



# WESTMINSTER

## Staff Report

TO: The Mayor and Members of the City Council  
DATE: April 6, 2016  
SUBJECT: Briefing and Post-City Council Briefing Agenda for April 11, 2016  
PREPARED BY: Donald M. Tripp, 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:

*A light dinner will be served in the Council Family Room* **5:45 P.M.**

EXECUTIVE SESSION **6:00 P.M.**

1. Discuss the opinion of the City Attorney's Office regarding proposed ballot language concerning collective bargaining, as authorized by WMC 1-11-3(C)(8) and CRS 24-6-402(4)(b).

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. Proposed Strategic Plan and 2017/2018 Budget Development Process

CITY COUNCIL REPORTS

None at this time.

EXECUTIVE SESSION

1. Discuss the opinion of the City Attorney's Office regarding proposed ballot language concerning collective bargaining, as authorized by WMC 1-11-3(C)(8) and CRS 24-6-402(4)(b).
2. Discussion of strategy and progress on negotiations related to the Downtown Westminster Redevelopment and the possible sale, trade or exchange of property interests and provide instructions to the Authority's negotiators as authorized by WMC 1-11-3(C)(4) and (7) CRS 24-6-402 (4)(a) and (e)(I).

INFORMATION ONLY

None at this time.

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

Respectfully submitted,

Donald M. Tripp  
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 /TTY 711 or State Relay) or write to [mbarajas@cityofwestminster.us](mailto:mbarajas@cityofwestminster.us) to make a reasonable accommodation request.



## Staff Report

Information Only Staff Report  
April 11, 2016



**SUBJECT:** Proposed Strategic Plan and 2017/2018 Budget Development Process

**PREPARED BY:** Barbara Opie, Deputy City Manager

### Summary Statement

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

City Council is scheduled to conduct their Strategic Plan Retreat on April 30 at the Westminster Marriott located at 7000 Church Ranch Boulevard. Staff has been doing preparatory work leading into the Strategic Plan Retreat based on feedback City Council has provided. This Staff Report provides an overview of activities to date and the proposed process moving forward. Staff is seeking feedback from Council related to possible Budget Retreat dates in September and requests City Council bring their personal calendars to the meeting Monday night to provide a date for the retreat.

### Background Information

In, 2014, a committee of City Council members selected The Novak Consulting Group to help develop and refine the City Council's Strategic Plan. Julia Novak, President, worked with City Council during 2014, 2015 and is continuing to work with The Novak Consulting Group in the revisit and refinement of the City Council's Strategic Plan in 2016.

City Council utilized Mrs. Novak for their New Council Teambuilding Retreat in December 2015. That workshop allowed City Council to discuss their operating protocols with each other and with Staff on issues of concern to the City.

During the 2015 Strategic Plan process, City Council provided feedback to Staff the desire to have greater employee feedback as well as community participation in the Strategic Plan review and refinement. As such, Staff pursued an enhanced outreach effort during 2015 and is pursuing a similar approach in 2016. The activities noted below are in pursuit of that additional employee and community input:

- Community Summit – Members of the City's Boards and Commissions, Youth Advisory Panel, and the Inclusivity Task Force were invited to participate. In addition, each member of City Council was encouraged to invite at least 10 guests in addition to this base list to participate in a community meeting held on March 2. Approximately 85 people attended the event. This summit was intended to touch base with representatives in the community about the following topics: community identity, community engagement, vision, city services, and community quality of life. Six of the seven members of City Council and 12 members of the Department Head group attended this meeting, which was facilitated by Julia Novak and focused on providing input to the Strategic Plan.

- Department Head Retreat – 15 members of the Executive Leadership team participated in this retreat held March 22-23. Staff utilized time at this retreat on the Strategic Plan, specifically discussing guiding principles related to the organization’s success in achieving Strategic Plan goals, objectives and actions.
- Division Manager Retreat – A Division Manager retreat is scheduled for April 14 for the 30 Division Managers. This retreat will utilize a similar format as was used at the Community Summit, inquiring with Staff about community identity, organizational engagement, vision, city services, and community quality of life. Staff will provide a report to City Council from this retreat for consideration at the Strategic Plan retreat.
- Bi-annual Citizen Survey – The bi-annual citizen survey was created and distributed throughout the City of Westminster community in late January; surveys were collected throughout February and early March. Staff worked with the National Research Center, Inc. (NRC) to move the bi-annual survey up by two months in order for City Council to have the results prior to the Strategic Plan retreat in April so this information may be utilized as well in any discussions and updates to the Strategic Plan. NRC is scheduled to present their findings from the citizen survey at the April 18 Study Session.
- Staff Idea-Sharing for Strategic Planning Video – Staff plans to gather feedback from the organization through video (similar to last year) at the employee appreciation breakfast scheduled for April 27, which will be shared with City Council. Employees will also have the option of submitting written comments. This video and any written comments will be shared with City Council at the Strategic Plan Retreat.
- City Council Strategic Plan Retreat – The retreat is scheduled for Saturday, April 30. City Council and the Department Head group will be in attendance for this facilitated retreat to review and update the Strategic Plan. The retreat agenda is being developed and refined; a copy of the agenda will be distributed closer to the retreat. This retreat will be facilitated by Julia Novak.
- Bi-Annual Budget Development – As the Strategic Plan drives the budget, any updates made during the 2016 Strategic Plan Retreat will be reviewed and addressed through the 2017/2018 Budget development process. The following dates reflect the ongoing development and touch base process Staff recommends utilizing this summer.
  - June 13 – City Council Meeting: First Public Meeting on the Proposed 2017/2018 Budget – This is the first opportunity for residents and businesses to provide formal input on and/or make requests for the Proposed 2017/2018 Budget at a City Council meeting. No formal presentations are proposed for this meeting. Staff will simply gather community feedback and research accordingly.
  - July 18 – Study Session: Review Proposed 2017 Operating Priorities, Human Services Board (HSB) Funding Recommendations for 2017, and City Council’s Proposed 2017 Budget – During the traditional two-year budget development process, Staff brings to City Council in July the proposed operating priorities identified for the first year of the proposed two-year budget. This allows City Council an opportunity early in the budget development process to provide feedback to Staff on the proposed operating budget. Additionally, the HSB will complete their review of funding requests and have recommendations for City Council’s consideration for the 2017 funding cycle by this date. Staff also proposes to bring the City Council’s Proposed 2017 Budget for consideration and feedback.
  - July 25 – City Council Meeting: Second Public Meeting on the Proposed 2017/2018 Budget – This is the second opportunity for residents and businesses to provide input on and/or make requests for the Proposed 2017/2018 Budget at a City Council meeting. No formal presentations are proposed for this meeting. Staff will simply gather community feedback and research accordingly.
  - August 15 – Study Session: Review Proposed 2018 Operating Priorities, Proposed 2017/2018 Capital Improvement Program (CIP) Priorities and City Council’s Proposed 2018 Budget – Staff recommends bringing to City Council in August the proposed operating priorities

identified for the second year of the proposed two-year budget. This allows City Council to take into consideration proposals associated with the second year of the budget based on knowledge of the first year's proposed budget and provide feedback to Staff. Staff also plans to bring to City Council the proposed CIP identifying capital projects for 2017/2018 and obtain feedback. Finally, Staff proposes to bring the City Council's Proposed 2018 Budget for consideration and feedback at this Study Session.

- September 1 – Delivery of the Proposed 2017/2018 Budget Document – The proposed budget document will be made available to City Council and the public. Staff will provide City Council a printed copy or provide the document electronically.
- September 12 – City Council Meeting: Public Hearing on the Proposed 2017/2018 Budget at the City Council Meeting – This is the final formal opportunity for residents and businesses to provide input and/or requests on the Proposed 2017/2018 Budget. As noted previously in this Staff Report, while this provides the final formal hearing for input, public input is welcomed throughout the year as it relates to the upcoming budget/fiscal year. At this meeting, Staff will provide a brief power point presentation on the Proposed 2017/2018 Budget and share with City Council and the public any relevant updates on the City's current financial status.
- Date to be determined - City Council Review of the Proposed 2017/2018 Budget – Based on the budget review process utilized over the summer months, Staff recommends concluding the budget development process with a budget retreat. Pursuant to items traditionally covered at the budget retreat, Staff recommends reviewing the following:
  - Financial update on the City's revenue projections for year-end 2016 and projections for 2017/2018;
  - Human resources materials on the proposed 2017/2018 Pay Plan, proposed reorganizations, position reclassifications and benefits, as applicable;
  - Proposed operating priorities for 2017 and 2018, particularly highlighting any changes pursuant to Council feedback during the summer (if any);
  - Proposed Capital Improvement Program priorities for 2017 and 2018, particularly highlighting any changes pursuant to City Council feedback from August (if any);
  - Any citizen requests received throughout the year by City Council and Staff, including those made at the September 12 public hearing on the Proposed 2017/2018 Budget, comments made on WestyConnect, Facebook, etc.

Staff requests that City Council identify a date that will work best for this budget retreat. Staff anticipates needing a full day or two evenings to conduct the budget retreat. Staff recommends selecting a date in September as proposed in order to allow time for Staff to prepare required documents for official budget adoption in October. Per the City Charter, the proposed budget must be introduced by the second Monday in October and adopted by the fourth Monday in October. As such, retreat date options include the following:

- 1) Saturday, Sept 17 from 8 AM-4 PM
  - 2) Monday, Sept 19 from 6 PM-9:30 PM and Tuesday, Sept 20 from 6 PM-9:30 PM
  - 3) Wednesday, Sept 21 from 6-9:30 PM and Thursday, Sept 22 from 6-9:30 PM
  - 4) Thursday, Sept 29 from 6-9:30 PM and Friday, Sept 30 from 6-9:30 PM
  - 5) Saturday, Oct 1 from 8 AM-4 PM
- October 10 – City Council Meeting: Resolution and First Reading of the Budget Ordinance Adopting the 2017/2018 Budget – Based on the direction Staff receives from City Council at the Proposed 2017/2018 Budget Retreat, Staff will prepare a resolution and ordinance to adopt the 2017 and 2018 Budgets. First reading is proposed for this first meeting in October.
  - October 24 – City Council Meeting: Second Reading of the Budget Ordinance Adopting the 2017/2018 Budget – Assuming City Council approves on first reading the ordinance adopting

the 2017 and 2018 Budgets, the second reading is proposed for the second meeting in October.

Concurrent with the general budget development process, the Human Resources Division in the General Services Department undertakes a comprehensive review and analysis of the City's Employee Total Compensation Package. This includes significant survey and market review of the City's benchmark positions plus a comprehensive benefits survey. Staff's review of the benchmark positions provides a labor market assessment for all 'regular' positions in the organization because all of the non-surveyed job classifications are internally aligned to specific benchmark classifications. The results of the benchmark review are utilized to ensure the City remains competitive within the job market for local government positions. Staff utilizes both Colorado Municipal League and Mountain States Employers Council survey information to verify and supplement the compensation review of positions. The Cities of Arvada, Aurora, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont and Thornton, along with related special districts that offer comparable services to citizens in those communities, make up Westminster's survey group. The benefit package is also surveyed to ensure medical, dental, pension, Medicare, life, long term disability (LTD), and survivor income benefits (SIB) remain competitive. This survey also includes an analysis of leave benefits, as well as any additional supplemental benefits such as tuition reimbursement, etc. A thorough review of the benefit packages offered by the City's market competitors will be conducted this spring. A summary of the salary and benefits survey information will be provided to City Council with the proposed budget document in September.

As development of the 2017/2018 Budget commences, Staff is working to ensure timely and adequate opportunities for City Council and the public to provide input. The public will continue to have several opportunities to provide input throughout the development process. In addition to the formal budget development process and associated public meetings/hearings outlined, citizens will also have the opportunity for input throughout the year including the following:

- Conversations with the Mayor and City Council at Mayor and Council outreach events (such as Mayor/Council breakfasts, etc.);
- Telephone calls with the Mayor, City Council or the City Manager's Office;
- Traditional mail communications (c/o City Manager's Office, 4800 W. 92<sup>nd</sup> Avenue, Westminster, CO 80031);
- E-mail communications with the Mayor, City Council or the City Manager's Office (c/o [westycmo@cityofwestminster.us](mailto:westycmo@cityofwestminster.us)); and/or
- Electronically through WestyCConnect, Access Westminster, City Web page, and Facebook communications.

Staff anticipates distributing to City Council additional information prior to the Strategic Plan retreat related to summary information obtained at the Division Manager Retreat and a status update on the Strategic Plan goals, objectives and actions.

Staff will be in attendance at Monday's Study Session to receive feedback from City Council on the proposed Strategic Plan update and the proposed timeline and process for the 2017/2018 Budget development. If City Council wants to make significant changes to this process as outlined, Staff requests direction at this time as the budget development is very involved and Staff would need sufficient time to plan for substantial changes to the development process. As City Council is aware, the budget team in the City Manager's Office (CMO) is being completely rebuilt in 2016, as Staff has either been promoted internally or left the organization for promotional opportunities. Staff is pleased to have Chris Lindsey join CMO as the new Policy and Budget Manager on April 18; he joins Westminster from Jefferson County's Budget and Management Analysis Division, where he started as an intern and has worked his way up over the past 7 years to being their Budget Manager, developing

the County's \$451M budget with over 3,000 FTE. The two Analyst positions are moving forward in the recruitment process and hope to be filled in early May.

In addition, City Council is requested to bring their personal calendars to Monday's Study Session to identify a date for the budget retreat.

The Strategic Plan review and update process, as well as the bi-annual budget development process, supports all of the City's Strategic Plan Goals: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and Engaged Community; Dynamic, Diverse Economy; Beautiful, Desirable, Safe and Environmentally Responsible City; Financially Sustainable Government Providing Excellence in City Services; and Ease of Mobility.

Respectfully submitted,

Donald M. Tripp  
City Manager

Attachment:

- Strategic Planning: Community Summit Summary



## Westminster Strategic Planning Community Summit Summary

The City of Westminster held its annual Community Summit to solicit input from the community that the City Council can consider during its Strategic Planning Retreat. The summit was held on March 2, 2016 in the City Park Recreation Center at 10455 Sheridan Blvd. at 6:30 PM. There were approximately 85 participants at the community meeting.

Five topic areas were presented to participants which tie directly into the City's strategic planning priorities. These topic areas included:

1. **Community Identity:** What is special to you about living in Westminster? Why did you choose to live in Westminster? What keeps you here? What will keep you here ten years from now?
2. **Engagement:** How do you participate in civic life in Westminster? How do you stay informed about City events and initiatives? What gets in the way of you engaging with your City government?
3. **Vision:** What excites you about this Vision? What do you believe the City needs to do in order to make this Vision a reality?
4. **City Services:** As a customer of City Services, what do you believe the City does extremely well? What do you believe the City could do better or differently?
5. **Community Quality of Life:** What does "quality of life" mean to you? What does Westminster need in order to create a better quality of life today? What does Westminster need in order to ensure a high quality of life twenty plus years from now?

Participants were invited to answer questions related to each topic area in a small group format. After the first round of conversation, participants were invited to move to another topic area of interest to them and start a new discussion. This pattern continued for three rounds in total. A member of City staff took notes during each of the three rounds of conversation. After three rounds the ten tables (two per topic) were condensed to the five topic areas and the group prepared a summary report that was shared with the full group.

A summary of themes from these exercises follows.

## Community Summit Themes

### Community Identity

#### What is special to you about living in Westminster?

- We're like an oasis in an urban area.
- Parks, open space, and trails.
- Accessibility and convenience of road network is key. Near mountains, downtown Denver, and major roads. Can live and relax here, but get somewhere else within 20-30 minutes.
- Transit – leads to more opportunity for neighborhood growth, jobs, people, diversity, transit oriented development.
- The views are beautiful and we are protecting them.
- New development in downtown Westminster.
- Sense of community.

#### Why did you choose to live in Westminster? What keeps you here? What will keep you here ten years from now?

- School system improvements – would like to see things continue to improve.
- Need more public transportation. Would love to live dying days here. Depends on transit.
- Need to invest in infrastructure, including roads, water, sewer, stormwater. Keep up with maintenance and ahead of growth.
- Transportation connectivity.
- Senior services and Rec Centers – need more because we're all getting older.

### Engagement

#### How do you participate in civic life in Westminster?

- Community meetings and City Council meetings.
- Community market.
- Arts Council meetings.
- Inner City Task Force.
- Boards and Commissions.
- City Facilities – use them, take part in meetings, find out what's going on.
- Citizen's Academies – Police and Fire.
- Volunteer opportunities – Great way to give back and meet others.
- Special events.

#### How do you stay informed about City events and initiatives?

- City Edition
- Website
- Email newsletter
- Activity guides
- Telephone Town Halls
- Council liaisons/Boards and Commissions

#### What gets in the way of you engaging with your City government?

- Time constraints.
- Lack of information.
- Need dynamic, engaging video content to grab younger viewers.
- Simplify/streamline website.



- Apathy - people who don't care or want to be engaged.
- Lack of uniform identity – not sure about what Westminster is – identity continuing to develop.

## Vision

The City is committed to the following Vision for the future: *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; shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.*

### What excites you about this Vision?

- Happy with the ambition of the Vision.
- Sustainable – define all areas – exciting.
- Vision has longevity - there's a hopeful future here.
- Mobility through Westminster.
- Identify unique areas – Downtown, Art District, etc.

### What do you believe the City needs to do in order to make this vision a reality?

- Work on mobility through Westminster.
- Create affordable housing options.
- Create more unique areas – people are excited about downtown development. Make it a powerful place with unique cultural experiences, independent businesses and restaurants, opportunities for people to come to be together.
- Create destination areas.
- Provide a venue for cultural activities and events that will draw people to the community.
- Get people to spend time in Westminster.
- Maintain what makes Westminster great – individual identity, great views, parks, open spaces.
- Be mindful of older areas while developing.
- Collaborate with schools and other organizations.

## City Services

### As a customer of City Services, what do you believe the City does extremely well?

- Parks, rec, trails, open space.
- Police and fire departments – very visible and engaged in academies, community pride days.
- Water quality is excellent.
- Ease of talking with City Council - very approachable and accessible.
- Snow removal on major streets.
- Great staff – responsive, pleasant, informative.

### What do you believe the City could do better or differently?

- Snow removal on side streets needs additional coverage.
- More street/trail wayfinding – better signage. Bike trails, street signs, etc. People get lost.
- More pools and splash pads. Very popular amenity and community could use more in areas that lack supply.

- Provide centralized trash pickup, including recycling, residential compost, free large item pickup.
- Better communications - Municipal Wi-Fi.
- More progressive policies, e.g. marijuana.
- Feeling disconnected north of 120<sup>th</sup>.
- Traffic signal issues - improve traffic flow.

## **Community Quality of Life**

### **What does “quality of life” mean to you?**

- Sense of community.
- Walkability.
- Quality amenities.
- Neighborhoods communities – unified neighborhoods.
- Safety – really good in Westminster.
- Open spaces and trails are key – help keep city connected to outdoors and recreation.
- Recreation and libraries.
- Shopping and dining opportunities.
- Living and working locally – making sure there is good access to high paying, livable wage jobs.

### **What does Westminster need in order to create a better quality of life today?**

- Create diverse, affordable housing.
- Manage growth.
- Increase in the quality of schools.
- Easy access to human services.
- Improve transit options.

### **What does Westminster need in order to ensure a high quality of life twenty plus years from now?**

- Continue to make sure we feel safe – cultivate sense of safety.
- Address homelessness problems – find quality solutions.
- Revitalize older neighborhoods and invest in them.
- Attract quality businesses, especially high tech businesses that are sustainable.

## **Concluding Exercise**

At the conclusion of the session, participants were invited to state one word that captures what they love most about living in Westminster. Collected responses are portrayed in the word cloud below. Larger text indicates a higher frequency of responses.



**Figure 1: What Do You Love Most About Living in Westminster?**

Mayor Herb Atchison thanked everyone for participating and concluded the evening.

The following sections provide specific feedback obtained on flip charts at each small group session.

## Community Identity

### What is special to you about living in Westminster?

- Best parks and rec centers
- City Services
- Great place to live
- Couldn't afford to live in Boulder
- Variety of activities
- Orchard, promenade
- Neighborhoods
- Good place to raise kids
- Open space
- Wildlife
- City services
- Good water
- Well-managed city
- Part of Colorado and west – part of region
- Safety
- Connection with neighbors
- Libraries
- Manageable place to live
- Place to come home to
- Easy access to Boulder/Denver
- Development initiatives
  - Mall
  - Arts districts
- Sense of community
- Less congestion than other cities
- Open spaces and parks
- Look of city
- Maintenance of parks
- Community gardens
- Neighborhoods
- Convenient
  - In West
  - Gilpin Co
  - Boulder
- Less traffic
- West side of turnpike
- Proximity to mountains
- Proximity to Denver/Boulder
- Well-maintained
- Easy access
- Diversity
  - People, levels of income
  - People get along
- Open space
- Proximity to mountains

- Suburban – space between houses
- Suburban feel – in City, but close to nature
- Diversity
- Recreation centers and value that you get. Well-maintained
- Open to new people in community
- Good job with senior programs
- Open space, nature, view, trails
- Location for work and lifestyle
- People are accepting – feel like we belong – welcoming
- Affordability
- Quality of life
- Good youth programs
- Moved in with boyfriend from City – learned to love and appreciate
- Accessible, well-maintained, less crime, clean
- Downtown – loves model
- Can't wait to go to college and come back and see progress
- Retirement living
- Diversity of things to do for young, middle, old
- More gathering places
- Small independent businesses
- Celebrate our diversity
- Views
- Open space and trails
- History
- Family friendly/focused
- Outdoor recreation
- Emphasis on flowers/trees
- Bike lanes/trails
- Snow removal
- Affordable housing
- Rec centers/mac
- Soccer
- Volunteer base
- Citizens influence City government
- City Government
- Clean

**Why did you choose to live in Westminster? What keeps you here?**

- Affordability of housing
- Value of housing for the price
- Schools including higher ed
- Close to work
- Transit friends
- Golf courses
- HOV lanes/transportation improvements
- Parks, trails and open space
- Exploring City
- Neighborhood Diversity

- Schools
- Schools, taxes
- Potential for growth
- Schools
- Affordable homes
- Full services
- City culture
- Prominent signage – more boundary markers
- History, tradition, long-term family owned businesses
- Pillar of Fire, Bell Tower (Skyline), heritage
- Home, comfortable, friendly
- Feels like a small town – nice sense of community
- Access – downtown, mountains, major arterials, facilities, infrastructure, golf course
- Feels like home – found house from open space trail
- Retirement center
- Opportunity to give back, start a business in home town, pay it forward
- History, comfortable, well-managed City
- Opportunity to be involved in the community
- City staff is really friendly, makes you want to stay and interact
- Parks, open space, trails
- Age
- Opportunity – downtown, TOD
- You can find a job but it is hard to find a community
- Schools
- Engaged community
- Interesting places
- M+D use, restaurants
- Transit
- Location
- Services
- Standard of living
- Nature
- Community
- Nowhere else in Front Range
- HOV lanes
- Could afford house
- View of mountains/amazed at views
- Affordable historical house
- Community/comfortable
- Kids schools/activities
- Birds/wildlife
- Good access to Boulder/Denver
- Family/Community based opportunity
- Beautiful by design and by nature
- Accessible

### **What will keep you here ten years from now?**

- Understandable government
- Engaged community
- Place where I don't have to drive
- Alternate transit
- Improved transportation on I-25
- Don't lose community feel
- Living up to the last sentence in Vision "sustainability"
- Low taxes
- Sustainable infrastructure (water)
- Strong economy
- Take care of each other/community
- Homestead exemption
- Well-maintained
- Business environment
- Low crime
- More mass transit
- More walkable
- Commuter rail through Westminster
- Senior Housing
- Creation of dispersed job opportunities

### Negatives

- Silver Sneakers has to turn people away
- Need more community outreach to talk about the different parts of the city

### Themes

- Convenient, location, proximity, access
- Environment and open space
- Diversity
- Suburban feel
- Rec centers
- Schools
- Services
- Culture

## Engagement

### How do you participate in civic life in Westminster?

- Youth Advisory Board, Human Services Board – EAB
- Youth recreation/sports
- Public facility use
  - Rec centers
  - Libraries
  - Open space/trails
- Classes
- Business areas
  - Public spaces
- Community that is welcoming
- Police and Fire Academies
- Westminster Fest
- Cleanup Day/pride day
- Highway 36 construction, participation in process/meetings
- Boards and Commissions
- Buy Local campaign
- Garden Tour/Historical Society
- Community outreach meetings
- Sports coaching
- Parks
- Golf courses
- Standley lake
- Metzger farm
- Drinking beer at breweries
- Recycling centers/outreach
- Community gardens
- Outreach efforts of City
- Volunteer opportunities with local businesses
- Mall plans
- Chickens and bees
- City special events
- Council meetings
- Volunteer events
- Boy scout events
- Youth sports (coach)
- School/PTA
- Rec centers
- Bike paths
- Youth advisory panel
- Citizens academy
- HOA boards
- Neighborhood Pools
- Boards/Commissions
- National Night Out
- Neighborhood Businesses



- Animal control
- Schools
- HOA events
- Advisory Board/Commissions
- Citizen's Academy
- Special Events (City-sponsored)
- COG Meetings/Community meetings
- School districts/local organizations
- Metro North Chamber of Commerce
- Candidate
- Legacy Foundation Board
- National Night Out host
- Open space volunteers

### **How do you stay informed about City events and initiatives?**

- Newspapers – City's and Window
- Internet
  - City's website/calendar of events/volunteer opportunities
  - Social media
  - Need Twitter
- Public meetings
- Churches and schools
  - Events, functions, city outreach
- Staff and Council liaisons to Boards
- Meeting podcasts?
- Short videos?
- City Edition
- Need NextDoor? As means of spreading City News
- Mail?
- Boards and Commission agendas?
- Weekly email
- Telephone Town Hall
- NextDoor
- HOA
- Library
- Weekly email
- Facebook
- Website
- Activity Guide
- Rec Center bathroom stalls (fliers)
- Advisory Board meetings
- City Edition
- Activities Guide (online version)
- Website
- The weekly (email newsletter)
- Denver Post
- Website
- Channel 8

- Newspapers
  - Westminster Window
  - Post/YourHub
- The City Weekly
- E-newsletter
- Activity Guide
- “80031 Worship Friends” Facebook Group
- Wall of Flyers at City Park Rec
- Facebook
- City employees (email)
- Denver Business Journal
- NextDoor
- Council meetings

### **What gets in the way of you engaging with your City government?**

- Age – too young
- Lack of conflict – many engaged when upset
- Fuzzy borders/people don’t identify with their town vs. neighboring town
- Available information
- No video?
- Channel 8 content
- Access to boards and commission agendas
- More outreach?
- Lack of caring on part of citizens
- Lack of information?
- Website needs work
  - Hard to navigate/search
- Follow-up lacking
  - Town hall
  - South Westminster
  - Telephone Town Hall technical difficulties
- Lack of communication
- Personal motivation
- Transparency (lack of) surrounding projects
- Time
- Perception of elitism
- Lack of information (even invite for tonight)
- Website needs simplification
- Time constraints
- Lack of engagement by Police Department
- More Council/HOA interaction
- Lack of transportation (to reach events)
- Time constraints
- Lack of personal initiative
- Awareness of process (how to get involved)
- Higher personal priorities (e.g. kids)

## Vision

### What excites you about this Vision?

- I like all of it, it's ambitious.
- Sustainability broader than just the environment.
- "For the future" the most important words – future-oriented, aspiration.
- A compass pointing us in a direction.
- Vision is dynamic, a constant improvement.
- What does it mean to be "the next urban center?"
- Vision will not become dated.
- We are lacking – more of a commuter town than a historic neighborhood.
  - Need unique independent businesses, culture/arts, inclusive, diverse, invites creativity, concerts, family oriented.
- We are very spread out.
- 73<sup>rd</sup> Ave – limited appeal – needs restaurants like Old Town Arvada, Tennyson St. Not enough critical mass.
- Like "vibrant, inclusive, well-connected" – wellside not very diverse.
- Who are we trying to attract? – we like family environment.
- Entertainment/restaurants – theater.
- Vision different than the current perception of Westminster which is more suburban, easy commute.
- Open space, fiscal responsibility.
- Like new downtown and convenient shopping.
- Park theme in downtown.
- Vision inclusive which is positive.
- Culture and entertainment in Westminster.
- Diversity is important.
- How to create identities for other neighborhoods.
- Farm to table.
- More variety of independent restaurants.
- Diverse integrated housing – multicultural.
- More cultured differences.
- The word "is" (what we are).
- "A compass."
- Dynamic, evolving.
- Vision developed organically by employees/council.
- Inclusive vision.
- Urban center of the Front Range – Exciting!
- Excited about growth – was stagnant.
- Like distinct neighborhoods. Local business options.
- Mall site redevelopment is positive – Good for Westminster.
- New area is moving north – we cannot forget about the South part of Westminster.
  - Annexation opportunities
  - Showed with the schools – decline – south Westminster left behind
- Sustainability – "Excites me!"
- Community involvement in this process.
- Urban Center – will increase traffic – Planning.
- Plan well for growth.
- Collaborate with schools – handle growth.

- Critical City services – Keep up with the growth – be able to provide services.
- Cultural piece – do not see a lot in Westminster – nice to see more.
- Sustainability – environment.
- Not defined – sustainability.
- Define “sustainability” in the vision statement.
- Be environmentally responsible.
- Local owned restaurants – more!
- Local owned businesses – more!
- A new downtown will bring more local businesses and restaurants.
- Develop a map demonstrating the unique/distinct neighborhoods, i.e. art district, orchard, Bradburn Village, downtown.

### **What do you believe the City needs to do in order to make this vision a reality?**

- Facilities for cultural events.
- Better, more unique restaurants.
- Need to better brand the neighborhoods.
- Transportation – Uber, rail, streetcars, businesses to north Westminster.
- More people from train to other areas.
- More shopping opportunities – unique, eclectic stores.
- Restaurants on 73<sup>rd</sup> Ave.
- Not enough to do on 73<sup>rd</sup> Ave.
- Train station will add vitality.
- Don't lose open space, views in quest of vision.
- Improve walkability to shopping.
- Dispersed affordable housing.
- Collaborate with schools – make it attractive.
- Focus on all of Westminster – not sections.
- Plan in increments – set goals – create the plan.
  - Big picture goal
- Mobility – able to drive through the City.
  - People stay isolated in their area – all they need
- Community vision needs to reach further north.
- Create wards for City Council. Better form of election.
- Local business/restaurants – push it.
- Tough to get around Westminster.
  - More bike trails
  - Rent-a-bikes
  - RTD
  - Bike trails
  - Improve traffic
- Improve housing mix – range of housing.
- Increase recycling – include in trash service – composting (curbside).
- Community outreach – education, including youth.
  - Social media/Twitter
- Ease of businesses coming into Westminster.

## Summary/Themes

- District neighborhoods, unique with character
- Cool names
- Development friendly
- Well thought-out planning
- Redevelopment of mall site is positive
- Collaborate with partners
- Do not lose sight of older section of town
- Sustainability - services
- Traffic – control and be able to move through the City
- Planning – traffic – mobility
- Collaborate with schools
- Sustainable – environment – recycle
- Improve mobility – get around Westminster
- More locally owned businesses/restaurants
- Educate citizens on vision
- Improve housing mix

## City Services

### As a customer of City Services, what do you believe the City does extremely well?

- Trails
- Rec centers – variety of offerings, diverse programming, appeal to various demographics
- Open space
- Police/Fire
  - Engagement through academies
  - Graffiti control (task force)
- Great staff, especially at parks, rec center, libraries
  - Visible, active in community
- Water quality
- Standley lake
- Rec facilities and staff
- Good values, e.g. rec center, quality, clean
- Snow removal on arterials, trails
- Fire and safety visible beyond response; tours
- Volunteer services to help one another
- Water quality, pressure, cost effective
- Rec center
- Open space
- Street repair – infrastructure maintenance
- Fire – visible, engaged, national night out – 911
- Snow removal especially arterials
- Police
- Animal Control
- Purchase and maintain transportation, trails, open space
- Accessibility
- Safety
- Compact urban development that is balanced with nature
- Walkability
- Community events/meeting people
- Open space/parks
- Communication between Cow & Citizens
- Summit Meetings
- Cleanliness is important

### What do you believe the City could do better or differently?

- Large item clean-up should be free.
- City-run trash collection or centrally contracted.
- Municipal high-speed internet (attracts business).
- Local food initiative.
- Need more pools.
- Splash pad (outdoor play).
- System like 311.
- Better communications (gap of connection north of 120<sup>th</sup>).
- Snow removal on side streets.
- Better communication, especially for interruptions.

- Composting facility.
- Responsiveness to calls.
- Traffic jams – e.g. Wadsworth, signal synch.
- Animal Control.
- Planning – pave roads then tear them up.
- Improve transportation infrastructure.

## Community Quality of Life

### What does “quality of life” mean to you?

- Health – individual, community health – work, schools, social.
- Peaceful neighborhoods.
- Quality, convenient neighborhoods to participate in.
- Recreation – centers, pickle ball, biking, golf variety.
- Diversity of services – great.
- Support system available – mental health, daycare, family services.
- Safety – sense of safety in South Westminster.
- Walkable, comfortable light or dark.
- Enjoy diversity of neighborhood.
- Neighbors taking pride in renewing homes.
- More ownership now.
- Community meetings – know my neighbors.
- Connected.
- Great City services, we have kept up.
- Police, Fire, urban needs.
- Quality water and infrastructure.
  - Access family services – parks, recreation, trails, open space, schools
- Public safety – PD, Fire, Ambulance willing to serve.
- Retail, grocery, quality food.
- Keep people engaged, community – available here – i.e. movie park.
- Things bring happiness – comfort, safety, access, friends, outdoor greenspace recreation, things that make life easy.

### What does Westminster need in order to create a better quality of life today?

- Community-based activities
- Communication about opportunities
- Challenges – services from two counties
- City help equity in children’s services
- Fewer apartment houses – reduced stability
- Homeless issue addressed
- More social welfare support
- Education and allowance for off-leash dog (off-leash license – video Boulder)
- Working locally – attract clean, quality companies – employment base
- More rec center opportunity up north – and library – people go to Northglenn and Broomfield

### What does Westminster need in order to ensure a high quality of life 20+ years from now?

- Find opportunities for aging-in-place – senior housing, senior services.
- Homeless population plan.
- Diversity of jobs.
- Improvement in schools.
- Build the “village.”
- Build out downtown.
- Renewable energy.



- Keep community energy alive
- Revitalization of dying areas
- Keep priorities - open space etc. - so we don't feel on top of each other
- Planned growth