

## City of Westminster City Council Strategic Plan

**Vision:** We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive.

### Guiding Principles

- Collaboration, Partnership and Unity
- Stewardship and Sustainability (fiscal, social, environmental – triple bottom line)
- Transparency
- Diversity, Equity, Inclusion and Opportunity for all
- Innovation
- Cause-driven holistic solutions

**Goal 1: Foster and maintain a beautiful, desirable, safe, and environmentally responsible City.**

### Objective 1A: Continue to expand outreach to connect better with the community

Action Items:

- Establish quarterly public safety town hall style meetings rotating through quadrants of the City each quarter to elicit community feedback and provide education where needed
- Establish education classes, social media, and web postings on self-protection and crime prevention

**Objective 1B: Preserve, expand and enhance trails and open spaces and provide geographic equity and connectivity to neighborhoods throughout the city.**

Action Items:

- Develop acquisition plan to include prioritization and criteria for acquisition, assessment of long-term management needs/costs associated with expanding the Open Space system
- Institute an asset management process to keep track of needs and conditions of Open Space
- Update the Open Space Stewardship Plan through the development of area management plans that evaluate the current and future needs of Open Space lands
- Develop a City Trail Master plan to develop protocols for trails that are consistent with the purpose the trail serves, to include, but not limited to, surface type, maintenance routines and allowed use evaluation as well as inventory and map the existing City trail network, identify gaps in access

**Objective 1C: Advance innovative parks and recreation opportunities with emphasis on geographic equity**

Action Items:

- Nature Play park construction and future opening located in historic Westminster
- PRL Comp/Master Plan will engage citizens to solicit opinions on the needs and amenities for the future throughout the entire PRL system
- Continued use of POST tax revenues provide consistent funding source that can be used across counties to meet the needs of the PRL system throughout the city
- Restore and expand funding to re-start programs paused by the pandemic as well as expand services to promote geographic equity of services
- Establish a temporary Pop-Up Library for 3-4 Months in Northern part of City
- Implement mobile library services in the Western and Northern parts of the City

**Objective 1D: Work to bring resilience and triple bottom line practices to code, programs, capital infrastructure, and governmental functions**

Action Items:

- Incorporate sustainability best practices into the Unified Development Code and other City operations
- Assist businesses in implementing money-saving resource conservation and other sustainability practices
- Reduce energy and resource use through direct City and community actions

**Goal 2: Cultivate a thriving, inclusive, and engaged community through access to opportunity and a resilient and diverse economy.**

**Objective 2A: Work with local and regional partners to create a workforce development strategy for Westminster**

Action Items:

- Continue the City's partnership with the to support a small business stand up program, small business ambassador and tool kit
- Commit to the recruitment and development of local retail and restaurants
- Develop workforce development strategy which compliments partnership organization efforts

**Objective 2B: Develop and lead placemaking strategies that expand cultural connections, opportunities and improve access to the arts**

Action Items:

- Continue to support the recommendations and priorities outlined in the 2019 Arts and Culture Master Plan
- Fund the transformation of the MAC via a phased approach by re-modeling the gymnastics area into a community theater with a long-term plan to have the facility be a hub for cultural connections within the City
- Support and grow the City's established creative district, with an emphasis on entrepreneurship involving creative industries, around Westminster Station/Historic Westminster

**Objective 2C: Continue to implement the strategies for Westminster's key economic areas**

Action Items:

- Actively market Downtown Westminster
- Implement activation of Downtown Westminster
- Continue to implement the redevelopment strategy for Westminster Station
- Encourage development and redevelopment activity in identified focus areas

**Objective 2D: Support neighborhoods in Westminster and help them work together, as neighbors, to grow the sense of place and community in their neighborhoods.**

Action Items:

- Develop a more proactive two-way communication and cross-departmental approaches to work with neighborhoods throughout the City, including those with and without formal homeowners' associations
- Through the CommunityRISE neighborhood initiative enhance neighborhood identity and support the implementation of improvements and initiatives
- Continue to work with Harris Park neighborhood to implement actions from the recent Vision Plan framework that support redevelopment and context-sensitive infill, along with community-led events
- Develop and implement a citywide event that fosters camaraderie and community connections through neighborhood participation
- Foster safe and livable housing through proactive code enforcement and financial assistance programs for essential home repair and neighborhood beautification

**Objective 2E: Promote and provide opportunities for community education and civic engagement**

Action Items:

- Develop and launch community Civic Academy while continuing to support Police Academy and Fire Academy programs underway
- Solicit feedback from the public and enhance dialogue with residents through increased in-person contact from elected officials and senior leadership
- Improve internal and external strategic communication, with continued emphasis on transparency and education on service delivery and infrastructure investments
- Build brand identity for Westminster (broaden communication and outreach engagement opportunities through enhanced social media, regional media, multi-lingual, promote Westminster)
- Promote more dialogue between City government and Westminster residents through enhanced use of digital media and other two-way communication tools

**Goal 3: Provide visionary, effective, and collaborative government.**

**Objective 3A: Develop within the City Manager's Office an annual program of specific department business process improvement reviews**

Action Items:

- Hire and onboard an Innovation Coordinator
- Implement recommendations of the Procurement and Contracting I-Team
- Reactivate the Process Improvement I-Team

**Objective 3B: Expand governmental and non-governmental collaborative partnerships and tap into existing collective resources wherever possible to meet community needs and goals**

Action Items:

- Partner to address and improve outcomes regarding mental health
- Partner with school district/PRL to find natural synergy and compatible goals
- Make data that is typically part of CORA data requests, as well as demographics and statistics about the community (Who is Westy?) and metrics on city service delivery available and accessible on the City's website
- Continue to pursue local, regional and national strategies for preventing homelessness and quickly addressing it when it does occur. Better position the City for collective impact work with partners from multiple sectors. Make local policy changes to better engage in these partnerships and collaborations
- Assemble a cross department team to identify and assess current government and non-government partnerships across the organization
- Engage with other public/private sector agencies to identify new partnership opportunities and to scale existing partnerships through regional collaboration

**Objective 3C: Address homelessness, mental health needs, and environmental concerns at their source and with needed immediate interventions through partnership efforts**

Action Items:

- Actively participate in statewide, regional, county and school district level conversations about mental health. Ensure City is finding ways to support and lead various initiatives that promote mental wellness for all community members
- Utilize federal assistance grants and work through community partners to reduce housing insecurity and upstream contributors to homelessness through financial assistance for rent/mortgage, utility bills, and emergency home repairs

- Work with partner agencies and by creating local policies to provide places for people experiencing homelessness to be in the City while transitioning out of homelessness

**Objective 3D: 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**

Action Item:

- Prepare a strategic plan document that encompasses the following aspects of economic development: retail, primary employment, target industries, workforce development, real estate, and marketing

**Objective 3E: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork (SPIRIT)**

Action Item:

- Develop, implement and maintain Organizational Development initiatives with a focus on promoting culture
- Provide mental health resources for the City's workforce, with particular focus on public safety personnel to address job-related stress and trauma

**Goal 4: Advance the City's long-term sustainability to provide ongoing excellence in City services and a well-planned community that meets the needs of residents now and in the future.**

**Objective 4A: Identify and implement innovative approaches to diversify the city's revenues**

Action Items:

- Ensure adequate financial reserves
- Pursue opportunities for funding from the American Rescue Plan Act and subsequent federal and state legislation
- Identify proposals for diversifying the City's revenues in the proposed 2022 budget

**Objective 4B: Build and maintain infrastructure prioritizing resilience, resource efficiency and stewardship of the City's investments.**

Action Items:

- Adopt a 5-year capital improvement plan with the 2022 budget
- Pursue both cash-funding and debt opportunities, in addition to state and federal funding
- Define an appropriate balance of capital to operational allocations and use to reinstate cuts to the capital improvement plan
- Propose water and sewer rate and fee recommendations for budget adoption to support current and future utility capital and operations programs to deliver safe, high quality, compliant, and reliable services at the lowest cost to our customers
- Propose pavement rehabilitation program priorities to ensure the proper maintenance or rehabilitation action at the proper time
- Commit to improve the Pavement Quality Index (PQI) through increased funding for road improvements
- Pursue opportunities to increase and expand the City's infrastructure fee to increase pavement rehabilitation program spending

**Objective 4C: Enhance access to opportunity through improved connections and multi-modal mobility solutions and alternatives**

Action Items:

- Upon adoption of the Transportation & Mobility Plan, use that document as guidance for CIP planning and budgeting as well as for federal/State/County grant applications
- Complete the expansion of rail to Downtown Westminster
- Explore opportunities for the implementation of micro-mobility transportation alternatives (e.g. scooters, small-scale shuttles), especially within the Downtown Westminster vicinity

**Objective 4D: Develop a mix of housing and retail to meet the diverse needs of the entire community**

Action Item:

- Initiate 72nd Avenue Corridor Study
- Continue the focus on seniors, affordable, single family, multi-generational, housing through the Comprehensive Plan and Affordable Housing Plan