



# **WESTMINSTER**

**COLORADO**

## **CITY COUNCIL STUDY SESSION AGENDA**

**JUNE 16, 2025 at 6:30 PM**

- A. 2025 Strategic Plan



## Agenda Memorandum

Agenda Item – 2.A.

### City Council Study Session June 16, 2025



#### **Strategic Priority 1: Access to Opportunity**

Advance access to opportunity and prosperity for all in Westminster through diverse housing choices, increased mobility options, safe and walkable neighborhoods, and strong social networks.



#### **Strategic Priority 2: Community Empowerment and Engagement**

Enhance the sense of community and connection in Westminster through engaging methods of communication and dialogue that improve accessibility, increase understanding, and encourage participation in civic and City life.



#### **Strategic Priority 3: Community Health and Safety**

Invest in innovative and collaborative approaches to provide a continuum of services that preserve, promote, and protect the health, safety, and environment of Westminster.



#### **Strategic Priority 4: Economic Vitality**

Promote and support a resilient economy that attracts and retains a diversity of businesses, workers, and industries, expands living wage jobs, and diversifies the City's tax base.



#### **Strategic Priority 5: Resilient Infrastructure**

Maintain and invest in resilient infrastructure that creates the highest return for safety, community connectivity, enjoyment of life, and local economic success.



#### **Strategic Priority 6: Organizational Vitality**

Develop and sustain an environment where employees and the organization are equipped and supported to deliver outstanding service to everyone in Westminster.

**Subject:** 2025 Strategic Plan

**Prepared By:** Erin Ferriter, Policy and Budget Manager  
Chris Lindsey, Assistant City Manager/Chief of Staff

#### **Recommended City Council Action:**

This report is for information only and requires no action by City Council.

### **Summary Statement:**

- Annually City Council reviews the Strategic Plan to ensure the Plan remains aligned with the City's goals.
- BerryDunn facilitated the 2025 City Council and Department Director Team Building and Strategic Plan Work Session on Saturday, February 1, 2025.
- During the Strategic Plan Work Session, City Council reviewed and chose not to make any changes to the Mission, Vision, Guiding Principles, and Strategic Priorities.
- City Council discussed and recommended updates to the objectives associated with several of the Strategic Priorities.
- City Council reviewed a draft of the updated Strategic Plan in Study Session on June 2, 2025 and confirmed the wording for objectives 2.3.3, 4.1.10, and 4.4.1, and provided direction for a new objective 1.4.3; the final revisions are captured in the red-lined version of the City of Westminster Strategic Plan: Proposed Updates for 2025 (Attachment A).
- The 2025 City of Westminster Strategic Plan has been updated to reflect all feedback received (Attachment B).

### **Background Information:**

Michelle Kennedy and Maddi Powers with BerryDunn facilitated the 2025 City Council and Department Director Team Building and Strategic Plan Work Session during a public Study Session on Saturday, February 1, 2025. During the session, City Council conducted a review of the Strategic Plan's Mission, Vision, Guiding Principles, and Strategic Priorities, and determined that no revisions were necessary at this time to these elements of the Strategic Plan.

City Council also discussed and recommended updates to the policy and operational objectives for several of the Strategic Priorities. BerryDunn, with Staff's assistance, developed the proposed updated objectives based on these discussions. In Study Session on June 2, 2025, City Council reviewed and confirmed the proposed edits and made additional revisions to Objectives 2.3.3, 4.1.10, and 4.4.1, and provided direction for a new objective 1.4.3, which are highlighted in yellow in Attachment A. All proposed changes have been incorporated and are reflected in the final version of the 2025 City of Westminster Strategic Plan (Attachment B)

Staff will begin aligning operational workflows and planning with the 2025 City of Westminster Strategic Plan.

Annual review of the Strategic Plan and updating as needed to confirm the Strategic Plan reflects the goals of the City and meets all the City's Strategic Plan priorities by ensuring a clear vision for the future of the community

Respectfully submitted,

A handwritten signature in black ink, appearing to be "D. Kennedy", written in a cursive style.

Jody L. Andrews  
City Manager

**Attachments:**

Attachment A - Red-lined Version of the City of Westminster Strategic Plan: Proposed Updates for 2025

Attachment B - Final 2025 City of Westminster Strategic Plan

## City of Westminster Strategic Plan: June 2, 2025, Red-lined Proposed Updates for 2025

### Strategic Plan

The City achieves its vision for the future through a Strategic Plan. The plan defines the City's vision, mission, guiding principles, and strategic priorities. Each priority is defined further with policy objectives and then further with specific operational objectives/initiatives to help achieve each goal.

### Mission Statement

The City of Westminster provides high quality core services and fosters resilience in order to promote a safe and thriving community.

### Vision Statement

Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment, and a strong sense of community and belonging.

### Guiding Principles

- **Collaboration and Partnership:** Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.
- **Stewardship and Fiscal Responsibility:** Responsibly manage all of the resources entrusted to our care to support the City's financial well-being and meet the needs of today without sacrificing the ability to meet the needs of the future.
- **Transparency and Accountability:** Engage meaningfully, transparently, and responsibly with the community to provide for all people to be heard and included in decision making thereby building trust and confidence with the community.
- **Diversity, Equity, and Inclusion:** Achieve equitable outcomes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.
- **Innovate and Initiate:** Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking, and resourcefulness, resulting in a resilient and sustainable future for our City.
- **Prevention and Proactivity:** Solve problems at their source and focus the City's policies, practices and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.
- **Sustainability and Resiliency:** Act and operate in an environmentally responsible manner and lead by modeling best practices and incorporating sustainability in every aspect of our work.

## Strategic Priorities with policy objectives and operational initiatives



### Strategic Priority 1: Access to Opportunity:

Advance access to opportunity and prosperity for all in Westminster through diverse housing choices, increased mobility options, safe and walkable neighborhoods, and strong social networks

- 1.1. Establish a transportation and mobility network that is regionally connected, well maintained, and reliable so that residents, employees, and visitors can move easily around the community using their mode of choice.
  - 1.1.1. The City should update the Transportation Plan, approved in 2021, to reflect new modes of transport as well as develop projects and programs to address safety, connectivity, and mobility citywide. (Community Services)
  - 1.1.2. Explore the creation of a shared e-bike system throughout the city that connects to a larger regional network. (Community Services)
  - 1.1.3. Install additional electric vehicle (EV) charging stations at City public facilities. (Community Services)
  - 1.1.4. Collect and analyze data on the usage of buses, trains, [ride share or similar services] and bike options to better understand transportation patterns and to continue to provide options to residents who have access to a car. (Community Services) [added language]
  - 1.1.5. Increase the availability and awareness of senior transportation options, ensuring seniors can access essential services, social opportunities, and recreational activities without transportation barriers. (Community Services/Parks, Recreation and Libraries)
- 1.2. Support and promote residential development and neighborhood planning that gives residents access to local employment.
  - 1.2.1. Develop a comprehensive holiday activation schedule to include lighting, selfie spots, performances by local school groups and community groups, and craft market. (Community Services)
- 1.3. Incentive the development of workforce and market rate housing so that businesses are attached to the city and residents can live and work in Westminster.
  - 1.3.1. Explore incentives for the development of diverse opportunities for workforce and market rate housing. (Community Services)
  - 1.3.2. Focus on residential housing. For homeowners, who income qualify, use the Essential and Emergency Home repair grants (funded with CDBG) to make repairs. For existing affordable multi-family, use CDBG funded programs such as LIFT to make updates and repairs to preserve the affordable unit inventory. Explore using city fees/funds to create a funding source to help privately held multifamily meet better standards identified during rental inspections. (Community Services; this objective was further revised based on Staff input)

- 1.4. Implement the recommendations of the City's housing needs assessment to promote and encourage the development of diverse and quality housing options and help ensure all residents can live and thrive in the community.
  - 1.4.1. Continue to work with the affordable housing development community to build and preserve affordable units. (Community Services)
  - 1.4.2. Promote and support diverse housing opportunities in the city's transit-oriented developments including Downtown and Westminster Station. (Community Services)
  - 1.4.3. Promote and support accessibility features within housing and the construction of accessible units. (Community Services) [New Objective added per direction from June 2, 2025 City Council Study Session]
- 1.5. In collaboration with partner organizations, develop a strategy to increase the involvement of older adults in the community with the goals of reducing social isolation, improving mental health, and supporting aging in place.
  - 1.5.1. Continue to work with ongoing partners and look for new organizations to enhance the lives of the older adults in the community. This will include adding wellness opportunities, structured classes and welcoming environments throughout the current facilities and programs. (Parks, Recreation, and Libraries)
  - 1.5.2. Conduct an inventory of the City's senior-friendly policies and services to understand: 1) why people might not want [or be able] to age in the city, 2) housing, transportation, fitness and recreation needs and programming, and 3) barriers to accessing services. (Community Services/Parks, Recreation and Libraries/Human Resources/Finance)[added language]
  - 1.5.3. Explore ways to help older adults to remain in their homes and improve accessibility to available programming, services, and connections. (Community Services/Parks, Recreation and Libraries/Human Resources/Finance)
- 1.6. Enhance and diversify City-sponsored events and activities to encourage multicultural and intergenerational interaction, celebrate Westminster's diversity, nurture community pride, and increase community engagement and participation.
  - 1.6.1. Lead strategic neighborhood activations & partnerships equitably throughout the city. (Parks, Recreation, and Libraries)
  - 1.6.2. Assess current data on arts and culture programs. (Parks, Recreation, and Libraries)
  - 1.6.3. Review if the new format lends itself to a more inclusive and diverse participation in National Night Out; 2024 will be our baseline. (Police Department)
  - 1.6.4. Utilize Citizen's Radar Program radar volunteers to evaluate efficacy of traffic or speeding mitigation. Using 2024 as a baseline, assess success of the program. (Police Department)

- 1.6.5. Utilize the Chief's Advisory Panel to gain community perspective and qualitative feedback on the Police Department's operations. (Police Department)
- 1.7. Promote and sponsor volunteer opportunities to increase the involvement of residents in community life and city government.
  - 1.7.1. Continue the volunteer program and look for opportunities to expand. (Police Department/ Parks, Recreation, and Libraries)
  - 1.7.2. Continue sharing volunteer opportunities in the Volunteer Newsletter.
- 1.8. Establish and maintain policies that ensure cost-effective rates of taxes and fees to promote affordability and enhance ability for Westminster residents to continue to live in the community.
  - 1.8.1. Recommend policies that will rebate certain city fees to affordable housing projects. (Community Services)
  - 1.8.2. Explore expedited review for affordable housing projects. (Community Services)
  - 1.8.3. Comply with new state legislation to support the development of affordable housing. (Community Services)
  - 1.8.4. Recommend policies that support the development of housing opportunities in transit-oriented developments. (Community Services)



### **Strategic Priority 2: Community Empowerment and Engagement:**

Enhance the sense of community and connection in Westminster through engaging methods of communication and dialogue that improve accessibility, increase understanding, and encourage participation in civic and City life.

- 2.1. Provide accurate, consistent, and frequent communication with the public to increase transparency, awareness, and understanding of the City's actions and decisions.
  - 2.1.1. Review the website periodically to confirm information is accurate and relevant to current operations. (all)
  - 2.1.2. Utilize the Westy Word, Westy Connection, and the Westy to share noteworthy information. (City Manager's Office)
- 2.2. Diversify and improve the City's methods of outreach using multiple platforms and media to enhance communication with residents.
  - 2.2.1. Evaluate successes of Public Affairs changes using 2024 as a baseline. (Police Department)
  - 2.2.2. Identify, procure, and launch new community engagement platform. (Information Technology/ City Manager's Office)
  - 2.2.3. Identify, procure, and replace Access Westminster Platform. (Information Technology/ City Manager's Office)
  - 2.2.4. Continue implementing the ADA transition plan. (Human Resources)
  - 2.2.5. Implement the website accessibility plan. (City Manager's Office)



- 2.2.6. Develop a "Did You Know" approach to public awareness about City programs, services, and key initiatives. (City Manager's Office)
- 2.2.7. Host community-focused sessions with the Mayor and City Manager to interact with residents on relevant topics. (City Manager's Office)
- 2.2.8. Expand outreach and connect residents with City resources, services, and opportunities through partnerships with community organizations and a community connector approach. (Human Resources/Community Services/Parks, Recreation and Libraries)
- 2.3. Create and support innovative programs to better connect newcomers to Westminster to their community and create a welcoming experience.
  - 2.3.1. Maintain the New Residents webpage, (City Manager's Office)
  - 2.3.2. Continue the website replacement to improve accessibility to information about the City and community. (Information Technology/City Manager's Office)
  - 2.3.3. Coordinate the distribution of welcome resources for new residents, providing essential information about the City and its services [along with other related services]. (City Manager's Office/Community Services)  
[Added language per direction from June 2, 2025 City Council Study Session]
- 2.4. Establish multi-lingual outreach and communication plan to equitably community with our community.
  - 2.4.1. Continue the language access plan. (Chief of Staff's Office)
- 2.5. Develop a comprehensive community engagement strategy that promotes proactive resident involvement in the City's planning and decision-making processes.
  - 2.5.1. Evaluate current engagement activities and opportunities and continue to add opportunities away from the Police Department to engage in the community. (Police Department)
  - 2.5.2. Create interactive options for community members to engage in plan updates (Community Services)
  - 2.5.3. Host an annual budget town hall. (Chief of Staff's Office)
  - 2.5.4. Leverage technology to provide clear and transparent information about the City's budget. (Information Technology/Chief of Staff's Office)
  - 2.5.5. Explore ways to enhance public engagement on Boards and Commissions to ensure fresh perspectives and promote civic engagement. (Chief of Staff's Office)
- 2.6. Explore possible needed changes to the City's electoral process to enhance the available opportunities to serve in elected roles.
  - 2.6.1. Determine next steps from the Wards Advisory Committee. (Chief of Staff's Office)

**Strategic Priority 3: Community Health and Safety:**

Invest in innovative and collaborative approaches to provide a continuum of services that preserve, promote, and protect the health, safety, and environment of Westminster.

- 3.1. Partner with neighboring communities and organizations on regional approaches to health and safety issues of mutual concern.
  - 3.1.1. Update the Emergency Operation Plan (EOP) with the Emergency Management Coordinator, Department Directors, and Division Managers. Identify gaps in EOP Annexes and establish priorities to update, develop, and implement. (Fire)
  - 3.1.2. Continue to partner with various local, state and federal agencies to combat crime and evaluate new relationships with emerging organizations or to combat specific crime concerns. (Police Department)
  - 3.1.3. Begin implementation of fiber upgrades for security measures to protect the dam and the water supply as part of the Standley Lake Security Plan. (Parks, Recreation, and Libraries)
  - 3.1.4. Obtain a Mobile Command Post. (Police Department /Fire)
  - 3.1.5. Assess Fire and PD CAD. (Computer Aided Dispatch) needs and PD RMS (Records Management System) needs (Police Department/Fire)
  - 3.1.6. Maintain apparatus replacement program. (Fire)
  - 3.1.7. Replace and add new equipment for continuity of operations, such as extrication and rescue equipment. (Fire)
  - 3.1.8. Complete the request for proposal (RFP) process for traffic preemption system. (Fire)
  - 3.1.9. Determine the plan for the Emergency Operations Center (EOC) (Fire)
  - 3.1.10. Identify needs and funding options for fire services, ensuring adequate resources for fire prevention, response, and infrastructure. (Fire/Finance/Chief of Staff's Office)
- 3.2. Help individuals and families access services that reduce poverty, connect them with jobs, and offer pathways to financial sustainability.
  - 3.2.1. Launch the guaranteed basic income (GBI) pilot project with partner agencies in Adams County, including Adams County's Departments of Human Services and Community Safety & Well-being. (Parks, Recreation, and Libraries)
- 3.3. Reduce the length of time people experience homelessness through coordination with regional partners and adopting evidence-based best practices and strategies.
  - 3.3.1. Work to prevent evictions of Westminster residents for only financial reasons. (Parks, Recreation, and Libraries)
  - 3.3.2. Support for Regional Homelessness Initiatives. (ongoing) (Parks, Recreation, and Libraries)

- 3.3.3. Support Westminster's unhoused community by enhancing the City's ability to connect unhoused individuals to City, County, and regional resources and services. (Parks, Recreation and Libraries)
- 3.4. Enhance safety around the City's streets, parks, neighborhoods, and transportation network through crime prevention design to reduce harm and improve safety for all.
  - 3.4.1. Consider crime prevention design in all park improvement projects. (Parks, Recreation, and Libraries /Public Works & Utilities)
  - 3.4.2. Improve traffic enforcement through various means. (Police Department)
    - 3.4.2.1. Evaluate an upgrade to the ALPR Flock system which could substantially reduce motor vehicle theft and increase recovery rate. This system could also measure traffic patterns, vehicle counts, and other roadway use data, providing opportunity to model and perform other analyses to improve roadways in our City. Evaluate and add traffic calming devices (radar speed signs). These signs can be placed in neighborhoods if equipment is operational and weather permits.
    - 3.4.2.2. Add two "Alive at 25" classes per year to improve young driver awareness and safety on the road.
- 3.5. Plan for needed future enhancements for public safety services and develop alternatives that allow flexibility in meeting demands based upon available funding and resources.
  - 3.5.1. Complete a workload analysis in Patrol and Investigations. (Police Department)
- 3.6. Implement the approved Parks, Recreation and Libraries Vision Plan recommendations to enhance opportunities throughout the city and address gaps in programming and facilities.
  - 3.6.1. Complete Westminster Hills Open Space Specific Area Master Plan. (Parks, Recreation, and Libraries)
  - 3.6.2. Complete City Park Streambed restoration project. (Parks, Recreation, and Libraries)
  - 3.6.3. Commence Promenade community engagement and re-design efforts. (Parks, Recreation, and Libraries)
  - 3.6.4. Implement the Trails Master Plan. (Parks, Recreation, and Libraries)
  - 3.6.5. Complete City Park Recreation Center updates based on approved funding. (Parks, Recreation, and Libraries)
  - 3.6.6. Evaluate the City archive program and staffing. (Parks, Recreation, and Libraries)
  - 3.6.7. Commence research and evaluation of the Integrated Library System. (ILS) replacement options (Parks, Recreation, and Libraries)
  - 3.6.8. Continue planning for Irving Street Library renovation. (Parks, Recreation, and Libraries)

- 3.6.9. Plan for restoration and adaptive reuse of the Metzger Farmhouse with Broomfield. (Parks, Recreation, and Libraries)
- 3.6.10. Finalize design for the Lao Hmong national memorial at City Park. (Parks, Recreation, and Libraries)
- 3.6.11. Commence development of Upland Parks Master Plan, including community engagement and the design for Uplands Park I. (Parks, Recreation, and Libraries)
- 3.6.12. Implement the open space acquisition plan. (Parks, Recreation, and Libraries)
- 3.6.13. Implement the urban forestry management plan. (Parks, Recreation, and Libraries)
- 3.6.14. Implement the Parks, Recreation and Libraries signage master plan. (Parks, Recreation, and Libraries)
- 3.6.15. Complete the Standley Lake Master Plan. (Parks, Recreation, and Libraries)
- 3.6.16. Complete the Stafford Park expansion. (Parks, Recreation, and Libraries)
- 3.6.17. Complete Center Park in Downtown. (Parks, Recreation, and Libraries/Community Services)
- 3.6.18. Complete the design of South Park in Downtown. (Parks, Recreation, and Libraries)
- 3.6.19. Implement improvements at Oakhurst and Bishop Square Parks. (Parks, Recreation, and Libraries)
- 3.6.20. Develop the Parks, Recreation and Libraries Vision Plan implementation strategy. (Parks, Recreation, and Libraries)
- 3.7. Work with relevant local governments, as well as state and federal agencies to address environmental health concerns that impact the lives and wellbeing of Westminster residents.
  - 3.7.1. Work with State Lobbyist to review proposed and passed legislation that impacts the City's operations. (Chief of Staff's Office)
  - 3.7.2. Continue to work with the Rocky Mountain Metropolitan Airport (RMMA) on next steps. (City Manager's Office)
  - 3.7.3. Coordinate with Federal Lobbyist for federal funding opportunities for infrastructure projects. (Chief of Staff's Office)
- 3.8. Sustain the quality of the City's drinking water to protect the health and safety of residents.
  - 3.8.1. Use the Comprehensive Plan and Water Plan to guide and inform planning, development, redevelopment, and investment in the City. (Public Works & Utilities/Community Services)
  - 3.8.2. Provide updated information and enhanced engagement opportunities for the community to learn more about water in Westminster. (City Manager's Office/Public Works & Utilities)
- 3.9. Reduce community risk and vulnerability to wildfires and their impacts through effective emergency preparedness planning and community education.

- 3.9.1. Launch an education campaign to inform the public of emergency notification systems utilized by the City and to increase opt-in/registration into the systems. (Fire)
- 3.9.2. Finalize policies and procedures for the utilization of community evacuation software. (Fire)
- 3.9.3. Provide indoor air purifiers to income qualified residents with respiratory issues or other health concerns to mitigate in the effects of wildfire smoke. (Community Services)
- 3.10. Increase residential access to resource efficiency and conservation programs and opportunities, including a focus on low to moderate-income residents in both single family and multifamily residences.
  - 3.10.1. Provide Xcel Energy's Home Energy Squad program to residents at no cost. (Community Services)
  - 3.10.2. Partner with Energy Outreach Colorado to provide whole-home weatherization and energy efficiency retrofits to low-income residents. (Community Services)
  - 3.10.3. Support educational and awareness opportunities on building energy efficiency and electrification. (Community Services)
  - 3.10.4. Contribute to the Decarbonize DRCOG initiative to implement regional energy efficiency and electrification funding, policy, and programing efforts that benefit Westminster residents. (Community Services)
- 3.11. Develop and implement policies and ordinances that promote both domestic and wild animal welfare and community health. (Police Department/City Attorney's Office/Parks, Recreation and Libraries)



#### **Strategic Priority 4: Economic Vitality:**

Promote and support a resilient economy that attracts and retains a diversity of businesses, workers, and industries, expands living wage jobs, and diversifies the City's tax base.

- 4.1. Focus economic development and business recruitment and retention efforts in industry sectors and areas of the City with high job-creation potential.
  - 4.1.1. Continue refinement and implementation of the Redevelopment and Adaptive Reuse toolkit. (Community Services)
    - 4.1.1.1. Continue to refine and improve external communications
    - 4.1.1.2. Confirm identified Priority Reinvestment Areas are still relevant.
    - 4.1.1.3. Develop Evaluation Criteria for In-fill Projects.
    - 4.1.1.4. Identify Financial and Regulatory Support including 100% completion on public land dedication (PLD) determination for redevelopment project.
    - 4.1.1.5. Update Site Design Requirements.
    - 4.1.1.6. Provide Water and Sewer infrastructure support as needed.
    - 4.1.1.7. Catalyze Redevelopment in the Station Area 75%.
  - 4.1.2. Lead sustainability initiatives for commercial, residential, and

- government entities. (Community Services)
- 4.1.2.1. Continue to support buildings greater than 50,000 square feet to meet new state energy efficiency requirements.
- 4.1.2.2. Continue efforts to support the Resource Resilience Educational facility on water conservation, sustainability, and resilience.
- 4.1.2.3. Develop an incentive program for construction and demolition waste diversion.
- 4.1.2.4. Support City utility bill savings through identifying and completing energy efficiency, renewable energy, and energy resilience opportunities at City facilities and operations.
- 4.1.3. Lead Affordable Housing/workforce housing initiatives such as but not limited to the Housing LIFT program and Emergency and Essential Home Repair Program. (Community Services)
- 4.1.3.1. Identify new state resources to support affordable housing and its related infrastructure.
- 4.1.3.2. Complete expedited review process for Affordable Housing developments as required by Proposition 123.
- 4.1.4. Support regional grid stability, as appropriate. (Community Services/Public Works & Utilities)
- 4.1.5. Collaborate with regional and neighboring communities to align affordable housing policies and standards. (Community Services/Public Works & Utilities)
- 4.1.6. Host real estate professionals and brokers for tour opportunities. (Community Services)
- 4.1.7. Support the development and build out of Downtown Westminster including the office and retail sectors to support job creation in the city. (Community Services)
- 4.1.8. Support the newly created Downtown Business Association. (Community Services)
- 4.1.9. Develop a guide for workforce engagement opportunities for businesses. (Community Services)
- 4.1.10. Research childcare support options for residents and employers, including creating accessible and affordable options at recreation centers. (Community Services) [Research a comprehensive municipal strategy to expand access, improve quality, and reduce the cost of childcare in Westminster for both residents and employers. Examples may include: 1) identifying barriers families face in securing care, 2) assessing provider challenges related to staffing, wages, and facilities, and 3) exploring City opportunities through zoning, dedications of unused real property, partnerships, and more access at City sites. (Community Services)] [Revised language per direction from June 2, 2025 City Council Study Session]
- 4.2. Encourage broadband service and digital access through engagement with telecommunications providers to close gaps for the underserved in service and coverage throughout the City.
- 4.2.1. Broker relationships with private broadband and Internet service providers in hopes of creating a more competitive marketplace to make



adequate Internet access more available and affordable to the community. (Information Technology)

- 4.3. Enhance multi-use zoning and business-friendly policies to encourage more business location, investment, and job creation in the City.
  - 4.3.1. Continue to educate potential developers and property owners about the importance of integration of the Comprehensive Plan and Water Plan to guide and inform planning, development, redevelopment, and investment in the City. (Community Services/Public Works and Utilities)
  - 4.3.2. Encourage redevelopment of single-use, under-utilized parcels into mixed-use developments where housing and businesses are integrated, and live-work dwelling units are encouraged. (Community Services)
  - 4.3.3. Perform a review of the City's business licensing process to make it easier for businesses to know they have the proper zoning, building permits, and life/safety features for their location before they are issued a business license or sales tax license, and begin to operate. (Community Services/Fire Department/Finance/Chief of Staff's Office)
  - 4.3.4. Ensure the new Unified Development Code (UDC) builds upon direction in the 2040 Comprehensive Plan to provide and protect opportunities for flexible employment uses with provisions to facilitate office and industrial uses as well as provisions for adaptive reuse and redevelopment and revised nonconforming use provisions. (Community Services)
  - 4.3.5. As changes to the Comprehensive Plan are considered, such as in response to private party requests and changing variables such as State legislation including Senate Bill (SB)24-174 and House Bill (HB)24-1313, perform collaborative analysis between Community Services and Public Works to ensure the Comprehensive Plan continues to align with Water Plan. (Community Services/Public Works and Utilities)
- 4.4. Diversify the City's revenue streams to increase the flexibility of available funding for City projects and programs, ensure stable tax rates, and minimize fee increases.
  - 4.4.1. Explore alternative funding strategies for infrastructure, considering options that include [but is not limited to] sponsorship, naming, and public-private partnerships. (Chief of Staff's Office/Finance/Parks, Recreation and Libraries) [Added language per direction from June 2, 2025 City Council Study Session]
  - 4.4.2. Continue to pursue grants wherever possible to offset and mitigate operation spending. (all)
- 4.5. Create and implement a plan to transition the City's focus from development to re-development and infill in order to spark innovation, reinvestment, economic growth, and increased regional value.
  - 4.5.1. Attend national retailer and broker forums to create a target list and recruit new, unique to the metro area and/or state entertainment destinations to Westminster. (Community Services)

- 4.6. Identify and implement long-term energy sourcing to ensure energy access for the whole city, especially at Westminster Station.
  - 4.6.1. Support Xcel energy's feeder project that will bring power to the Westminster Station area so that development can continue to occur. (Community Services)
  - 4.6.2. Support the location of a new substation in the southern portion of Westminster to support continued redevelopment. (Community Services)
  - 4.6.3. Continue to manage the City's community solar garden subscriptions and track return on investment. (Community Services)
  - 4.6.4. Analyze and identify financially beneficial renewable energy sourcing options for City facilities and buildings and begin internal procurement conversations. (Community Services)
- 4.7. Enhance the City's partnerships with state and regional partners such as the Regional Transportation District (RTD) and the Colorado Department of Transportation (CDOT) to expand transit options to better connect people to life needs.
  - 4.7.1. Maintain active relationships with state and regional partners on new or ongoing funding opportunities. (Community Services)
  - 4.7.2. Transportation options for seniors are limited. While there are many funding and partnership opportunities, the City to date has not identified local funding to help develop, support and maintain these services moving forward. Staff will work with to prioritize projects in order to provide more diverse transportation options for all residents. (Community Services)
  - 4.7.3. Support and promote the location of a Downtown station as part of the Fasttracks and Front Range Passenger Rail projects. (Community Services)
  - 4.7.4. Continue to support residential and City staff use of RTD services for work and personal travel. (Community Services)
  - 4.7.5. Identify funding opportunities from CDOT to advance walkability and transportation infrastructure and connections in Downtown and city-wide. (Community Services)



### **Strategic Priority 5: Resilient Infrastructure**

Maintain and invest in resilient infrastructure that creates the highest return for safety, community connectivity, enjoyment of life, and local economic success.

- 5.1 Develop and maintain a comprehensive infrastructure and capital improvement plan that forecasts the City's needs for the next twenty years.
  - 5.1.1 Begin construction on the Drinking Water Treatment Facility. (DWTF) (Public Works & Utilities)
  - 5.1.2 Begin construction on the raw water line for the Drinking Water Project. (Public Works & Utilities)



- 5.1.3 Begin construction on the finished utilities for the Drinking Water. Project (Public Works & Utilities)
- 5.1.4 Begin construction on the Wattenberg Reservoir Slope Protection and Spillway. (Public Works & Utilities)
- 5.1.5 Complete the Big Dry Creek Wastewater Treatment Facility Master Plan. (Public Works & Utilities)
- 5.1.6 Begin construction on the Municipal Court House. (Public Works & Utilities)
- 5.1.7 Begin construction on the Federal Parkway Multimodal Project. (Public Works & Utilities)
- 5.1.8 Continue to review and present a recommendation to City Council for a change to the roadway improvement fee structure. (Public Works & Utilities)
- 5.1.9 Develop complete street design criteria. (Public Works & Utilities)
- 5.1.10 Continue to construct capital improvement projects that support growth and development in Downtown Westminster and that leverage private investment. (Community Services)
- 5.1.11 Develop a funding plan for the sustainable maintenance and continued improvement of City streets and roads. (Public Works & Utilities/Chief of Staff's Office)
- 5.2 Establish a process for annual tracking and evaluation of capital projects and their progress so the City is accountable to the community for implementing and completing infrastructure improvement recommendations.
  - 5.2.1 Complete due diligence on the 18-month American Public Works Association (APWA) accreditation assessment. (Public Works & Utilities)
  - 5.2.2 Complete school zone and traffic calming policy. (Public Works & Utilities)
  - 5.2.3 Develop a school zone and traffic calming program based on the policy. (Public Works & Utilities)
  - 5.2.4 Revise the City's standards and specifications to reflect the school zone and traffic calming policy. (Public Works & Utilities)
- 5.3 Apply an environmental impact lens to all infrastructure and capital improvement projects to protect and preserve the City's natural resources and community health.
  - 5.3.1 Evaluate processes to improve/monitor energy use by City facilities. (Community Services)
  - 5.3.2 Identify processes and/or guidelines that can be applied to the City's budgeting and analysis of capital improvement projects to ensure spending and projects create environmentally, socially, and economically beneficial outcomes. (Community Services/Chief of Staff's Office/Public Works & Utilities)
- 5.4 Expand the City's comprehensive asset management system to better manage the lifecycle of City assets, effectively plan for asset maintenance and

replacement, and ensure needed redundancies to minimize risks and effectively serve the needs of the community.

- 5.4.1 Create data driven visualizations that support community outreach and public education about capital projects (e.g. why projects are necessary, how the construction process will impact the community, and the beneficial reasons behind the cost and impact). (Public Works & Utilities)

## **5.5 Continually evaluate the City's water systems to understand needs and costs related to water quality and supply within the City.**

- 5.5.1 Complete a Cost of Service study and recommend water rate adjustments. (Public Works & Utilities/Chief of Staff's Office)



### **Strategic Priority 6: Organizational Vitality**

Develop and sustain an environment where employees and the organization are equipped and supported to deliver outstanding service to everyone in Westminster.

- 6.1. Enhance and maintain a robust employee development and training program to encourage attraction and retention, foster new ideas and innovation, provide development opportunities, and improve service delivery to the community.
  - 6.1.1. Partner with a professional consultant for the purpose of evolving the way our City presents itself in the recruitment and application process (branding, marketing, total compensation, belonging). (Human Resources)
  - 6.1.2. Expand the internship program at the City across high schools, colleges and universities. (Human Resources)
  - 6.1.3. Design and deliver engaging and streamlined training programs that incorporate elements to boost learning and improve training effectiveness. (Human Resources)
- 6.2. Position the City as an employer of choice through a competitive wage and benefits package and defined opportunities for career development, progression, and advancement.
  - 6.2.1. Perform a comprehensive compensation, classification and benefits study with a professional consultant. (Human Resources)
  - 6.2.2. Conduct actuarial study, review options and feasibility and deliver recommendations regarding a defined benefit pension plan. (Pension Board)
- 6.3. Implement opportunities to improve employee wellbeing and safety and create a positive workplace culture that values and promotes healthy work-life balance.
  - 6.3.1. Incorporate annual mental well-being into annual performance assessment for first responders and provide appropriate support. (Human Resources/Fire/Police Department)

- 6.3.2. Increase employee engagement to achieve a more productive and higher performing workforce. (Human Resources)
- 6.3.3. Continue to promote sleep-hygiene services, weight management services, and robust tobacco cessation options with the desire to impact chronic disease management. (Human Resources)
- 6.3.4. Create a Workforce Retiree designation that provides special benefits to retirees from the City who will remain engaged as retirees, and requires retirement notice and activities in the last year (or months) of employment from the City. (Human Resources)
- 6.4. Increase employee engagement to achieve a more productive and higher performing workforce.
  - 6.4.1. Continue Gallup's Q12 employee engagement survey for opportunities to preserve and evolve employee well-being and engagement. (Human Resources)
  - 6.4.2. Review the budget development process with City Council and Staff to identify areas of improvement for the 2026 budget process. (Human Resources /Chief of Staff's Office)
  - 6.4.3. Continue to lead the Process Improvement Team and explore additional staffing resources to expand implementation. (Chief of Staff's Office)
- 6.5. Sustain the City's commitment to advance diversity, equity, and inclusion in the organization's leadership, culture, and workforce so that the City's services, policies, and practices support equitable results in the community.
  - 6.5.1. Implement the Strategic Plan for Justice, Equity, Diversity, Inclusion, and Belonging 2024-2029, including but not limited to defining the meaning of equitable process, vision, outcome, and strategic goals. (Chief of Staff's Office)
- 6.6. Enhance opportunities for communication between City staff and elected leadership to increase the understanding of employee needs and perspectives and City Council's commitments to respond to community interests.
  - 6.6.1. Communicate with City Council during City Council meetings or study sessions, as appropriate, to increase the understanding of employee needs and commitments to community interests. (all)
- 6.7. Strive for the highest standards of financial planning, forecasting, transparency, risk analysis, and innovative management to ensure the City has a sustainable fiscal future.
  - 6.7.1. Leveraging the power of artificial intelligence by procuring technology tools and applications that are AI-enabled. (Information Technology)
  - 6.7.2. Implement improvements from workforce physical security SWOT analysis on the current environment (Chief of Staff's Office)
  - 6.7.3. Review data and develop decision points for the eventual replacement of JDEdwards. (Finance)
  - 6.7.4. Staff will adopt a financially sustainable budget that is consistent with generally accepted accounting practices (GAAP) and Government Finance Officers Association (GFOA) budgeting standards in addition to

routinely reviewing policies and guidelines to establish financially sustainable budgets and reserves. Annually Staff will apply for GFOA's Distinguished Budget Presentation Award, Popular Annual Financial Report Award, and Certificate of Achievement for Excellence in Financial Reporting – these awards demonstrate the City's commitment to excellence in government finance and budgeting. (Finance/Chief of Staff's Office)

- 6.7.5. Increase the procurement acumen across the city workforce through training and development initiatives, process evolution, common understanding. Goal is to track savings to City with improved processes. (Finance)
- 6.8. Establish a robust cyber-security program to enhance data security, protect sensitive information, and reduce the risk of disruption to critical City services.
  - 6.8.1. Complete the final stages of the updated Technology Disaster Recovery Plan which includes physical and cyber threats to technology operations. (Information Technology)
  - 6.8.2. Achieve appropriate levels of the City's cyber insurance coverage and the best-value protection of the City's assets, operations, and recovery efforts in the event of a cybersecurity incident. (Information Technology)

## 2025 City of Westminster Strategic Plan

### Strategic Plan

The City achieves its vision for the future through a Strategic Plan. The plan defines the City's vision, mission, guiding principles, and strategic priorities. Each priority is defined further with policy objectives and then further with specific operational objectives/initiatives to help achieve each goal.

### Mission Statement

The City of Westminster provides high quality core services and fosters resilience in order to promote a safe and thriving community.

### Vision Statement

Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment, and a strong sense of community and belonging.

### Guiding Principles

- **Collaboration and Partnership:** Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.
- **Stewardship and Fiscal Responsibility:** Responsibly manage all of the resources entrusted to our care to support the City's financial well-being and meet the needs of today without sacrificing the ability to meet the needs of the future.
- **Transparency and Accountability:** Engage meaningfully, transparently, and responsibly with the community to provide for all people to be heard and included in decision making thereby building trust and confidence with the community.
- **Diversity, Equity, and Inclusion:** Achieve equitable outcomes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.
- **Innovate and Initiate:** Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking, and resourcefulness, resulting in a resilient and sustainable future for our City.
- **Prevention and Proactivity:** Solve problems at their source and focus the City's policies, practices and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.
- **Sustainability and Resiliency:** Act and operate in an environmentally responsible manner and lead by modeling best practices and incorporating sustainability in every aspect of our work.

## Strategic Priorities with policy objectives and operational initiatives



### **Strategic Priority 1: Access to Opportunity:**

Advance access to opportunity and prosperity for all in Westminster through diverse housing choices, increased mobility options, safe and walkable neighborhoods, and strong social networks

- 1.1. Establish a transportation and mobility network that is regionally connected, well maintained, and reliable so that residents, employees, and visitors can move easily around the community using their mode of choice.
  - 1.1.1. The City should update the Transportation Plan, approved in 2021, to reflect new modes of transport as well as develop projects and programs to address safety, connectivity, and mobility citywide. (Community Services)
  - 1.1.2. Explore the creation of a shared e-bike system throughout the city that connects to a larger regional network. (Community Services)
  - 1.1.3. Install additional electric vehicle (EV) charging stations at City public facilities. (Community Services)
  - 1.1.4. Collect and analyze data on the usage of buses, trains, ride share or similar services, and bike options to better understand transportation patterns and to continue to provide options to residents who have access to a car. (Community Services)
  - 1.1.5. Increase the availability and awareness of senior transportation options, ensuring seniors can access essential services, social opportunities, and recreational activities without transportation barriers. (Community Services/Parks, Recreation and Libraries)
- 1.2. Support and promote residential development and neighborhood planning that gives residents access to local employment.
  - 1.2.1. Develop a comprehensive holiday activation schedule to include lighting, selfie spots, performances by local school groups and community groups, and craft market. (Community Services)
- 1.3. Incentive the development of workforce and market rate housing so that businesses are attached to the city and residents can live and work in Westminster.
  - 1.3.1. Explore incentives for the development of diverse opportunities for workforce and market rate housing. (Community Services)
  - 1.3.2. Focus on residential housing. For homeowners, who income qualify, use the Essential and Emergency Home repair grants (funded with Community Development Block Grant (CDBG)) to make repairs. For existing affordable multi-family, use CDBG funded programs such as LIFT to make updates and repairs to preserve the affordable unit inventory. Explore using city fees/funds to create a funding source to help privately held multifamily meet better standards identified during rental inspections. (Community Services)

- 1.4. Implement the recommendations of the City's housing needs assessment to promote and encourage the development of diverse and quality housing options and help ensure all residents can live and thrive in the community.
  - 1.4.1. Continue to work with the affordable housing development community to build and preserve affordable units. (Community Services)
  - 1.4.2. Promote and support diverse housing opportunities in the city's transit-oriented developments including Downtown and Westminster Station. (Community Services)
  - 1.4.3. Promote and support accessibility features within housing and the construction of accessible units. (Community Services)
- 1.5. In collaboration with partner organizations, develop a strategy to increase the involvement of older adults in the community with the goals of reducing social isolation, improving mental health, and supporting aging in place.
  - 1.5.1. Continue to work with ongoing partners and look for new organizations to enhance the lives of the older adults in the community. This will include adding wellness opportunities, structured classes and welcoming environments throughout the current facilities and programs. (Parks, Recreation, and Libraries)
  - 1.5.2. Conduct an inventory of the City's senior-friendly policies and services to understand: 1) why people might not want or be able to age in the city, 2) housing, transportation, fitness and recreation needs and programming, and 3) barriers to accessing services. (Community Services/Parks, Recreation and Libraries/Human Resources/Finance)
  - 1.5.3. Explore ways to help older adults to remain in their homes and improve accessibility to available programming, services, and connections. (Community Services/Parks, Recreation and Libraries/Human Resources/Finance)
- 1.6. Enhance and diversify City-sponsored events and activities to encourage multicultural and intergenerational interaction, celebrate Westminster's diversity, nurture community pride, and increase community engagement and participation.
  - 1.6.1. Lead strategic neighborhood activations & partnerships equitably throughout the city. (Parks, Recreation, and Libraries)
  - 1.6.2. Assess current data on arts and culture programs. (Parks, Recreation, and Libraries)
  - 1.6.3. Review if the new format lends itself to a more inclusive and diverse participation in National Night Out; 2024 will be our baseline. (Police Department)
  - 1.6.4. Utilize Citizen's Radar Program radar volunteers to evaluate efficacy of traffic or speeding mitigation. Using 2024 as a baseline, assess success of the program. (Police Department)



- 1.6.5. Utilize the Chief's Advisory Panel to gain community perspective and qualitative feedback on the Police Department's operations. (Police Department)
- 1.7. Promote and sponsor volunteer opportunities to increase the involvement of residents in community life and city government.
  - 1.7.1. Continue the volunteer program and look for opportunities to expand. (Police Department/ Parks, Recreation, and Libraries)
  - 1.7.2. Continue sharing volunteer opportunities in the Volunteer Newsletter.
- 1.8. Establish and maintain policies that ensure cost-effective rates of taxes and fees to promote affordability and enhance ability for Westminster residents to continue to live in the community.
  - 1.8.1. Recommend policies that will rebate certain city fees to affordable housing projects. (Community Services)
  - 1.8.2. Explore expedited review for affordable housing projects. (Community Services)
  - 1.8.3. Comply with new state legislation to support the development of affordable housing. (Community Services)
  - 1.8.4. Recommend policies that support the development of housing opportunities in transit-oriented developments. (Community Services)



### **Strategic Priority 2: Community Empowerment and Engagement:**

Enhance the sense of community and connection in Westminster through engaging methods of communication and dialogue that improve accessibility, increase understanding, and encourage participation in civic and City life.

- 2.1. Provide accurate, consistent, and frequent communication with the public to increase transparency, awareness, and understanding of the City's actions and decisions.
  - 2.1.1. Review the website periodically to confirm information is accurate and relevant to current operations. (all)
  - 2.1.2. Utilize the Westy Word, Westy Connection, and the Westy to share noteworthy information. (City Manager's Office)
- 2.2. Diversify and improve the City's methods of outreach using multiple platforms and media to enhance communication with residents.
  - 2.2.1. Evaluate successes of Public Affairs changes using 2024 as a baseline. (Police Department)
  - 2.2.2. Identify, procure, and launch new community engagement platform. (Information Technology/ City Manager's Office)
  - 2.2.3. Identify, procure, and replace Access Westminster Platform. (Information Technology/ City Manager's Office)
  - 2.2.4. Continue implementing the ADA transition plan. (Human Resources)
  - 2.2.5. Implement the website accessibility plan. (City Manager's Office)



- 2.2.6. Develop a "Did You Know" approach to public awareness about City programs, services, and key initiatives. (City Manager's Office)
- 2.2.7. Host community-focused sessions with the Mayor and City Manager to interact with residents on relevant topics. (City Manager's Office)
- 2.2.8. Expand outreach and connect residents with City resources, services, and opportunities through partnerships with community organizations and a community connector approach. (Human Resources/Community Services/Parks, Recreation and Libraries)
- 2.3. Create and support innovative programs to better connect newcomers to Westminster to their community and create a welcoming experience.
  - 2.3.1. Maintain the New Residents webpage, (City Manager's Office)
  - 2.3.2. Continue the website replacement to improve accessibility to information about the City and community. (Information Technology/City Manager's Office)
  - 2.3.3. Coordinate the distribution of welcome resources for new residents, providing essential information about the City and its services along with other related services. (City Manager's Office/Community Services)
- 2.4. Establish multi-lingual outreach and communication plan to equitably community with our community.
  - 2.4.1. Continue the language access plan. (Chief of Staff's Office)
- 2.5. Develop a comprehensive community engagement strategy that promotes proactive resident involvement in the City's planning and decision-making processes.
  - 2.5.1. Evaluate current engagement activities and opportunities and continue to add opportunities away from the Police Department to engage in the community. (Police Department)
  - 2.5.2. Create interactive options for community members to engage in plan updates (Community Services)
  - 2.5.3. Host an annual budget town hall. (Chief of Staff's Office)
  - 2.5.4. Leverage technology to provide clear and transparent information about the City's budget. (Information Technology/Chief of Staff's Office)
  - 2.5.5. Explore ways to enhance public engagement on Boards and Commissions to ensure fresh perspectives and promote civic engagement. (Chief of Staff's Office)
- 2.6. Explore possible needed changes to the City's electoral process to enhance the available opportunities to serve in elected roles.
  - 2.6.1. Determine next steps from the Wards Advisory Committee. (Chief of Staff's Office)

**Strategic Priority 3: Community Health and Safety:**

Invest in innovative and collaborative approaches to provide a continuum of services that preserve, promote, and protect the health, safety, and environment of Westminster.

- 3.1. Partner with neighboring communities and organizations on regional approaches to health and safety issues of mutual concern.
  - 3.1.1. Update the Emergency Operation Plan (EOP) with the Emergency Management Coordinator, Department Directors, and Division Managers. Identify gaps in EOP Annexes and establish priorities to update, develop, and implement. (Fire)
  - 3.1.2. Continue to partner with various local, state and federal agencies to combat crime and evaluate new relationships with emerging organizations or to combat specific crime concerns. (Police Department)
  - 3.1.3. Begin implementation of fiber upgrades for security measures to protect the dam and the water supply as part of the Standley Lake Security Plan. (Parks, Recreation, and Libraries)
  - 3.1.4. Obtain a Mobile Command Post. (Police Department /Fire)
  - 3.1.5. Assess Fire and PD CAD. (Computer Aided Dispatch) needs and PD RMS (Records Management System) needs (Police Department/Fire)
  - 3.1.6. Maintain apparatus replacement program. (Fire)
  - 3.1.7. Replace and add new equipment for continuity of operations, such as extrication and rescue equipment. (Fire)
  - 3.1.8. Complete the request for proposal (RFP) process for traffic preemption system. (Fire)
  - 3.1.9. Determine the plan for the Emergency Operations Center (EOC) (Fire)
  - 3.1.10. Identify needs and funding options for fire services, ensuring adequate resources for fire prevention, response, and infrastructure. (Fire/Finance/Chief of Staff's Office)
- 3.2. Help individuals and families access services that reduce poverty, connect them with jobs, and offer pathways to financial sustainability.
  - 3.2.1. Launch the guaranteed basic income (GBI) pilot project with partner agencies in Adams County, including Adams County's Departments of Human Services and Community Safety & Well-being. (Parks, Recreation, and Libraries)
- 3.3. Reduce the length of time people experience homelessness through coordination with regional partners and adopting evidence-based best practices and strategies.
  - 3.3.1. Work to prevent evictions of Westminster residents for only financial reasons. (Parks, Recreation, and Libraries)
  - 3.3.2. Support for Regional Homelessness Initiatives. (ongoing) (Parks, Recreation, and Libraries)
  - 3.3.3. Support Westminster's unhoused community by enhancing the City's ability to connect unhoused individuals to City, County, and regional resources and services. (Parks, Recreation and Libraries)
- 3.4. Enhance safety around the City's streets, parks, neighborhoods, and transportation network through crime prevention design to reduce harm and improve safety for all.

- 3.4.1. Consider crime prevention design in all park improvement projects. (Parks, Recreation, and Libraries /Public Works & Utilities)
- 3.4.2. Improve traffic enforcement through various means. (Police Department)
  - 3.4.2.1. Evaluate an upgrade to the ALPR Flock system which could substantially reduce motor vehicle theft and increase recovery rate. This system could also measure traffic patterns, vehicle counts, and other roadway use data, providing opportunity to model and perform other analyses to improve roadways in our City. Evaluate and add traffic calming devices (radar speed signs). These signs can be placed in neighborhoods if equipment is operational and weather permits.
  - 3.4.2.2. Add two "Alive at 25" classes per year to improve young driver awareness and safety on the road.
- 3.5. Plan for needed future enhancements for public safety services and develop alternatives that allow flexibility in meeting demands based upon available funding and resources.
  - 3.5.1. Complete a workload analysis in Patrol and Investigations. (Police Department)
- 3.6. Implement the approved Parks, Recreation and Libraries Vision Plan recommendations to enhance opportunities throughout the city and address gaps in programming and facilities.
  - 3.6.1. Complete Westminster Hills Open Space Specific Area Master Plan. (Parks, Recreation, and Libraries)
  - 3.6.2. Complete City Park Streambed restoration project. (Parks, Recreation, and Libraries)
  - 3.6.3. Commence Promenade community engagement and re-design efforts. (Parks, Recreation, and Libraries)
  - 3.6.4. Implement the Trails Master Plan. (Parks, Recreation, and Libraries)
  - 3.6.5. Complete City Park Recreation Center updates based on approved funding. (Parks, Recreation, and Libraries)
  - 3.6.6. Evaluate the City archive program and staffing. (Parks, Recreation, and Libraries)
  - 3.6.7. Commence research and evaluation of the Integrated Library System. (ILS) replacement options (Parks, Recreation, and Libraries)
  - 3.6.8. Continue planning for Irving Street Library renovation. (Parks, Recreation, and Libraries)
  - 3.6.9. Plan for restoration and adaptive reuse of the Metzger Farmhouse with Broomfield. (Parks, Recreation, and Libraries)
  - 3.6.10. Finalize design for the Lao Hmong national memorial at City Park. (Parks, Recreation, and Libraries)
  - 3.6.11. Commence development of Upland Parks Master Plan, including community engagement and the design for Uplands Park I. (Parks, Recreation, and Libraries)

- 3.6.12. Implement the open space acquisition plan. (Parks, Recreation, and Libraries)
- 3.6.13. Implement the urban forestry management plan. (Parks, Recreation, and Libraries)
- 3.6.14. Implement the Parks, Recreation and Libraries signage master plan. (Parks, Recreation, and Libraries)
- 3.6.15. Complete the Standley Lake Master Plan. (Parks, Recreation, and Libraries)
- 3.6.16. Complete the Stafford Park expansion. (Parks, Recreation, and Libraries)
- 3.6.17. Complete Center Park in Downtown. (Parks, Recreation, and Libraries/Community Services)
- 3.6.18. Complete the design of South Park in Downtown. (Parks, Recreation, and Libraries)
- 3.6.19. Implement improvements at Oakhurst and Bishop Square Parks. (Parks, Recreation, and Libraries)
- 3.6.20. Develop the Parks, Recreation and Libraries Vision Plan implementation strategy. (Parks, Recreation, and Libraries)
- 3.7. Work with relevant local governments, as well as state and federal agencies to address environmental health concerns that impact the lives and wellbeing of Westminster residents.
  - 3.7.1. Work with State Lobbyist to review proposed and passed legislation that impacts the City's operations. (Chief of Staff's Office)
  - 3.7.2. Continue to work with the Rocky Mountain Metropolitan Airport (RMMA) on next steps. (City Manager's Office)
  - 3.7.3. Coordinate with Federal Lobbyist for federal funding opportunities for infrastructure projects. (Chief of Staff's Office)
- 3.8. Sustain the quality of the City's drinking water to protect the health and safety of residents.
  - 3.8.1. Use the Comprehensive Plan and Water Plan to guide and inform planning, development, redevelopment, and investment in the City. (Public Works & Utilities/Community Services)
  - 3.8.2. Provide updated information and enhanced engagement opportunities for the community to learn more about water in Westminster. (City Manager's Office/Public Works & Utilities)
- 3.9. Reduce community risk and vulnerability to wildfires and their impacts through effective emergency preparedness planning and community education.
  - 3.9.1. Launch an education campaign to inform the public of emergency notification systems utilized by the City and to increase opt-in/registration into the systems. (Fire)
  - 3.9.2. Finalize policies and procedures for the utilization of community evacuation software. (Fire)

- 3.9.3. Provide indoor air purifiers to income qualified residents with respiratory issues or other health concerns to mitigate in the effects of wildfire smoke. (Community Services)
- 3.10. Increase residential access to resource efficiency and conservation programs and opportunities, including a focus on low to moderate-income residents in both single family and multifamily residences.
  - 3.10.1. Provide Xcel Energy's Home Energy Squad program to residents at no cost. (Community Services)
  - 3.10.2. Partner with Energy Outreach Colorado to provide whole-home weatherization and energy efficiency retrofits to low-income residents. (Community Services)
  - 3.10.3. Support educational and awareness opportunities on building energy efficiency and electrification. (Community Services)
  - 3.10.4. Contribute to the Decarbonize DRCOG initiative to implement regional energy efficiency and electrification funding, policy, and programing efforts that benefit Westminster residents. (Community Services)
- 3.11. Develop and implement policies and ordinances that promote both domestic and wild animal welfare and community health. (Police Department/City Attorney's Office/Parks, Recreation and Libraries)



#### **Strategic Priority 4: Economic Vitality:**

Promote and support a resilient economy that attracts and retains a diversity of businesses, workers, and industries, expands living wage jobs, and diversifies the City's tax base.

- 4.1. Focus economic development and business recruitment and retention efforts in industry sectors and areas of the City with high job-creation potential.
  - 4.1.1. Continue refinement and implementation of the Redevelopment and Adaptive Reuse toolkit. (Community Services)
    - 4.1.1.1. Continue to refine and improve external communications
    - 4.1.1.2. Confirm identified Priority Reinvestment Areas are still relevant.
    - 4.1.1.3. Develop Evaluation Criteria for In-fill Projects.
    - 4.1.1.4. Identify Financial and Regulatory Support including 100% completion on public land dedication (PLD) determination for redevelopment project.
    - 4.1.1.5. Update Site Design Requirements.
    - 4.1.1.6. Provide Water and Sewer infrastructure support as needed.
    - 4.1.1.7. Catalyze Redevelopment in the Station Area 75%.
  - 4.1.2. Lead sustainability initiatives for commercial, residential, and government entities. (Community Services)
    - 4.1.2.1. Continue to support buildings greater than 50,000 square feet to meet new state energy efficiency requirements.
    - 4.1.2.2. Continue efforts to support the Resource Resilience Educational facility on water conservation, sustainability, and resilience.

- 4.1.2.3. Develop an incentive program for construction and demolition waste diversion.
- 4.1.2.4. Support City utility bill savings through identifying and completing energy efficiency, renewable energy, and energy resilience opportunities at City facilities and operations.
- 4.1.3. Lead Affordable Housing/workforce housing initiatives such as but not limited to the Housing LIFT program and Emergency and Essential Home Repair Program. (Community Services)
  - 4.1.3.1. Identify new state resources to support affordable housing and its related infrastructure.
  - 4.1.3.2. Complete expedited review process for Affordable Housing developments as required by Proposition 123.
- 4.1.4. Support regional grid stability, as appropriate. (Community Services/Public Works & Utilities)
- 4.1.5. Collaborate with regional and neighboring communities to align affordable housing policies and standards. (Community Services/Public Works & Utilities)
- 4.1.6. Host real estate professionals and brokers for tour opportunities. (Community Services)
- 4.1.7. Support the development and build out of Downtown Westminster including the office and retail sectors to support job creation in the city. (Community Services)
- 4.1.8. Support the newly created Downtown Business Association. (Community Services)
- 4.1.9. Develop a guide for workforce engagement opportunities for businesses. (Community Services)
- 4.1.10. Research a comprehensive municipal strategy to expand access, improve quality, and reduce the cost of childcare in Westminster for both residents and employers. Examples may include: 1) identifying barriers families face in securing care, 2) assessing provider challenges related to staffing, wages, and facilities, and 3) exploring City opportunities through zoning, dedications of unused real property, partnerships, and more access at City sites. (Community Services)
- 4.2. Encourage broadband service and digital access through engagement with telecommunications providers to close gaps for the underserved in service and coverage throughout the City.
  - 4.2.1. Broker relationships with private broadband and Internet service providers in hopes of creating a more competitive marketplace to make adequate Internet access more available and affordable to the community. (Information Technology)
- 4.3. Enhance multi-use zoning and business-friendly policies to encourage more business location, investment, and job creation in the City.
  - 4.3.1. Continue to educate potential developers and property owners about the importance of integration of the Comprehensive Plan and Water Plan to guide and inform planning, development, redevelopment, and investment in the City. (Community Services/Public Works and Utilities)



- 4.3.2. Encourage redevelopment of single-use, under-utilized parcels into mixed-use developments where housing and businesses are integrated, and live-work dwelling units are encouraged. (Community Services)
- 4.3.3. Perform a review of the City's business licensing process to make it easier for businesses to know they have the proper zoning, building permits, and life/safety features for their location before they are issued a business license or sales tax license, and begin to operate. (Community Services/Fire Department/Finance/Chief of Staff's Office)
- 4.3.4. Ensure the new Unified Development Code (UDC) builds upon direction in the 2040 Comprehensive Plan to provide and protect opportunities for flexible employment uses with provisions to facilitate office and industrial uses as well as provisions for adaptive reuse and redevelopment and revised nonconforming use provisions. (Community Services)
- 4.3.5. As changes to the Comprehensive Plan are considered, such as in response to private party requests and changing variables such as State legislation including Senate Bill (SB)24-174 and House Bill (HB)24-1313, perform collaborative analysis between Community Services and Public Works to ensure the Comprehensive Plan continues to align with Water Plan. (Community Services/Public Works and Utilities)
- 4.4. Diversify the City's revenue streams to increase the flexibility of available funding for City projects and programs, ensure stable tax rates, and minimize fee increases.
  - 4.4.1. Explore alternative funding strategies for infrastructure, considering options that include but is not limited to sponsorship, naming, and public-private partnerships. (Chief of Staff's Office/Finance/Parks, Recreation and Libraries)
  - 4.4.2. Continue to pursue grants wherever possible to offset and mitigate operation spending. (all)
- 4.5. Create and implement a plan to transition the City's focus from development to re-development and infill in order to spark innovation, reinvestment, economic growth, and increased regional value.
  - 4.5.1. Attend national retailer and broker forums to create a target list and recruit new, unique to the metro area and/or state entertainment destinations to Westminster. (Community Services)
- 4.6. Identify and implement long-term energy sourcing to ensure energy access for the whole city, especially at Westminster Station.
  - 4.6.1. Support Xcel energy's feeder project that will bring power to the Westminster Station area so that development can continue to occur. (Community Services)
  - 4.6.2. Support the location of a new substation in the southern portion of Westminster to support continued redevelopment. (Community Services)

- 4.6.3. Continue to manage the City's community solar garden subscriptions and track return on investment. (Community Services)
- 4.6.4. Analyze and identify financially beneficial renewable energy sourcing options for City facilities and buildings and begin internal procurement conversations. (Community Services)
- 4.7. Enhance the City's partnerships with state and regional partners such as the Regional Transportation District (RTD) and the Colorado Department of Transportation (CDOT) to expand transit options to better connect people to life needs.
  - 4.7.1. Maintain active relationships with state and regional partners on new or ongoing funding opportunities. (Community Services)
  - 4.7.2. Transportation options for seniors are limited. While there are many funding and partnership opportunities, the City to date has not identified local funding to help develop, support and maintain these services moving forward. Staff will work with to prioritize projects in order to provide more diverse transportation options for all residents. (Community Services)
  - 4.7.3. Support and promote the location of a Downtown station as part of the Fasttracks and Front Range Passenger Rail projects. (Community Services)
  - 4.7.4. Continue to support residential and City staff use of RTD services for work and personal travel. (Community Services)
  - 4.7.5. Identify funding opportunities from CDOT to advance walkability and transportation infrastructure and connections in Downtown and city-wide. (Community Services)



### **Strategic Priority 5: Resilient Infrastructure**

Maintain and invest in resilient infrastructure that creates the highest return for safety, community connectivity, enjoyment of life, and local economic success.

- 5.1 Develop and maintain a comprehensive infrastructure and capital improvement plan that forecasts the City's needs for the next twenty years.
  - 5.1.1 Begin construction on the Drinking Water Treatment Facility. (DWTF) (Public Works & Utilities)
  - 5.1.2 Begin construction on the raw water line for the Drinking Water Project. (Public Works & Utilities)
  - 5.1.3 Begin construction on the finished utilities for the Drinking Water Project (Public Works & Utilities)
  - 5.1.4 Begin construction on the Wattenberg Reservoir Slope Protection and Spillway. (Public Works & Utilities)
  - 5.1.5 Complete the Big Dry Creek Wastewater Treatment Facility Master Plan. (Public Works & Utilities)
  - 5.1.6 Being construction on the Municipal Court House. (Public Works & Utilities)



- 5.1.7 Begin construction on the Federal Parkway Multimodal Project. (Public Works & Utilities)
- 5.1.8 Continue to review and present a recommendation to City Council for a change to the roadway improvement fee structure. (Public Works & Utilities)
- 5.1.9 Develop complete street design criteria. (Public Works & Utilities)
- 5.1.10 Continue to construct capital improvement projects that support growth and development in Downtown Westminster and that leverage private investment. (Community Services)
- 5.1.11 Develop a funding plan for the sustainable maintenance and continued improvement of City streets and roads. (Public Works & Utilities/Chief of Staff's Office)
- 5.2 Establish a process for annual tracking and evaluation of capital projects and their progress so the City is accountable to the community for implementing and completing infrastructure improvement recommendations.
  - 5.2.1 Complete due diligence on the 18-month American Public Works Association (APWA) accreditation assessment. (Public Works & Utilities)
  - 5.2.2 Complete school zone and traffic calming policy. (Public Works & Utilities)
  - 5.2.3 Develop a school zone and traffic calming program based on the policy. (Public Works & Utilities)
  - 5.2.4 Revise the City's standards and specifications to reflect the school zone and traffic calming policy. (Public Works & Utilities)
- 5.3 Apply an environmental impact lens to all infrastructure and capital improvement projects to protect and preserve the City's natural resources and community health.
  - 5.3.1 Evaluate processes to improve/monitor energy use by City facilities. (Community Services)
  - 5.3.2 Identify processes and/or guidelines that can be applied to the City's budgeting and analysis of capital improvement projects to ensure spending and projects create environmentally, socially, and economically beneficial outcomes. (Community Services/Chief of Staff's Office/Public Works & Utilities)
- 5.4 Expand the City's comprehensive asset management system to better manage the lifecycle of City assets, effectively plan for asset maintenance and replacement, and ensure needed redundancies to minimize risks and effectively serve the needs of the community.
  - 5.4.1 Create data driven visualizations that support community outreach and public education about capital projects (e.g. why projects are necessary, how the construction process will impact the community, and the beneficial reasons behind the cost and impact). (Public Works & Utilities)
- 5.5 Continually evaluate the City's water systems to understand needs and costs related to water quality and supply within the City.

- 5.5.1 Complete a Cost of Service study and recommend water rate adjustments. (Public Works & Utilities/Chief of Staff's Office)



**Strategic Priority 6: Organizational Vitality**

Develop and sustain an environment where employees and the organization are equipped and supported to deliver outstanding service to everyone in Westminster.

- 6.1. Enhance and maintain a robust employee development and training program to encourage attraction and retention, foster new ideas and innovation, provide development opportunities, and improve service delivery to the community.
  - 6.1.1. Partner with a professional consultant for the purpose of evolving the way our City presents itself in the recruitment and application process (branding, marketing, total compensation, belonging). (Human Resources)
  - 6.1.2. Expand the internship program at the City across high schools, colleges and universities. (Human Resources)
  - 6.1.3. Design and deliver engaging and streamlined training programs that incorporate elements to boost learning and improve training effectiveness. (Human Resources)
- 6.2. Position the City as an employer of choice through a competitive wage and benefits package and defined opportunities for career development, progression, and advancement.
  - 6.2.1. Perform a comprehensive compensation, classification and benefits study with a professional consultant. (Human Resources)
  - 6.2.2. Conduct actuarial study, review options and feasibility and deliver recommendations regarding a defined benefit pension plan. (Pension Board)
- 6.3. Implement opportunities to improve employee wellbeing and safety and create a positive workplace culture that values and promotes healthy work-life balance.
  - 6.3.1. Incorporate annual mental well-being into annual performance assessment for first responders and provide appropriate support. (Human Resources/Fire/Police Department)
  - 6.3.2. Increase employee engagement to achieve a more productive and higher performing workforce. (Human Resources)
  - 6.3.3. Continue to promote sleep-hygiene services, weight management services, and robust tobacco cessation options with the desire to impact chronic disease management. (Human Resources)
  - 6.3.4. Create a Workforce Retiree designation that provides special benefits to retirees from the City who will remain engaged as retirees, and requires retirement notice and activities in the last year (or months) of employment from the City. (Human Resources)

- 6.4. Increase employee engagement to achieve a more productive and higher performing workforce.
  - 6.4.1. Continue Gallup's Q12 employee engagement survey for opportunities to preserve and evolve employee well-being and engagement. (Human Resources)
  - 6.4.2. Review the budget development process with City Council and Staff to identify areas of improvement for the 2026 budget process. (Human Resources /Chief of Staff's Office)
  - 6.4.3. Continue to lead the Process Improvement Team and explore additional staffing resources to expand implementation. (Chief of Staff's Office)
- 6.5. Sustain the City's commitment to advance diversity, equity, and inclusion in the organization's leadership, culture, and workforce so that the City's services, policies, and practices support equitable results in the community.
  - 6.5.1. Implement the Strategic Plan for Justice, Equity, Diversity, Inclusion, and Belonging 2024-2029, including but not limited to defining the meaning of equitable process, vision, outcome, and strategic goals. (Chief of Staff's Office)
- 6.6. Enhance opportunities for communication between City staff and elected leadership to increase the understanding of employee needs and perspectives and City Council's commitments to respond to community interests.
  - 6.6.1. Communicate with City Council during City Council meetings or study sessions, as appropriate, to increase the understanding of employee needs and commitments to community interests. (all)
- 6.7. Strive for the highest standards of financial planning, forecasting, transparency, risk analysis, and innovative management to ensure the City has a sustainable fiscal future.
  - 6.7.1. Leveraging the power of artificial intelligence by procuring technology tools and applications that are AI-enabled. (Information Technology)
  - 6.7.2. Implement improvements from workforce physical security SWOT analysis on the current environment (Chief of Staff's Office)
  - 6.7.3. Review data and develop decision points for the eventual replacement of JDEdwards. (Finance)
  - 6.7.4. Staff will adopt a financially sustainable budget that is consistent with generally accepted accounting practices (GAAP) and Government Finance Officers Association (GFOA) budgeting standards in addition to routinely reviewing policies and guidelines to establish financially sustainable budgets and reserves. Annually Staff will apply for GFOA's Distinguished Budget Presentation Award, Popular Annual Financial Report Award, and Certificate of Achievement for Excellence in Financial Reporting – these awards demonstrate the City's commitment to excellence in government finance and budgeting. (Finance/Chief of Staff's Office)
  - 6.7.5. Increase the procurement acumen across the city workforce through training and development initiatives, process evolution, common

understanding. Goal is to track savings to City with improved processes.  
(Finance)

6.8. Establish a robust cyber-security program to enhance data security, protect sensitive information, and reduce the risk of disruption to critical City services.

6.8.1. Complete the final stages of the updated Technology Disaster Recovery Plan which includes physical and cyber threats to technology operations.  
(Information Technology)

6.8.2. Achieve appropriate levels of the City's cyber insurance coverage and the best-value protection of the City's assets, operations, and recovery efforts in the event of a cybersecurity incident. (Information Technology)