



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council
DATE: June 17, 2015
SUBJECT: Briefing and Post-City Council Briefing Agenda for June 22, 2015
PREPARED BY: Steve Smithers, Acting City Manager

Please Note: Study Sessions and Post City Council briefings are open to the public, and individuals are welcome to attend and observe. However, these briefings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

Dinner **6:00 P.M.**

Council Briefing (The public is welcome to attend.) **6:30 P.M.**

CITY MANAGER'S REPORT

POST BRIEFING *(The public is welcome to attend.)*

PRESENTATIONS

1. 2015 Strategic Plan Action Feasibility Assessment

CITY COUNCIL REPORTS

None at this time.

EXECUTIVE SESSION

1. Discuss strategy and progress on negotiations related to economic development matters for the Downtown Westminster, disclosure of which would seriously jeopardize the City's ability to secure the development; discuss strategy and progress on the possible sale, acquisition, trade or exchange of property rights, including future leases; and provide instruction to the City's negotiators on the same as authorized by WMC Sections 1-11-3(C)(2), (4), and (7) as well as Colorado Revised Statutes, Sections 24-6-402 (4)(a) and 24-6-402(4)(e). – **verbal**

INFORMATION ONLY

1. Monthly Residential Development Report

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

NOTE: Persons needing an accommodation must notify the City Manager's Office no later than noon the Thursday prior to the scheduled Study Session to allow adequate time to make arrangements. You can call [303-658-2161](tel:303-658-2161) /TTY 711 or State Relay) or write to mbarajas@cityofwestminster.us to make a reasonable accommodation request.



Staff Report

Post City Council Meeting
June 22, 2015



SUBJECT: 2015 Strategic Plan Action Feasibility Assessment – Full Review

PREPARED BY: Barbara Opie, Assistant City Manager

Recommended City Council Action

Review attached 2015 Strategic Plan - Proposed Edits (Attachment A) and 2015 Strategic Plan - Action Feasibility Assessment document (Attachment B) and provide Staff with further clarification and direction on proposed courses of action. Upon receiving this final direction, Staff will prepare a resolution for City Council’s consideration to officially adopt the 2015 Strategic Plan.

Summary Statement

- Following a variety of stakeholder and Staff processes, City Council conducted its annual Strategic Plan retreat on April 25 and 26, facilitated by Julia Novak with The Novak Consulting Group. At this retreat, City Council develop its 2015 Strategic Plan that identifies numerous high priority actions that City Council would like to pursue.
- As the next step in the strategic planning process, Staff completed a high-level feasibility analysis to further refine these action items.
- The Strategic Plan guides the City’s budget. As the 2016 Budget was adopted with the 2015/2016 Budget in October 2014, a mid-year budget review will be conducted for the 2016 budget this fall. City Council will review the Adopted 2016 Budget, consider any new citizen requests, updated revenue projections, Human Resources materials on the Pay Plan including any proposed staffing adjustments, and Human Services Board funding recommendations. As part of the mid-year budget review for 2016, Staff will ensure alignment with City Council identified priorities through the Strategic Plan update.
- During this year’s Strategic Plan update, City Council refined elements of the Strategic Plan and more clearly articulated action items desired in implementing the Strategic Plan. A total of 44 action items were identified through this update.
- To ensure understanding and alignment with the Strategic Plan goals, objectives and actions, a high level feasibility review was conducted by Staff whereby general steps, timelines and resource allocation (both staff and/or additional unbudgeted costs). An initial review with City Council was held on June 1; however, the full Council was not in attendance and this subsequent review has been scheduled when all are anticipated to be present. The summary of this work may be found in Attachment B “2015 Strategic Plan - Action Feasibility Assessment.” Based on the information provided in Attachment B, “2015 Strategic Plan – Proposed Edits” (Attachment A) is provided as a draft of what is proposed as the proposed Strategic Plan for official adoption at a future City Council meeting; depending on direction provided at this final review, additional changes may be warranted.
- Staff seeks to confirm City Council’s direction, clarify the intent of these actions and address next steps. Upon direction provided at Monday’s Post Council meeting, Staff will then pursue the actions identified accordingly and prepare a resolution for formal adoption of the 2015 Strategic Plan.

Expenditure Required: \$0
Source of Funds: N/A

Policy Issues

- Does City Council concur with the attached strategic plan action feasibility assessment, the definition of actions and the proposed “next steps” towards achievement of these actions?
- Does City Council concur with the proposed edits to the Strategic Plan and having this document (with any new edits) return to a future City Council meeting for official adoption?

Alternative

- City Council can provide further clarification on these actions and alternative direction on any of these items.

Background Information

Following City Council’s Strategic Plan retreat at the end of April, Staff committed to return to City Council after having the opportunity to review the draft Strategic Plan received from the facilitator, Julia Novak with The Novak Consulting Group. The purpose of this follow up meeting is to get clarification on any items identified in the Strategic Plan update and to provide feasibility (i.e., potential cost, staff time, timeline, etc.) to implement the Strategic Plan.

As the Strategic Plan drives the budget, 2015 Strategic Plan action items will be addressed through the mid-year budget review. Some of these items may be addressed sooner pending City Council’s direction. 2014 carryover funding could expedite some of these Strategic Plan action items. For other items, Staff will conduct a budget review and amendment process for 2016 during the summer and early fall of 2015. Strategic Plan action items that require additional or re-prioritized resources will be presented for City Council’s consideration as part of this process. City Council will consider amendments to the 2016 Budget in September 2015 for official action in October 2015.

At the June 1 Study Session, Staff completed an initial review of these attachments with City Council. However, since two members of City Council were absent, Staff requested those members in attendance to further review the attachments and that Staff would return later in June when all of Council would be present to complete a comprehensive review. All of City Council is scheduled to be in attendance at the June 22 meeting and Staff is requesting to review the attachments in detail at that Post City Council meeting.

Attached are three documents for City Council’s review:

- Attachment A – City of Westminster 2015 Strategic Plan – Draft with Assignments with Proposed Edits – This document is the draft Strategic Plan with the proposed edits from Attachment B incorporated (the proposed changes are reflected in red text, either underlined or struck through). The original list of action items totaled 44; with the proposed edits, three action items are merged into other action items as proposed in Attachment B, reducing the total action items to 41. It includes the updated Vision statement created and agreed upon at the Strategic Plan retreat; the vision reflects the City Council’s picture of the desired future, i.e., what we want to become. It also includes the goals, objectives and actions identified at the retreat that comprise the Strategic Plan. The goals reflect the broadly defined key statements of what we hope to achieve; they describe the desired ends. The objectives reflect the means of achieving or moving toward the goals; they focus City efforts. The actions flow from each objective; they guide daily, weekly and monthly actions and are specific projects, programs or priorities to be achieved, ultimately helping achieve the vision. City Council will note that there are several actions that include sub-actions; Staff is recommending to consolidate and refine several of these (reflected in Attachment B). In addition, Staff has identified who the lead departments and staff members who will promote each action

listed. The City Manager’s Office will utilize these assignments to provide regular reports (three times a year is proposed) to City Council on the status of these efforts. It should be noted that while one specific name or department is identified, very few of these actions identified involve a single individual or department to achieve success. In addition, all Staff and departments share in supporting City Council’s Strategic Plan and while not all of these efforts are specifically called out in this document, they are important to the City’s overall success nonetheless. Staff proposes to return with a cleaned up version of this document to a future City Council meeting for official adoption of the 2015 Strategic Plan.

- Attachment B – 2015 Strategic Plan Action Feasibility Assessment – This document lists each action included within the Strategic Plan. There are a total of 44 action items listed within this document. Staff was asked to provide an initial feasibility review of each action item, identify potential challenges and opportunities, and what steps are anticipated within the next 6-18 months in moving these actions forward. In addition, Staff identified if internal resources are available for each action, if outside consulting services or potentially additional staff might be needed and prepared an estimated cost associated with each item. These are very high level assessments and cost estimates but are intended to provide City Council a rough order of magnitude associated with these efforts. Several items are proposed to proceed yet in 2015 but may need funding to do so. Staff is recommending the utilization of carryover funds from 2014 (which will be reviewed with City Council in July for consideration) in order for these actions to move forward. Since the original document was delivered for the June 1 Study Session, updates are reflected in orange text, including updates to the cost estimates and proposed action item wording. It should be noted that for 2015 alone, the cost ranges from \$522,500-\$562,500. Initial projected costs for consideration in 2016 range from \$3,060,200-\$3,936,200 (in the original document, this was estimated at \$2,972,000-\$3,572,000), which excludes several items that have costs “TBD” (to be determined) once Staff gains better clarification from City Council on potential parameters of identified actions. Staff is seeking direction from City Council on priorities associated with these actions as we head into the mid-year 2016 budget review. Tradeoffs will likely be necessary to move some of these actions forward; they will be identified and refined as we move into the mid-year budget review. Candidly, not all of these items are feasible without additional resources, whether it be staffing or consulting services. Further discussion with City Council will be needed through the mid-year budget review to determine what items receive additional resources and what the potential tradeoffs might be.

City Council did prioritize the objectives and actions; the highest priority objective had five of the seven members identifying this objective as a top priority. No other objective received that many Councillor’s support (the next highest number of Councillor’s supporting any objective totaled two of seven). The item is as follows:

- Develop an Economic Development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.

The highest priority action, with six of the seven members identifying this action as a top priority was the following:

- Complete specific plans for TOD and Harris Park to maximize TOD and encourage innovative uses.” This top action also falls under the top objective noted above.

The next highest priority actions (with five of seven Councillors) are as follows:

- Recruit and open locally (chef) owned restaurants, starting with at least 3 in the next 18 months.
- Promote connectivity of regional transportation and the “last mile” to connect commuters with places of employment and residences.

These priorities identified by City Council will assist Staff in prioritizing efforts to move the Strategic Plan forward.

- Attachment C – Removed Items – This document is a summary of those items that City Council removed through their prioritization process at the Strategic Plan Retreat. Each City Council member shared their vision, thoughts and ideas on objectives and actions they would like to see implemented. After this discussion, members of City Council then prioritized all of the proposed objectives and actions. The items that did not move into the final draft Strategic Plan are included in the attached document. These are items that City Council either did not want to dedicate resources to or it was considered a duplicate. Staff will not focus efforts on these items during the next 6-18 months based on City Council direction. A total of 34 items were removed.

Staff is seeking clarification on the action items included within Attachment B and the proposed edits included within Attachment A at Monday's Post City Council Meeting. This will be an important process and Monday's feedback will be utilized as Staff proceeds with the mid-year 2016 budget review. Staff requests that City Council review the descriptions of proposed efforts in moving these actions forward to ensure we have captured Council's intent. As we move into the mid-year budget review, Staff will identify potential points where additional clarification is needed and will return as appropriate to City Council for direction. All of the Department Heads (or their representatives) will be in attendance at Monday's Post City Council Meeting to receive feedback and answer questions.

Staff will also distribute printed copies of Attachment A on regular paper and Attachment B on tabloid (11"x17") paper prior to Monday to help facilitate the discussion.

The Strategic Plan action feasibility assessment supports all of the City's updated Strategic Plan Goals: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Beautiful, Desirable, Safe, and Environmentally Responsible City; Dynamic, Diverse Economy; Financially Sustainable Government Providing Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachments:

- Attachment A – City of Westminster 2015 Strategic Plan – Draft with Assignments – Proposed Edits
- Attachment B – 2015 Strategic Plan Action Feasibility Assessment
- Attachment C – Removed Items (from the Strategic Plan Retreat process)

City of Westminster 2015 Strategic Plan

Vision

Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.

Goals, Objectives and Actions

GOAL: Visionary Leadership, Effective Governance and Proactive Regional Collaboration

The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.

- **OBJECTIVE:** Develop communication, management and planning tools that move the City toward its vision while providing excellent government.
 - 1) **ACTION:** Improve the strategic plan and budget process to fully engage City Council, City staff and the community in matching the strategic plan to the appropriation of budget resources. (LEAD DEPT: CMO/Barbara Opie)
 - 2) **ACTION:** Develop a more robust community multimedia communications program and Council outreach program. (LEAD DEPT: CMO/Joe Reid)
 - 3) **ACTION:** Provide more online transactions. (LEAD DEPT: IT/Art Rea)
 - 4) **ACTION:** Build brand identity for Westminster (social media, multi lingual, promote Westminster). (LEAD DEPT: CMO/Joe Reid)
 - 5) **ACTION:** Complete another biennial survey of citizens in 2016. (Ongoing) (LEAD DEPT: CMO/Ben Goldstein)
 - 6) **ACTION:** Study current community emergency preparedness capacity. (Ongoing) (LEAD DEPT: FD/Emergency Preparedness Coordinator (currently vacant))
 - 7) **ACTION:** Empower staff where creativity, innovation and ingenuity are used with cross-discipline and cross-functional team approaches to solve problems, improve service delivery/project management, and to help inform and implement City Council goals. (Ongoing) (LEAD DEPT: CMO/Steve Smithers/All Depts.)
- **OBJECTIVE:** Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.
 - 8) **ACTION:** Schedule one planning session with Adams 50, Adams 12 and Jefferson County school districts and Front Range Community College to explore areas of collaborative opportunities. (LEAD DEPT: CMO/Don Tripp)
 - 9) **ACTION:** Schedule semi-annual joint planning sessions with elected officials of Adams County and Jefferson County. (LEAD DEPT: CMO/Don Tripp)
 - 10) **ACTION:** At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions. (Ongoing) (LEAD DEPT: CMO/Steve Smithers/All Depts.)

GOAL: Vibrant, Inclusive and Engaged Community

Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, employment and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business and nonprofit groups.

- **OBJECTIVE:** Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.
 - 11) **ACTION:** Pursue workforce housing. (LEAD DEPT: CMO/Jody Andrews/Steve Smithers)
 - 12) **ACTION:** Pursue housing construction defects ordinance. (LEAD DEPT: CAO/David Frankel)

- **OBJECTIVE:** Develop programs and strategies that build a unique sense of community in Westminster.
 - 13) **ACTION:** Increase multi-lingual communication mediums. (LEAD DEPT: CMO/Joe Reid)
 - 14) **ACTION:** Ensure social equity in the amenities we provide. (LEAD DEPT: PRL/Jason Genck)
 - 15) **ACTION:** Consider the recommendations of the Inclusivity Task Force regarding the creation and structure of an Inclusivity Board or Commission. (Ongoing) (LEAD DEPT: CMO/Joe Reid)

- **OBJECTIVE:** Lead the development of cultural opportunities in Westminster.
 - 16) **ACTION:** Develop strategic partnerships to advance cultural program and event opportunities throughout Westminster; focus on 4-5 high-impact events. (LEAD DEPT: PRL/Jason Cutler)

- **OBJECTIVE:** Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.
 - 17) **ACTION:** Complete St. Anthony North Hospital (84th Avenue) impact analysis. (Ongoing) (LEAD DEPT: CMO/Jody Andrews impact analysis and FD/Doug Hall EMS impact analysis)
 - 18) **ACTION:** Decide public policy on chicken and bees in Westminster. (Ongoing) (LEAD DEPT: CD/Grant Penland)

GOAL: Beautiful, Desirable, Safe and Environmentally Responsible City

Westminster thoughtfully creates special places and settings. The City is an active steward, protecting and enhancing natural resources and environmental assets. The City promotes and fosters safe and healthy communities.

- **OBJECTIVE:** Make a Citywide commitment to sustainability.
 - 19) **ACTION:** Complete and promote the City Hall geothermal and landscape project. (LEAD DEPT: GS/Tom Ochtera geothermal and PRL/Becky Eades landscape)
 - 20) **ACTION:** Use energy efficiently, conserve resources and educate citizens as to ways they can also support sustainable natural resources behaviors. (Ongoing) (LEAD DEPT: GS/Tom Ochtera energy/resource conservation and GS/Nick Butel & EAB citizen education)

- **OBJECTIVE:** Promote ongoing excellent management and maintenance of the City's parks and open space system.
 - 21) **ACTION:** Complete Phase One of the Little Dry Creek Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood. (Ongoing) (LEAD DEPT: PRL/Becky Eades)
 - 22) **ACTION:** Develop and implement Open Space Master Stewardship Plan, continuing shift in focus to maintenance. (Ongoing) (LEAD DEPT: PRL/Lance Johnson/Rod Larsen)

~~23) **ACTION:** Continue to shift focus to maintaining the City's open space assets in concert with the adopted Open Space Stewardship Plan. (Ongoing) (LEAD DEPT: PRL/Rod Larsen)~~

- **OBJECTIVE:** Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.

24) **ACTION:** Establish specific recreation center, park, open space, golf and library usage growth strategies. (Ongoing) (LEAD DEPT: PRL/Ryan Hegreness)

GOAL: Dynamic, Diverse Economy

Westminster is a local government that fosters social, economic and environmental vitality and cultivates and strengthens a wide array of economic opportunities.

- **OBJECTIVE:** Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.

25) **ACTION:** Complete a Framework Plan for South Westminster to compliment efforts for the sSpecific ~~p~~Plans for Westminster Station area transit-oriented development (TOD) and Harris Park to maximize TOD and encourage innovative uses by the end of 2017. (LEAD DEPT: CD/Sarah Nurmela)

~~A. Completed the Specific Plan for transit-oriented development (TOD) of the Westminster Station area and began its implementation; continue to pursue further rail expansion by end of 2016. (LEAD DEPT: CD/Sarah Nurmela)~~

~~B. Complete a Master Plan for South Westminster by end of 2017. (LEAD DEPT: CD/Sarah Nurmela)~~

~~C. Discuss ideas to attract restaurants to 73rd Avenue in Historic Westminster. (LEAD DEPT: CMO/Jody Andrews)~~

26) **ACTION:** Support economic resilience through a business attraction and retention strategy focusing on primary jobs, and supporting innovative initiatives and social entrepreneurs. (LEAD DEPT: CMO/Jody Andrews)

~~A. Advance business attraction strategy. (LEAD DEPT: CMO/Jody Andrews)~~

~~B.A. Conduct an audit on small businesses and g~~Grow small businesses through incubation. (LEAD DEPT: CMO/Jody Andrews)

~~C. Conduct an audit for small businesses. (LEAD DEPT: CMO/Jody Andrews)~~

27) **ACTION:** Complete a strategic plan for and continue to promote the future development of the North I-25 corridor. (LEAD DEPT: CMO/Jody Andrews)

~~A. Continue North I-25 development. (LEAD DEPT: CMO/Jody Andrews)~~

28) **ACTION:** Implement Community Development service enhancement (audit) recommendations. (LEAD DEPT: CD/John Carpenter)

A. Implement best practices in our Building Division. (LEAD DEPT: CD/Dave Horras)

29) **ACTION:** Recruit and open locally (chef) owned restaurants, starting with at least three in the next 18 months; target at least one in South Westminster in the 73rd Avenue/Arts District area. (LEAD DEPT: CMO/Jody Andrews)

~~A. Support development of chef-owned restaurants. (LEAD DEPT: CMO/Jody Andrews)~~

~~B. Encourage the development of chef-owned and/or operated restaurants. (LEAD DEPT: CMO/Jody Andrews)~~

30) **ACTION:** Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project. (Ongoing) (LEAD DEPT: CMO/Jody Andrews)

31) **ACTION:** Construct Westminster Station and develop TOD area and recruit developers. (Ongoing) (LEAD DEPT: CD/John Burke construct Station and CMO/Jody Andrews recruit developers)

GOAL: Financially Sustainable Government Providing Excellence in City Services

Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

- **OBJECTIVE:** Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.
 - 32) **ACTION:** Assess the following major infrastructure categories and develop funding/ implementation strategies to protect and maintain the City’s investments: municipal court (including options for a new courthouse and potential location), municipal government buildings, utilities, recreation, golf, streets, parks, open space, police, fire and technology. (LEAD DEPT: CMO/Jody Andrews)
 - ~~A. Protect and maintain the City’s investment in infrastructure and assets. (LEAD DEPT: CMO/Jody Andrews)~~
 - ~~B. Study options for new courthouse. (LEAD DEPT: CMO/Jody Andrews)~~
 - ~~C. Explore locating courthouse at TOD site. (LEAD DEPT: CMO/Jody Andrews)~~
 - ~~D. Maintain excellence in City service by protecting and maintaining our assets. (LEAD DEPT: CMO/Jody Andrews)~~
- **OBJECTIVE:** Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.
 - 33) **ACTION:** Address recent public safety concerns of Colorado Firefighter Safety Act and impacts of national events on the Westminster Police Department, through ongoing, open communication. (LEAD DEPT: FD/Doug Hall and PD/Lee Birk)
 - 34) **ACTION:** Enhance programs to support all employees. (Ongoing) (LEAD DEPT: CMO/Steve Smithers/All Depts. and GS/Debbie Mitchell)
 - 35) **ACTION:** Continue to develop employees’ understanding of the SPIRIT values through training programs and leadership at all levels. (Ongoing) (LEAD DEPT: GS/Lisa Chrisman)
 - ~~36) **ACTION:** Reinforce as a standard practice the use of cross-functional teams to service delivery/project management. (Ongoing) (LEAD DEPT: CMO/Steve Smithers/All Depts.)~~
- **OBJECTIVE:** City Manager will develop an annual program of specific department business process improvement reviews.
 - 37) **ACTION:** City staff will develop a long-term financial sustainability plan. (Ongoing) (LEAD DEPT: CMO/Steve Smithers/Jody Andrews/Barbara Opie and Finance/Tammy Hitchens)
 - 38) **ACTION:** Analyze Fire/EMS alternative service delivery. (Ongoing) (LEAD DEPT: FD/Doug Hall)
 - 39) **ACTION:** Recruit volunteers to adopt trail/park areas. (Ongoing) (LEAD DEPT: PRL/Lance Johnson)

GOAL: Ease of Mobility

Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible and connected by local and regional transportation options through planning, collaboration, advocacy and execution. Transportation objectives include walkability, bike friendly, drivability, and mass-transit options.

- **OBJECTIVE:** Improve the walkability and bikeability of Westminster.
 - 40) **ACTION:** Review existing bicycle master plan, ~~and~~ report on opportunities for short- and mid-term bicycle lane and route improvements, and pursue accelerated implementation of the master plan; promote bicycle lane and route improvements. (LEAD DEPT: CD/Dave Downing and PWU/Dave Cantu)
 - ~~A. Accelerate implementation of bicycle master plan. (LEAD DEPT: CD/Dave Downing and PWU/Dave Cantu)~~
 - 41) **ACTION:** Enhance trail connectivity. (Ongoing) (LEAD DEPT: PRL/Lance Johnson)

42) **ACTION:** Complete the planned study on mobility, including enhanced trail connectivity. (Ongoing)
(LEAD DEPT: CMO/Jody Andrews and PWU/Christine Gray)

- **OBJECTIVE:** Improve mass-transit options throughout Westminster.

43) **ACTION:** Promote connectivity of regional transportation and the “last mile” to connect commuters with places of employment and residences. (LEAD DEPT: CMO/~~Aric Otzelberger~~TBD)

44) **ACTION:** Bring commuter rail to Westminster and Ppromote commuter rail extension beyond Westminster Station along U.S. 36. (LEAD DEPT: CMO/~~Aric Otzelberger~~TBD on rail extension and CD/John Burke on commuter rail to Westminster)

~~A. Bring commuter rail to Westminster. (LEAD DEPT: CD/John Burke)~~

2015 Strategic Plan - Action Feasibility Assessment / Report Back

Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
1) Improve the strategic plan and budget process to fully engage City Council, City staff and the community in matching the strategic plan to the appropriation of budget resources. City Council and Staff is in process of better instituting the Strategic Plan through this feasibility assessment. This process will allow for improved definition of desired actions and prioritization of resources. Staff will then move appropriate items forward for City Council consideration through the upcoming mid-year 2016 Budget Review/Amendment process.	Existing Resources - Soft Dollar Costs	\$0	\$0	CMO/ Barbara Opie
2) Develop a more robust community multimedia communications program and Council outreach program. Staff recommends meeting with City Council in an upcoming study session to present information on our current communication program, including the strategy that guides it and the analytics that measure it. This would provide an opportunity to receive direction from Council on where they would like to see increased focus. Staff will schedule a study session on this item this summer.	TBD Pending City Council Direction	TBD	TBD	CMO/ Joe Reid
3) Provide more online transactions. Staff interprets online transactions as being those where users can submit online payments or forms through the City's website. As of May 2015, the City offers six online payment opportunities including utility payments, park and recreation registration fees, sales tax returns, golf course gift certificates, library fees and traffic accident report fees. Additional payment applications are in development and will be implemented in 2015, including sales tax credit processing and municipal court fines, fees and tickets. There are currently 23 forms that may be submitted electronically, and eight other opportunities identified, with two currently under development including probation forms and Court customer service surveys. A full list of current and planned forms is available if requested. Additional online solutions, such as digital signature for forms, is being evaluated. Staff will align staff priorities so that the City can move ahead with additional online transactions that are cost-justified based on usage.	Existing Resources - Soft Dollar Costs; potential ongoing maintenance costs associated with digital signatures reflected in 2016.	\$0	\$14,000	IT/ Art Rea
4) Build brand identity for Westminster (social media, multi lingual, promote Westminster). Staff recommends hiring an agency to guide the City through the branding process, with an eye toward aligning our current brand with the new vision of Westminster as the next urban center on the Front Range. This work would coordinate closely with marketing the new downtown site and with overall economic development efforts for the City. Deliverables would include a branding product, a brand management playbook, messaging, design guidance, etc. This effort would also include a sustainable marketing plan to ensure the branding message connects with essential audiences. If City Council is supportive of this approach, Staff would release an RFP and hire an agency by 3Q 2015.	Existing Resources - Soft Dollar Costs and Contractual Costs for Branding/Marketing Consultant. The estimated initial cost is \$60,000 for the branding portion is proposed in 2015 from carryover to get this effort moving. This does not include the ongoing cost of marketing to build and maintain the brand that could run \$50,000-\$100,000 depending on options such as video, which would be evaluated with the mid-year 2016 budget.	\$60,000	\$50,000-100,000	CMO/ Joe Reid
5) Complete another biennial survey of citizens in 2016. CMO Staff will be working with all departments on the development of the 2016 Citizen Survey. The plan is to conduct the survey in early 2016 so that the information gained can be used as part of the strategic planning process and 2017-2018 budget development.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	CMO/ Ben Goldstein
6) Study current community emergency preparedness capacity. Emergency Management Coordinator position is currently vacant. 84 applications are being screened and reviewed to identify final candidates. Position is expected to be filled in late June. This staff position will lead the development of a plan that identifies a strategy to improve citizen awareness of emergency notification procedures. The plan will also seek to improve awareness of how to shelter in place, proper evacuation procedures, and disaster recovery resources. A separate plan will also be identified to evaluate and improve the status of local businesses having a "continuity of operations" plan. Specific timing of these plans will be identified in upcoming strategic plan status updates to City Council.	Existing Resources - Soft Dollar Costs	\$0	\$0	FD/ Emergency Preparedness Coordinator (vacant)

Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
7) Empower staff where creativity, innovation and ingenuity are used with cross-discipline and cross-functional team approaches to solve problems, improve service delivery/project management , and to help inform and implement City Council goals. Staff has identified numerous examples of actions where this strategic plan action is being fulfilled, including accelerating the Bike Master Plan, Street Lighting/Xcel Energy Engagement, the Enhanced Mobility and Connectivity Study, and agenda management software procurement. All of these projects are commencing in 2015/2016. The 2015 Leadership Development Class is also conducting an evaluation of cross functional teams efforts and will be recommending to City leadership possible improvements to the use of cross-functional teams to service delivery/project management as their class project.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	CMO/ Steve Smithers/ All Depts.
8) Schedule one planning session with Adams 50, Adams 12 and Jefferson County school districts and Front Range Community College to explore areas of collaborative opportunities. Staff will contact representatives from these educational partners in the community to coordinate logistics and schedule a session that works best for all parties involved. Staff will report back to City Council once a date and time has been secured. Staff will then work with City Council to develop an agenda and approach for this planning session.	Existing Resources - Soft Dollar Costs	\$0	\$0	CMO/ Don Tripp
9) Schedule semi-annual joint planning sessions with elected officials of Adams County and Jefferson County. Staff will contact representatives from these local government partners to coordinate logistics and schedule a session for each County for 2015. Staff will report back to City Council once a date and time has been secured for each of these meetings. Staff will then work with City Council to develop an agenda and approach for these meetings and engage each County to ensure their topics of interest are placed on the agenda as well. Staff will then plan to work on scheduling two of these meetings for each County in 2016.	Existing Resources - Soft Dollar Costs	\$0	\$0	CMO/ Don Tripp
10) At the staff level, look for opportunities to collaborate and assist our neighboring jurisdictions. The City has numerous examples of regional collaboration over many years, but for the purposes of this action item, Staff will highlight new collaboration efforts planned in the near future. Staff will participate in the Colorado Municipal League's (CML) Standardized Sales Tax Definitions Steering Committee and propose modifications to the Westminster Municipal Code to better streamline tax remittance for businesses. Fleet Maintenance, Purchasing and Fire Staff are working with other fire agencies to develop a common specification for a fire pumper truck. The purpose is to find enough commonality between agencies that allows one specification to be presented to fire apparatus manufacturers to reduce the purchase cost to all participating agencies. Staff proposes to explore the pursuit of an IGA or MOU with Adams District 50 by end of 2015 for supplying de-icer material. Staff will also reach out to Jefferson District 1, Adams District 50 and Adams District 12 about participation in the City's bidding processes for concrete and asphalt projects. Staff also has a number of IGAs in place with neighbors (e.g., Arvada, Broomfield, Thornton) for street and bridge maintenance and road repair. Not all activities are governed by an IGA, and Staff recommends that some time be spent examining where IGAs need to be updated and/or created. Staff would review existing IGAs and MOUs by end of 2015, and then propose updating and/or creating IGAs where necessary by end of 2016. As one final example, Staff is considering participation in the newly formed Adams County Regional Sustainability Network.	Existing Resources - Soft Dollar Costs	\$0	\$0	CMO/ Steve Smithers/ All Depts.
11) Pursue workforce housing. Staff proposes a baseline assessment of current affordable/workforce housing options in Westminster, followed by a Study Session with City Council to review current policies and affordable housing successes in Westminster and surrounding cities, define exactly what workforce housing means and review options for moving forward.	Existing Resources - Soft Dollar Costs; New Contractual Costs for Consulting Assistance proposed for 2015 from carryover funds to get an assessment started in 2015. There may be additional funding needed in 2016 or in future years depending on the results of the assessment and direction provided by City Council. There will be soft dollar costs associated with managing the contract and project; Staff will review priorities and return with a recommendation and potential tradeoffs if needed to staff this effort.	\$60,000	TBD	CMO/ Jody Andrews/ Steve Smithers
12) Pursue housing construction defects ordinance. Staff is in the process of reviewing approaches taken by other local jurisdictions, along with legal risks and considerations of this approach. Staff will return to City Council in Study Session in 2015 to review this information and seek direction.	Existing Resources - Soft Dollar Costs	\$0	\$0	CAO/ David Frankel

	Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
13)	Increase multi-lingual communication mediums. Staff proposes creating a Citywide task force to examine ways to move ahead with providing greater multi-lingual access to City programs, services and information. This process would involve engaging City employees and specific audiences from our community. A proposed first step would be an assessment of existing efforts, both for written and spoken communication, followed by an effort to identify the most pressing needs and ways to address those. A proposed last stage would consist of developing recommendations to create a sustainable path forward to address long term community needs. Staff proposes to create this task force and commence work in 3Q 2015. In the interim, Parks, Recreation and Libraries staff are pursuing marketing efforts in partnership with El Comercio. Staff also plans to host one outdoor movie this summer in Spanish. In addition, the Municipal Court is utilizing translation services as needed.	TBD - Initial participation of Staff will require soft dollar costs. Adding a multi-lingual component to City communications could require additional staffing (full-time translator) and/or using a translator service such as TransLingua, which offers translation services for a flat fee. Whatever solution is identified will likely have ongoing operating costs associated with it.	TBD	TBD	CMO/ Joe Reid
14)	Ensure social equity in the amenities we provide. Staff is utilizing many resources to meet this action, including the National Recreation and Park Association's work with social equity and the "Library Bill of Rights." Staff is examining how to better align front line resources to serve diverse and expanding populations of all ethnicities. Staff will return to City Council with specific proposed actions in future strategic plan status updates. One current proposed action is to offer Sunday hours at Irving Street Library. Staff seeks City Council direction on this item and will pursue action accordingly.	Sunday Hours for Irving Street Library - 1.0 1.7 FTE (Additional) and Additional Hours for Hourly Staff; this will be an ongoing cost and considered with the mid-year 2016 budget review.	\$0	\$70,000 \$88,200-114,200	PRL/ Jason Genck
15)	Consider the recommendations of the Inclusivity Task Force regarding the creation and structure of an Inclusivity Board or Commission. The Inclusivity Task Force will be making recommendations to City Council in September 2015. The new outreach coordinator serves as Staff liaison for the task force and whatever board or commission results from the task force recommendations.	This will be adequately staffed in the near term, but depending on how the ongoing board/commission is structured and the programs it wishes to implement, this could have potential staffing impacts and program costs. As such, no funding is shown in 2015 and TBD is reflected in 2016+; potential funding for out years will be considered with the mid-year 2016 budget process but it may be too early to identify programmatic costs and it may roll into the 2017/2018 budget development process.	\$0	TBD	CMO/ Joe Reid
16)	Develop strategic partnerships to advance cultural program and event opportunities throughout Westminster; focus on 4-5 high-impact events. Staff seeks City Council input on whether to pursue 4-5 "high impact events" or to focus on a lesser number with more resources. More events will require a greater spread of limited resources. In a saturated special event market in the metropolitan region, more events can also diffuse overall effectiveness from a competitive standpoint. Partnerships are key to the success for these events. Staff estimates a cost of \$50,000 per event and assumes additional revenue could be generated from sponsorships. The City's current special event approach is based upon "lower-scale" community events, which do not require the same level of resource.	Parks, Recreation and Libraries currently has a 0.6 FTE Recreation Specialist responsible for planning, coordinating and administering events. This position is currently vacant and is being filled by a temporary assignment. Recognizing the opportunity to better contribute to the development of cultural opportunities in Westminster, Staff seeks City Council's direction on the potential pursuit of an additional 0.4 FTE to be added the vacant 0.6 FTE position to create a full-time Recreation Specialist who would focus on advancing cultural program and event opportunities. The additional 0.4FTE would allow the City to recruit higher caliber candidates and provide stability for this important position. The cost for the additional 0.4 FTE is estimated at \$20,000; an additional \$50,000 is estimated as the cost per "high-impact" event. The additional FTE and "high-impact" event funding will be considered with the mid-year 2016 budget and would be an ongoing cost.	\$0	\$70,000- 320,000	PRL/ Jason Cutler
17)	Complete St. Anthony North Hospital (84th Avenue) impact analysis. Fire Department Staff is analyzing the impact to emergency medical (EMS) operations. In the southern part of the City, Staff is experiencing longer response times to hospitals, longer turn around times for getting ambulances back in service and longer staffing shortages on engines when firefighters have to ride in on ambulances. Staff is making adjustment accordingly. Staff can return to City Council in Study Session to brief City Council after more time elapses and more data is gathered and analyzed (in early 2016). Regarding economic development, Staff will be working to market the location for appropriate and potential users in the future. Staff will conduct an economic assessment including the Summit Square Shopping Center and surrounding medical office buildings. Staff will also prepare a Specific Plan for the area. These efforts will be balanced against other strategic actions per City Council's direction.	Existing Resources - Soft Dollar Costs; New Contractual Costs for Consulting Assistance (\$20,000 estimated) for an Economic Assessment. Funding will be considered with the mid-year 2016 budget process.	\$0	\$20,000	FD/Doug Hall and CMO/Jody Andrews
18)	Decide public policy on chicken and bees in Westminster. Proposed regulations will be reviewed by City Council on July 27 and August 10. Implementation of permitting planned for 90 days after ordinance adoption.	Considering the already significant workload of animal management, Staff is analyzing the potential staffing demands of this new ordinance. Staff would return to City Council with specific proposals as part of the mid-year 2016 Budget Review/Amendment. At this time, it is anticipated that additional staffing might be necessary to adequately administer this new ordinance (projected at \$55,000/year as an ongoing cost).	\$0	\$55,000	CD/ Grant Penland

	Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
19)	Complete and promote the City Hall geothermal and landscape project.				GS/Tom Ochtera geothermal and PRL/Becky Eades landscape
	The geothermal project is on track and will commence in June 2015. Completion date is anticipated for December 2015. Contracts are approved and a communication strategy is in place. The scope of the landscaping/courtyard project needs to be determined by City Council. Staff will return to City Council with potential scope elements and costs in the summer of 2015.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	
20)	Use energy efficiently, conserve resources and educate citizens as to ways they can also support sustainable natural resources behaviors.				GS/ Tom Ochtera energy/ resource conservation and GS/ Nick Butel & EAB citizen education
	There are numerous examples of the City working to fulfill this action. The Environmental Advisory Board (EAB) and Staff continue efforts to educate the public on recycling, composting, what to do with hard-to-recycle items and other environmentally sustainable behaviors through educational booths with free giveaways at public events like the Community Pride Day BBQ, Westy Fest and Earth Day/Arbor Day events. With Zonar GPS technology, Staff is reducing idling of City vehicles, which can unnecessarily consume fuel. More data will be shared with City Council through future strategic plan status updates. The City recently placed into service its first electric vehicle and charging station. In addition, the City added its 25th Prius hybrid to the fleet in 2015. The City continues to implement energy conservation measures identified in the Ameresco preliminary Technical Energy Audit. Staff is retrofitting lighting at recreation centers and fire stations with efficient LED technology. Staff continues educating and utilizing Life Cycle Cost Analysis on all relevant capital projects to inform decision-making and to ensure resource considerations. At the RTD Parking garage in South Westminster, the City will install infrastructure for future Solar PV and electric car recharging stations. The City also continues to offer numerous water conservation programs to residents and businesses.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	
21)	Complete Phase One of the Little Dry Creek Park Master Plan and start to create a vibrant park identity through beautification of the new TOD and surrounding neighborhood.				PRL/ Becky Eades
	This project is underway. Updates will be provided to City Council through Study Session and strategic plan status updates.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	
22)	Develop and implement Open Space Master-Stewardship Plan.				PRL/ Lance Johnson
	The Open Space Stewardship Plan is complete. Staff is in the process of implementing recommendations. Specific proposals will be presented to City Council through the City's upcoming budget processes.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	
23)	Continue to shift focus to maintaining the City's open space assets in concert with the adopted Open Space Stewardship Plan.				PRL/ Rod Larsen
	The Open Space Stewardship Plan is complete. Staff is in the process of implementing recommendations. Specific proposals will be presented to City Council through the City's upcoming budget processes. Staff recommends merging with #22.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	
24)	Establish specific recreation center, park, open space, golf and library usage growth strategies.				PRL/ Ryan Hegreness
	Several key master planning efforts are underway through 2016 (City Park, Standley Lake, Libraries). The Open Space Stewardship Plan was recently completed. These plans will provide strategies for these specific project sites. However, Staff believes an updated comprehensive plan for parks, recreation and libraries facilities may be warranted in the future to assure a cohesive and prioritized strategy for all amenities. Staff recommends consideration of this effort for late 2016.	If there is direction to consider pursuing this effort, consultant fees would need to be identified through the Mid-Year 2016 Budget review/amendment process.	\$0	\$200,000	

Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
<p>25) Complete a Framework Plan for South Westminster to compliment efforts for the Specific Plans for Westminster Station area transit-oriented development (TOD) and Harris Park to maximize TOD and encourage innovative uses by the end of 2017.</p> <p>Additional staffing will be needed to complete both plans over the next 18 months. If additional staffing was pursued, efforts could commence in late in 2015 and finish at the end of 2016. This will also require additional budget for community outreach, particularly for the Harris Park Specific Plan effort, which is anticipated to include multiple rounds of outreach and a variety of methods. It is anticipated that based upon an upcoming recommendation for additional Staff in 2015, a new 1.0 FTE in Community Development will be utilized to complete this effort. As part of this effort, Staff will encourage protection of existing businesses and provide input on the attraction of new business to the area. Staff also proposes to analyze potential financing structures and approaches.</p>	<p>Staff Resources: 1.0 FTE (part of Community Development mid-year staffing proposal projected at \$85,000)); Outreach Budget: \$25,000. The staffing cost would be ongoing (the amount reflected for 2015 is a half year) and the outreach budget would be a one-time cost.</p>	<p>\$42,500</p>	<p>\$110,000</p>	<p>CD/ Sarah Nurmela</p>
<p>25A) Complete the Specific Plan for transit-oriented development (TOD) of the Westminster Station area and began its implementation; continue to pursue further rail expansion by end of 2016.</p> <p>Staff proposes to incorporate this item into #25.</p>				<p>CD/ Sarah Nurmela</p>
<p>25B) Complete a Master Plan for South Westminster by end of 2017.</p> <p>Staff proposes to incorporate this item into #25.</p> <p>Staff requests clarification on this item: If the South Westminster Framwork Plan effort is folded into the Specific Plan efforts for the Harris Park and Westminster Station (TOD) areas (number 25 above), planning for South Westminster would be specific to those areas. Issues of redevelopment of other areas like Shoenberg Farms, Sheridan Blvd, and Federal Blvd, as well as zoning/Comp Plan consistency, and context-sensitive infill that would address the larger South Westminster area will not be addressed.</p> <p>If a cohesive framework plan to address South Westminster is desired, there are two options: (1) delay the effort to become a work item in 2017, as long range planning capacity will be capped by the specific plan efforts and other strategic plan priorities or (2) appropriate funding for consultant services (\$90,000) to complete a South Westminster Framework Plan in 2016.</p> <p>#25 above, as modified, reflects a framework planning effort prior to development of specific plans.</p>			<p>\$90,000</p>	<p>CD/ Sarah Nurmela</p>
<p>25C) Discuss ideas to attract restaurants to 73rd Avenue in Historic Westminster.</p> <p>Staff proposes to incorporate this item into #29.</p>				<p>CMO/ Jody Andrews</p>
<p>26) Support economic resilience through a business attraction and retention strategy focusing on primary jobs; and supporting innovative initiatives and social entrepreneurs.</p> <p>Staff proposes to move forward with key businesses to develop an Innovation Pavilion for Geospatial small businesses. Staff also proposes to continue efforts to attract business accelerators and collaborative work spaces. Staff will network with commercial real estate brokers and developers to promote key industries and the need for additional commercial space. Staff will provide training and networking for existing businesses to encourage growth while continuing business retention efforts to encourage existing businesses to stay and grow.</p>	<p>These efforts will be very time consuming, especially when considering the other economic development-related action items in this plan. Comprehensively, an additional FTE and/or additional interns will likely be necessary to accommodate these additional workload items. Staff will plan to return to City Council with specific proposals as part of the mid-year 2016 budget and/or appropriation processes (estimated between \$100,000 to \$200,000).</p>	<p>\$0</p>	<p>\$100,000-200,000</p>	<p>CMO/ Jody Andrews</p>
<p>26A) Advance business attraction strategy.</p> <p>Staff proposes to incorporate this item into #26.</p>				<p>CMO/ Jody Andrews</p>
<p>26B) Conduct an small business audit and Ggrow small businesses through incubation.</p> <p>Staff requests some clarification from City Council on the desired outcome and purpose of 26B and 26C to ensure Staff is aligned with City Council. Staff proposes to schedule this item for an upcoming Study Session. In concert with this discussion, Staff proposes to continue TechConnects to nurture and grow technology companies in the City. Staff will also plan to work to facilitate co-ops, co-working spaces and shared office space. Staff will continue to enhance the City's existing business service program and serve as internal advocate for existing businesses. Staff could conduct an audit for small businesses.</p>	<p>Staffing needs covered under #26 above, plus additional consultant cost for small business audit. Please see #26 (staffing); \$25,000 (small business audit).</p>	<p>TBD</p>	<p>\$25,000</p>	<p>CMO/ Jody Andrews</p>
<p>26C) Conduct an audit for small businesses.</p> <p>Staff proposes to incorporate this item into #26B.</p>				<p>CMO/ Jody Andrews</p>

	Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
27)	Complete a strategic plan for and continue to promote the future development of the North I-25 corridor.				CMO/ Jody Andrews
27A)	Continue North I-25 development.	Staffing needs covered under #26 above; TBD additional consultant cost for preparation of strategic plan. Please see #26 (staffing); \$20,000 (strategic plan consultant) would be considered with the mid-year 2016 budget.	\$0	\$20,000	CMO/ Jody Andrews
28)	Implement Community Development service enhancement (audit) recommendations.				CD/ John Carpenter
	Pre-Application Process Modification: Integrate pre-submittal meeting into overall process update and roll-out, including updates to the website, applications, materials, and checklists to inform applicants of pre-submittal meeting requirements. Integrate pre-submittal process into the multi-lingual development guide provided to prospective developers. Create web-based scheduling and/or meeting request for pre-submittal meetings. Integrate pre-submittal meeting into the multi-lingual development guide.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	
	Development Guides: Create multi-lingual development guide language. RFP and hire consultant(s) to ensure that the language and guide are appropriate for the audiences. Update the website to include guide(s). The multi-lingual development guide(s) recommended to be developed above will form the foundation for the creation of a joint Economic Development and Community Development guide. This guide will contain much of the same information as the multi-lingual development guide(s), but will be directed towards the small-business owner.	Existing Resources - Soft Dollar Costs and Consulting Budget (Development Guide estimated at \$15,000).	\$0	\$15,000	
	Reporting: Provide quarterly report of performance, including posting on website.	TBD in relation to E-Permitting	TBD	TBD	
	Reduced Timeframes: This will be possible by the introduction of additional Staff and by reducing administrative time from the planning process with the introduction of an e-permitting system. Currently the review process is: 2 Concepts = 10 weeks + 2 Technical = 10 weeks. Total: 20 weeks. As proposed the process will be: Pre-Submittal conference with the Principal Planner followed by a Pre-Application submittal and review = 3 weeks + 2-3 Technical reviews = 6 to 9 weeks. Total: 9-12 weeks. It is anticipated that based upon a forthcoming Staff recommendation for additional Community Development staff in 2015, 2.0 new FTE will be utilized to complete this effort.	Staff Resources: 2.0 FTE Permanent - Included in 2015 Community Development mid-year staffing request; a half year is reflected in the 2015 column cost; additional future year costs are dependent on E-Permitting efforts.	\$75,000	\$150,000	
	Minor ODP Process: New thresholds for minor ODP amendments will be established to allow review times of 1 week or less for minor changes.	TBD in relation to E-Permitting	TBD	TBD	
	E-Permitting: The implementation of an e-Permitting system will accomplish many of the concerns identified in the audit, such as increasing transparency, reducing review times, and tracking/publishing review timeframes. An e-permitting system will also reduce the amount of administration tasks required by the case planner and allow more time for project review, applicant communication, and outreach. This may involve updating the Building Division Accela system or going with a new permitting system altogether, which is necessary to ensure seamless transition to the new development review process contemplated in the Audit.	Permitting Software/Consulting and Staff Resources: Permanent 0.5 FTE Software Application Specialist, which is not included in the 2015 Community Development mid-year staffing request, estimated at \$60,000 \$40,000. An additional \$400,000 to \$600,000 is estimated for the permitting software, implementation and consulting and will be considered with the mid-year 2016 budget process.	\$0	\$460,000-660,000 \$440,000-640,000	

	Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
28A)	<p>Implement best practices in our Building Division.</p> <p>In addition to the things specifically mentioned in the audit of the development review process, items to be implemented as Best Practices for the Building Division include:</p> <ul style="list-style-type: none"> Expanding the use of the WEB and our online capabilities to include plan submittals, online permit issuance and electronic plan review Continued and ongoing staff training Adequate staffing with the flexibility to address upward and downward swings in development activity levels <p>These items can be completed within 18 months, but will require additional resources. Procedural items that can be implemented or continued as Best Practices for the Building Division include:</p> <ul style="list-style-type: none"> Establishing and publishing fees and timelines Continuous process analysis Ongoing customer service surveys <p>These items will not necessarily require additional resources and are either ongoing or can be implemented within 18 months.</p>	<p>The expansion of the Building Division Accela program to allow for online permit issuance is currently budgeted and underway and is expected to be complete in 2015. The expansion of the current building permitting system to include electronic plan submittal and review will require an estimated \$20,000 in software licensing fees and hardware upgrades along with an estimated \$30,000 in consulting fees to help with implementation. This could be part of the e-Permitting system identified in item #28 listed above if it is determined that an e-Permitting system is preferred. Funding for this purchase and implementation is a one-time cost. Additional ongoing (annual) funding would be required for:</p> <ul style="list-style-type: none"> Overtime and temporary salaries as required for Friday inspections and overtime plan review Professional services funding for outside consultant plan review and inspection services as a way to address staffing needs in a flexible manner. These consultant fees are fully recovered through plan review and permit fee collection. Career development <p>No new staff, other than those identified in the Development Review audit are proposed to be added in 2015.</p> <p>These efforts are estimated to cost \$50,000 for one-time consulting and software plus an additional \$50,000 annual staffing costs and professional services. This will be considered with the mid-year 2016 budget process.</p>	\$0	\$100,000	CD/ Dave Horras
29)	<p>Recruit and open locally (chef) owned restaurants, starting with at least three in the next 18 months; target at least one in South Westminster in the 73rd Avenue/Arts District area.</p> <p>Staff proposes to adjust this action item to "Recruit and foster the development of chef and locally owned restaurants throughout the City" and seeks City Council's direction if this is acceptable. Staff believes it is feasible to develop a strategy and attract one chef-owned restaurant in the next 18 months. Securing three will be difficult to achieve in 18 months, as chef-owned restaurants are often limited by the availability of vacant restaurants to modify and move into. Regarding specific actions, Staff plans to identify available vacant restaurants, put together demographic real estate and other focused marketing materials for restaurant recruitment, develop a focused strategy for the 73rd Avenue area and work with a retail/restaurant consultant to market properties.</p>	<p>Retain a consultant, including brokerage fees (estimated at \$20,000). Attracting a chef-owned restaurant may require a financial incentive from the City (cost TBD for possible cash/capital incentives). The consultant/broker is proposed to be started in 2015 and funded through carryover.</p>	\$20,000	TBD	CMO/ Jody Andrews
29A)	<p>Support development of chef-owned restaurants.</p> <p>Staff proposes to incorporate this item into #29.</p>				CMO/ Jody Andrews
29B)	<p>Encourage the development of chef-owned and/or operated restaurants.</p> <p>Staff proposes to incorporate this item into #29.</p>				CMO/ Jody Andrews
30)	<p>Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.</p> <p>Staff is in the process of developing and implementing a strategy for block-by-block development approach. Staff is assessing mid to long term staffing and resourcing needs. Staff is also analyzing financial feasibility and financing structures. Staff will need to coordinate infrastructure activities with a particular focus on water and wastewater needs.</p>	<p>This project will require the addition of 1.0 FTE immediately for overall project management, plus additional consulting costs in areas of real estate, retail attraction (including brokerage fees) and financial analysis. Mid to long term may require reallocation of existing FTE resources cross-departmentally and/or additional FTE and reclassification(s) of existing FTE(s), to be determined after a delivery strategy is developed and implemented. This additional 1.0 FTE is proposed as part of the mid-year staffing adjustment with CD's audit findings and is projected at approximately \$100,000 annually for staffing plus \$250,000 to \$500,000 for consulting / brokerage costs. The 1.0 FTE is proposed to be added in 2015 and funded this year through carryover (thus only half a year cost for the staffing is reflected to the right); it will then be incorporated into the mid-year 2016 budget process. Additional funds for the consultant and broker will be evaluated with the mid-year 2016 budget process.</p>	\$50,000	\$350,000-600,000	CMO/ Jody Andrews
31)	<p>Construct Westminster Station and develop TOD area and recruit developers.</p> <p>Westminster Station infrastructure projects are all on a critical path deadline toward completion prior to the RTD Revenue Date (anticipated July 25, 2016). These projects include the Little Dry Creek grading project, the parking structure, bus transfer facility, Westminster Station Drive, Hooker Street, Grove Street, Creekside Drive, CDOT's Federal Boulevard bridge replacement, Denver Transit Partners construction of the Station Platform, RTD's installation of security cameras, hiring a parking operations and management company to manage the parking structure and various demolitions including the western building acquired from Nolan's RV and the four single family residential homes on Lowell Boulevard for the construction of Creekside Drive. Related to the recruitment of developers, please see #26 above.</p>	<p>Most of these projects are addressed through existing and appropriated resources. There are two major items that are in need of support. The first is the long term operation and management of the parking structure. An RFP has been sent out to select a company that will handle the day-to-day operations of the parking facility, which includes ticket vending, parking allocation and monitoring of RTD patrons, management of visitors to the TOD area and coordination with future residential uses. This could cost \$200,000 per year, but Staff will have actual numbers from RFP responders this June. Additional CMO/Economic Development resources in #26 above will cover developer recruitment.</p>	\$0	\$200,000	CD/John Burke construct station and CMO/Jody Andrews recruit developers

Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
32) Assess the following major infrastructure categories and develop funding/ implementation strategies: municipal court, municipal government buildings, utilities, recreation, golf, streets, parks, open space, police, fire and technology. In concert with the added focus on economic development and new Downtown efforts over coming 18 months, this effort will require 18-24 months and allocation of additional Staff resources. Staff proposes to identify and prioritize long term capital needs and develop financing options. In the shorter term, Building Operations and Maintenance Staff will exert ongoing efforts to assess and document existing conditions and future needs of City facilities, including the utilization of a new computerized maintenance management system being selected for implementation. Street Operations Staff, through its pavement management program, has identified a performance target of providing a maintenance treatment to 10% of the City's roadways annually (to maintain an average pavement condition rating at a "good" level for at least 65% of all roadways in the City). The associated additional cost to meet this target is \$600,000. City Council appropriated an additional \$500,000 for street maintenance in 2015, but with inflationary costs (i.e. 21% increase in concrete), these funds are not able to address the full 10% goal. Staff proposes to perform additional analysis and discuss with City Council as part of upcoming budget processes.	One approach would be to reallocate a Senior Management Analyst from another department for 18-24 months, or consider adding a 1.0 FTE to lead capital/infrastructure planning for the City. This could include assessing municipal court and other needs. It is estimated that a 1.0 FTE would cost approximately \$80,000 plus adding \$600,000 to the CIP to help reach the 10% street maintenance target and will be considered with the mid-year 2016 budget. The Facilities CIP and Operations Manager (Building Operations & Maintenance) will be very involved in this assessment and planning effort.	\$0	\$680,000	CMO/Jody Andrews
32A) Protect and maintain the City's investment in infrastructure and assets. Staff proposes to incorporate this item into #32.				CMO/Jody Andrews
32B) Study options for new courthouse. Staff proposes to incorporate this item into #32. In addition, Staff proposes to complete a space study and requirements document to identify facility needs for new courthouse in the next 18 to 24 months.	A consulting contract will be required to complete space requirements document for Courthouse. It is recommended that the space requirement evaluation also include City Hall, the Public Safety Center and the Municipal Service Center to have a more comprehensive approach to space needs in the larger administrative facilities. Staff recommends utilizing carryover funds to allow the space study to commence in 2015.	\$75,000	\$0	CMO/Jody Andrews
32C) Explore locating courthouse at TOD site. Staff proposes to incorporate this item into #32.				CMO/Jody Andrews
32D) Maintain excellence in City service by protecting and maintaining our assets. Staff proposes to incorporate this item into #32.				CMO/Jody Andrews
33) Address recent public safety concerns of Colorado Firefighter Safety Act and impacts of national events on the Westminster Police Department, through ongoing, open communication.				FD/Doug Hall and PD/Lee Birk
In regards to the recent public safety concerns of the Colorado Firefighter safety Act, increased communication has already begun. The City Manager and the Fire Chief have already had meetings with most of the fire station crews across all three shifts, as well as with Union leadership, to hear the concerns. Fire Department leadership is working on additional communication strategies designed to further identify these issues and to identify feasible solutions.	Existing Resources - Soft Dollar Costs; future costs may be identified over the summer and if identified, will be considered with the mid-year 2016 budget process.	\$0	TBD	
In regards to recent public safety concerns and impacts of national events on the Westminster Police Department, Staff is committed to ongoing, open communication and active engagement with employees, community and elected officials. Staff is seeking and cultivating opportunities for community interaction, involvement and support through special events, programs, and community outreach (i.e. Citizen's Police Academy, Citizen's Academy Alumni Association, Santa COPs, National Night Out, Senior Crime Safety Classes, Community Initiated Recognitions, etc.).	Existing Resources - Soft Dollar Costs	\$0	\$0	
34) Enhance programs to support all employees.				CMO/Steve Smithers/All Depts. and GS/Debbie Mitchell
Develop a staff report that details current efforts Citywide and on a department basis and deliver to City Council in January 2016. Staff will seek City Council input for future efforts. In the interim, Staff is working on programs related to safety, skill development, cross-training, succession management and total compensation.	Existing Resources - Soft Dollar Costs	\$0	\$0	
35) Continue to develop employees' understanding of the SPIRIT values through training programs and leadership at all levels.				GS/ Lisa Chrisman
The SPIRIT values are central to all of the City's training classes and programs. The Citywide recognition program is built around SPIRIT, as are coaching and facilitation efforts. The City's hiring, onboarding and appraisal processes have SPIRIT values formalized into them. Staff is happy to further describe these efforts and receive City Council feedback if Council would like a Study Session presentation.	Existing Resources - Soft Dollar Costs	\$0	\$0	
36) Reinforce as a standard practice the use of cross-functional teams to service delivery/project management.				CMO/Steve Smithers/All Depts.)
Staff proposes to incorporate this item into #7.				

Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
37) City staff will develop a long-term financial sustainability plan.				CMO/ Steve Smithers/ Jody Andrews/ Barbara Opie and Finance/ Tammy Hitchens
Taking into consideration data that is generated in #32, develop a model emphasizing ongoing operations, capital replacement, reserves and debt management. #32 will need to be completed in order for this item to proceed.	Existing Resources - Soft Dollar Costs	\$0	\$0	
38) Analyze Fire/EMS alternative service delivery. Staff is already proactive in analyzing various Fire/EMS service delivery options. Examples include "tiered response," which will better utilize the appropriate personnel and vehicle response for the particular situations. This will provide for a more efficient use of resources, as well as reduce risk by sending less apparatus to specific calls. Automatic vehicle locating (AVL) technology is about to be "turned on" so that the closest appropriate fire unit will be sent to emergencies. Both of these service delivery changes are expected to be in full operation by the 4Q 2015. Additional service delivery approaches that can be examined in the future include "community paramedicine" programs, "quick" cars, community risk reduction efforts, addressing people who frequently abuse the 9-1-1 system, and managing calls at assisted living and nursing home facilities.	Existing Resources - Soft Dollar Costs	\$0	\$0	FD/Doug Hall
39) Recruit volunteers to adopt trail/park areas. The City has an established program in place for trail/park adoption and will continue to promote these volunteer opportunities through the City's communication channels.	Existing Resources - Soft Dollar Costs	\$0	\$0	PRL/Lance Johnson
40) Review existing bicycle master plan, and report on opportunities for short- and mid-term bicycle lane and route improvements, and pursue accelerated implementation of the master plan; promote bicycle lane and route improvements. Staff is already working to implement a number of bicycle master plan projects in 2015, including bike lanes on parts of Lowell Boulevard, 72nd Avenue, Pierce Street and Countryside Drive. These will be implemented in conjunction with the 2015 street resurfacing program. In addition to these projects, Staff intends to accomplish the following actions within the next 18 months: identify simple and straightforward options that do not require paving that can be implemented in 2015 with existing budgets (e.g., signage on recently paved streets June summer/fall 2015); create a prioritized list and recommended projects/estimated costs that could also be implemented in 2015 if additional funding became available (e.g., proposal to continue the regional bike lanes on 72nd Avenue from Sheridan Blvd. to Pierce St. with carryover funds June/July summer/fall 2015); meet with City Council at an upcoming Study Session to review and/or revise the key assumptions used in the Bicycle Master Plan to determine how to move forward with mid- and long-term projects. The master plan was created in 2011 and may require some updating to reflect current City Council priorities. Staff intends to combine this Council conversation with one regarding the Enhanced Mobility & Connectivity Master Plan to holistically address the City's multi-modal methods of transportation (by year-end 2015); with Council direction, create an updated list of projects to implement in 2016 and out-years in conjunction with the Street Division's 2016 work plan (late 2015/early 2016); complete a number of these projects (2016); continue conversation with Council regarding key philosophies and approaches of bicycle master plan, including traffic-calming-pilot projects and education in specific neighborhoods and/or throughout City (2016).	Existing Resources (Staffing); Capital funds are currently appropriated in 2015 and 2016 but additional capital funding will be considered with the mid-year 2016 budget.	\$0	TBD	CD/Dave Downing and PWU/Dave Cantu
40A) Accelerate implementation of bicycle master plan. Staff proposes to incorporate this item into #40.				CD/Dave Downing and PWU/Dave Cantu
41) Enhance trail connectivity. Staff proposes to incorporate this item into #40 and #42.				PRL/Lance Johnson
42) Complete the planned study on mobility, including enhanced trail connectivity. Staff is working on a draft RFP and will schedule time at a near-term Study Session to gather input from City Council. This project is already built into Staff's work plan and has funding in 2015 (\$125,000) and 2016 (\$75,000). Depending on the outcome of the study and Council's direction, Staff may request additional capital funding to accomplish a more comprehensive list of projects. The project is scheduled for completion in 2Q 2016.	Existing Resources - Soft Dollar Costs and Appropriated Contractual Costs	\$0	\$0	CMO/Jody Andrews and PWU/Christine Gray

	Feasibility - Is this action truly feasible? What are the potential challenges to implementing the action? What do you anticipate doing in the next 18 months? Do you have staff resources to take this on; if so, what tradeoffs on workload might be needed or do we need more staff for this work? If more staff, is it short term contract work or permanent FTE? Do you need consulting resources?	Staff Resources / Consulting Needs	Estimated 2015 Cost (new cost)	Estimated 2016 Cost (new cost)	Department/ Staff Lead
43)	Promote connectivity of regional transportation and the "last mile" to connect commuters with places of employment and residences. Following up on the U.S. 36 First and Final Mile Study and the DRCOG Sustainable Communities Initiative process, Staff has identified potential projects for pursuit. These include a bicycle/pedestrian connection between the Westmoor Office Park/Green Knolls Subdivision and the U.S. 36 Bikeway (Church Ranch BRT Station), bike lanes/shared markings from U.S. 36 to 68th Avenue (Westminster Station) and bicycle lanes on 88th Avenue between Wagner and the Park n Ride (Sheridan Station). Staff is also participating with Broomfield and 36 Commuting Solutions to secure grant funding to install a "Bus then Bike" shelter at Sheridan Station. Staff is also working with Smart Commute Metro North, Adams County and RTD on a grant opportunity to provide some bus/shuttle service north of 120th Avenue (St. Anthony's, Orchard, etc.)	Preliminary design work has been completed on the items related to transit service/connections on U.S. 36. Soft dollar staff time would be necessary, along with the costs of the infrastructure itself. For North I-25, soft dollar costs would be necessary. The grant opportunity would be for two years, so the City, private partners and regional partners would need to figure out an out on ongoing approach. Estimated costs: \$174,000 - Church Ranch; \$27,000 - Westminster Station; \$59,000 Sheridan Station; \$20,000 Bike Shelter Match and \$3,000 per year O&M; CDOT would cover local match for North I-25 bus extension / shuttle service. These costs will be considered with the mid-year 2016 budget process.	\$0	\$283,000	CMO/Arie- OtzelbergerTBD
44)	Bring commuter rail to Westminster and P romote commuter rail extension beyond Westminster Station along U.S. 36. This work commenced with the Northwest Area Mobility Study and a very high level concept was developed to extend commuter rail to 88th Avenue. Considering costs, Burlington Northern Santa Fe's (BNSF) freight realities and other issues, extending single-tracked EMU commuter rail service to 88th Avenue is the most realistic approach that could be achieved in the next ten years. The City secured an unfunded option to extend Northwest Commuter Rail to 88th Avenue in the winning North Metro Rail proposal (GBBH), but it is unlikely funds will be there to pursue by 2018. Staff has been working behind the scenes on a strategy forward with several other parties. Staff will present this proposed strategy for City Council's direction and input on June 1, 2015.	Staff has engaged a consulting firm who performs capital planning for BNSF, has a very high level of rail expertise and has very close relationships with key BNSF Staff in Fort Worth (corporate headquarters). This firm is working up a scope of work and a rough order of magnitude of costs for a feasibility analysis on the 88th Avenue rail extension. Staff is anticipating the cost of this effort to be between \$140,000 and \$180,000. This effort would produce an alignment/concept that would address current issues and provide some incentive to BNSF. Then, City representatives would travel to Fort Worth with consulting firm representatives to engage BNSF and adjust the plan accordingly. RTD and other regional partners would be engaged at appropriate times. This effort will require significant soft dollar costs in staff time and other project tradeoffs may be necessary. Staff recommends funding this in 2015 with carryover funds to keep this effort moving.	\$140,000-180,000	\$0	CMO/Arie- Otzelberger-TBD on rail extension and CD/John Burke on commuter rail to Westminster
44A)	Bring commuter rail to Westminster. Staff is working collaboratively with RTD to re-negotiate the IGA between the City and RTD. The project is scheduled for completion in 3Q 2016. Staff proposes to incorporate this item into #44.	Existing Resources - Soft Dollar Costs	\$0	\$0	CD/John Burke

TOTAL Estimated Cost (excludes any TBD items)	\$522,500-\$562,500	\$3,0960,200-\$3,936,200
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Removed Items...

As a result of the prioritization process at the Strategic Plan Retreat, a total of 34 items were removed by City Council. Each Department Head was given an opportunity to review the removed items and to discuss any issues they have or gaps they think exist. Each Department Head noted that they feel good about the progress made today and appreciate the additional clarity and direction from the Council. The following items were removed from the Council's list of priorities:

Visionary Leadership, Effective Governance and Proactive Regional Collaboration

- Expand Economic Development to provide interactive information online using GIS technologies.
- Ensure equal opportunities and education for all people in Westminster through regional collaboration with schools, non-profits, and business commission.
- Improve communication and access to City Government.
- Promote the City of Westminster and the good work done in all departments (12 stories in next year – 30% in minority publications).
- Schedule one City Council planning session with the Cities of Boulder, Thornton, Arvada, Broomfield, Northglenn and Federal Heights, over the next two years.
- Capture changes happening in Colorado (be relevant to people moving to Colorado and tap diversity of our community).
- Schedule and execute multiple opportunities for City Council and City Manager to connect with City staff, the community and regional partners.

Vibrant, Inclusive and Engaged Community

- Develop “Welcome to Westminster” information and outreach for new citizens.
- Focus on being a fully inclusive City.
- Analyze water tap policy.
- Begin using images that reflect a more diverse community and culture on web, in videos.
- Be mindful of all populations and stakeholders as we do all our work as a City.
- Develop program for formally identifying and promoting distinct neighborhoods throughout the City.
- Develop a recognition program for beautification efforts by individual residents and businesses.
- Evaluate and prioritize historic properties' possible uses and maintenance needs.
- Encourage and assist in the development of an arts plan for the Arts District.
- Review current cultural and special events offering of the City of Westminster and continue to enhance their impact on engagement and sense of community; report on this by end of 2016.
- Seek opportunities to collaborate with not-for-profit and private organizations.
- Start programs that reward ordinary citizens in small ways and demonstrate that they and the City are partners in government.
- Identify a single employee who is responsible for holding up our history as we move forward.

Beautiful, Desirable, Safe, and Environmentally Responsible City

- Investigate a more regional approach to citizen access to these facilities, such as a multi-city recreation center pass.
- Educate citizens about sustainability opportunities, such as energy rebate opportunities, solar energy options and recycling.
- Commence implementation of priorities identified in the 2015 update to the Library Master Plan.

ATTACHMENT C

- Identify and implement alternative energy options for city facilities.
- Work to enhance landscaped right-of-way areas throughout the City.
- Evaluate appropriateness of STAR community program.

Dynamic, Diverse Economy

- Develop a Visitor's Bureau to support the promotion of Westminster.

Financially Sustainable Government Providing Excellence in City Services

- City Leadership Team will provide an annual report to the City Council and community.
- Assess and plan for future technology demands.
- Study opportunities to regionalize utility services.
- Ensure workforce diversity for Westminster employees.

Ease of Mobility

- Improve trail signage and smart device technology.
- Promote connectivity of regional transportation throughout the City of Westminster, including newer employment and residential areas north of 120th Avenue.
- Implement an expanded regional approach of connectivity through strategic trail and open space collaborations with neighboring jurisdictions.



Staff Report

Information Only Staff Report
June 22, 2015



SUBJECT: Monthly Residential Development Report

PREPARED BY: Walter G. Patrick, Planner

Summary Statement

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

- The following report updates 2015 residential development activity per subdivision (please see attachment) and compares 2015 year-to-date totals with 2014 year-to-date totals.
The table below shows an increase in new residential construction for 2015 year-to-date totals when compared to 2014 year-to-date totals (55 units in 2015 vs. 17 units in 2014).
Residential development activity for the month of May 2015 versus May 2014 reflects an increase in single-family detached (12 units in 2015 versus 1 units in 2014), an increase in single-family attached (9 units in 2015 versus 0 units in 2014), and no change in multiple-family or senior housing (0 units in both years).

NEW RESIDENTIAL UNITS (2014 AND 2015)

Table with columns: UNIT TYPE, MAY (2014, 2015), % CHG, YEAR-TO-DATE (2014, 2015), % CHG. Rows include Single-Family Detached, Single-Family Attached, Multiple-Family, Senior Housing, and TOTAL.

Background Information

In May 2015, there were 21 Service Commitments issued for new housing units.

The column labeled “# Rem.” on the attached table shows the number of approved units remaining to be built in each subdivision.

Total numbers in this column will change as new residential projects (awarded Service Commitments in the new residential competitions), Legacy Ridge projects, build-out developments, etc., receive Official Development Plan (ODP) approval and are added to the list. Conversely, projects with expired service commitments are removed from the list.

This report supports the City Council Strategic Plan goals of *Vibrant & Inclusive Neighborhoods* and *Beautiful, Desirable, Environmentally Responsible City*.

Respectfully submitted,

Stephen P. Smithers
Acting City Manager

Attachment – Active Residential Development Table

