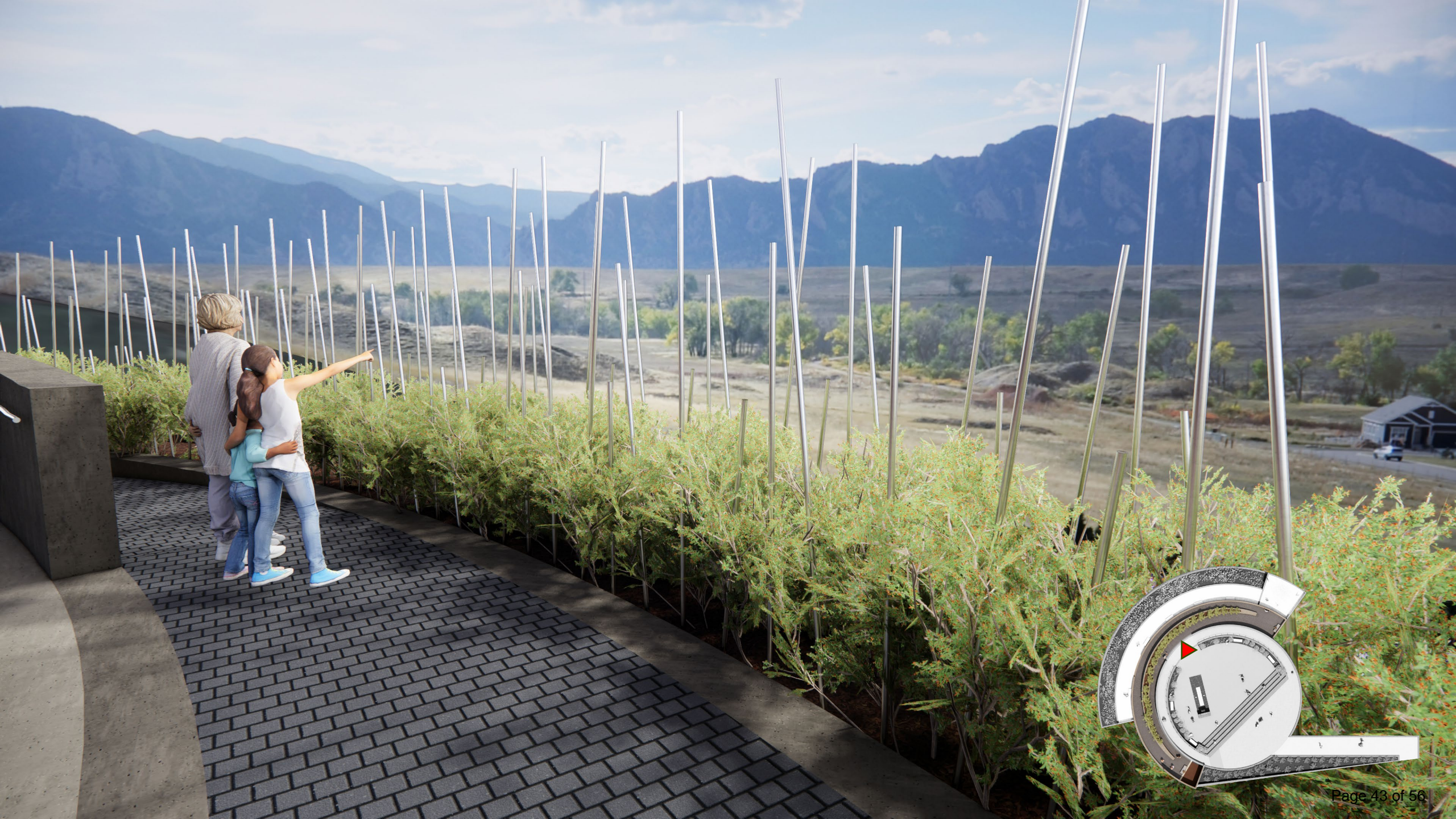
• DECEMBER 30TH @ 11:09

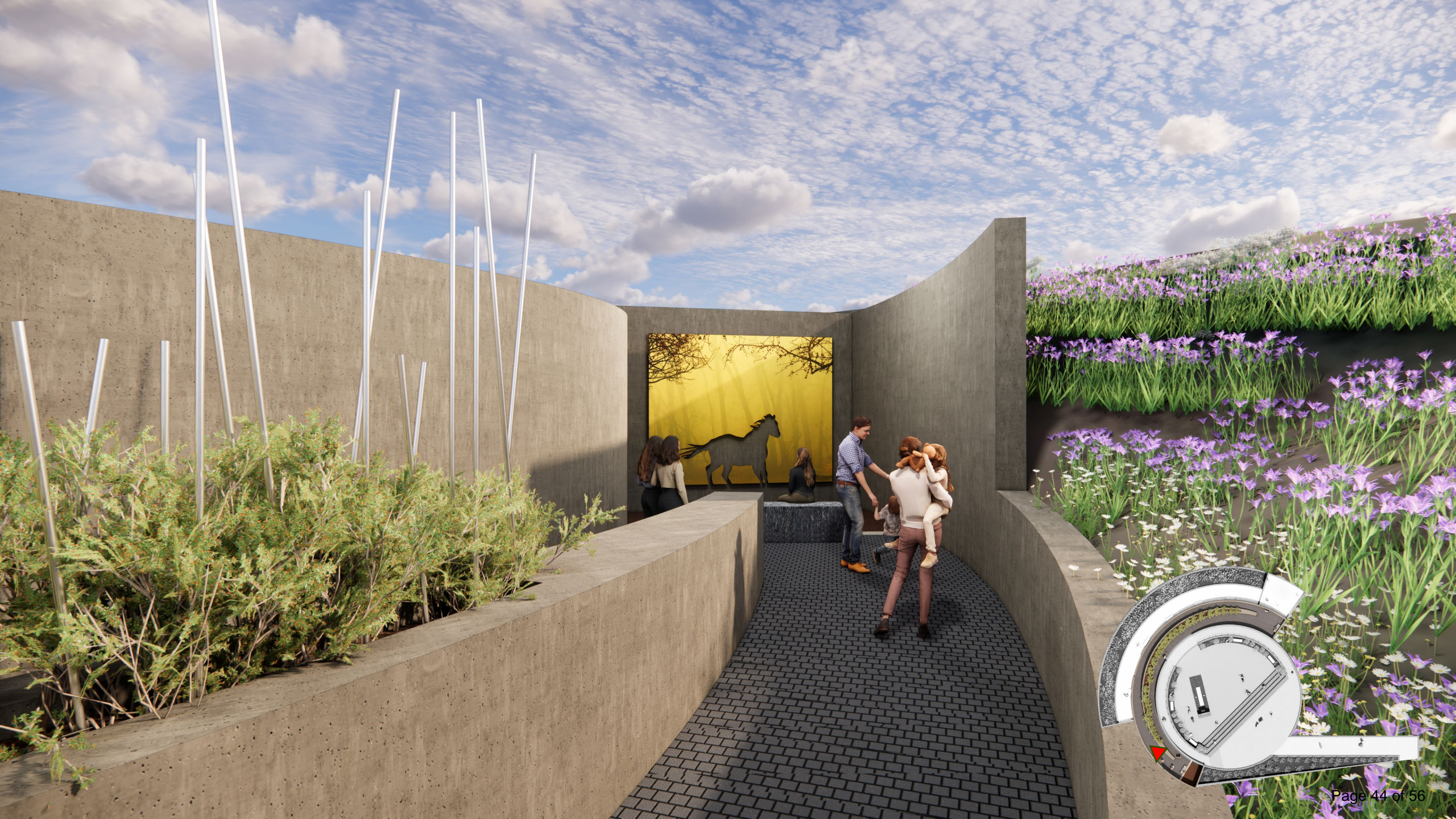




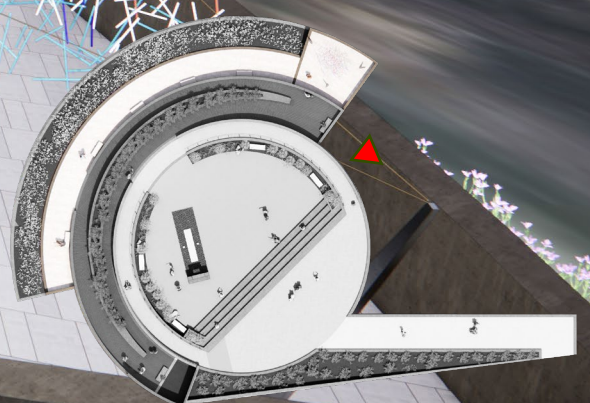
• DECEMBER 30TH @ 11:29

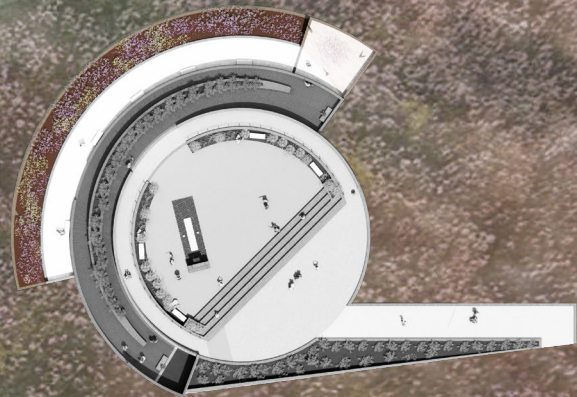






















TRAILHEAD
PARKING
→









LandDesign.
CREATING PLACES
THAT MATTER.



DAVIS
PARTNERSHIP
ARCHITECTS