



9.0

PLAN ADMINISTRATION

This chapter provides an overview of plan compliance, management, reporting mechanisms, and update protocols. Specific topics include guidance for development regulations and review, growth management and planning for future focus areas. Additionally, this section summarizes city planning efforts that will continue to influence the implementation of and future updates to the Comprehensive Plan.



*Restored Savery Savory
Mushroom Water Tank*

9.1 LEGAL EFFECT OF PLAN ADOPTION

Westminster City Charter Section 4.16 authorizes planning for the use, division, and development of land for the general purpose of protecting the public health, safety, and welfare. Furthermore, the city is authorized by Part Two of Title 31, Chapter 23, C.R.S., to make, adopt, amend, extend, add to, or carry out a master plan for the general purpose of guiding and accomplishing a coordinated, adjusted, and harmonious development of the municipality.

By setting goals and policies, the Plan establishes a vision and identifies actions needed to reach those goals. The Plan organizes the community's ideas into a single document that can be shared with residents, community partners, businesses, and future leaders. There is no specific financial commitment for implementation of the Plan but will be regularly consulted as a guide for decision-making.

Land uses shown in the Land Use Diagram may be affected by pre-existing vested rights or contractual commitments. The applicability and scope of such rights or commitments, if any, will be reviewed and determined at the time of development plan approval.

9.2 COMPREHENSIVE PLAN COMPLIANCE

DEVELOPMENT REGULATIONS

Development of property within the city shall continue to be subject to all procedures and regulations established for development pursuant to the Westminster Municipal Code (W.M.C). This shall include such considerations as site planning, architecture, parking, landscaping, and other design criteria. The city conducts design review for new projects with design standards that correspond to different development typologies. These standards generally establish neighborhood-scale considerations for design, site, and building design elements. Additional guidelines may be developed for particular areas of the community with special conditions or unique opportunities.

DEVELOPMENT REVIEW

One of the primary intents of the Plan is to provide information, guidance, and direction for future development. The Planning Manager is authorized by W.M.C. to interpret the Plan in specific cases and determine compliance.



Implementation of and alignment with the Plan's four Plan Cornerstones and the other goals and policies will be key considerations during review of future development proposals. While there is a desire for flexibility and the ability to respond quickly to high-quality projects and changing market demands, there is also a responsibility to focus on creating and maintaining a variety of great neighborhoods; supporting a stable and diverse job base; and providing green spaces and opportunities for arts and culture. As projects are reviewed and competing issues arise, it will be the responsibility of the approving authority to balance these needs to meet all four Plan Cornerstones of the Plan.

Determining compliance with the 2040 Comprehensive Plan requires a review of the proposal against the land use character types and the other goals and policies of the Plan. The following criteria have been developed for use during the review process to determine whether or not a proposed development is achieving the vision and goals established in this Plan and thus meeting W.M.C. requirements.

1. Does the proposed development generally advance the four Plan Cornerstones contained in the Comprehensive Plan?
2. Is the proposed development supportive of the form and use requirements established for the applicable land use character type?
3. Will the proposed development strengthen the character of the area by:
 - a. Providing appropriate infill development and, if applicable, removing obsolete development that does not contribute to the quality of the surrounding area;
 - b. Adding to the mix of uses to support a neighborhood unit and/or contribute to the vitality of an activity center;
 - c. Improving the streetscape and connectivity within and adjacent to the area; and
 - d. Meeting or exceeding the development quality of the surrounding area?
4. Does the proposed development provide appropriate transitions between uses? In more urban locations these transitions should generally be accomplished by design elements that allow adjacent buildings to be in close proximity to one another. In suburban locations these transitions should be addressed through separation of uses and/or buffering, such as decreased heights, increased setbacks, and landscape screening.





9.3 PLAN MANAGEMENT

To keep implementation of the Comprehensive Plan on track and demonstrate progress towards desired community outcomes, it is the responsibility of the Planning Manager, in coordination with the City Council and Planning Commission, to periodically review and report out on the Plan’s status. This includes a cycle of reflecting on the implementation status and achievements, and also making periodic adjustments to the Plan to ensure that it remains relevant and applicable.

On a regular basis, the Planning Division should meet to discuss plan implementation progress and challenges, gather ideas to inform the development of the Biennial Report, and identify issues to be considered for potential plan amendments.

AMENDING THE COMPREHENSIVE PLAN

City Council and Planning Commission may review, identify, and adopt amendments to the Comprehensive Plan throughout its planning horizon so that current issues continue to be addressed and to ensure that the Plan provides a realistic guide for the community’s future growth. Amendments could include periodic updates to major functional (system) plans and area plan elements that serve to support the Plan. Citywide development potential is not fixed or finalized in the Plan. As time passes new opportunities for redevelopment and infill will arise, beyond sites identified in the Plan. These will be reviewed based on the Comprehensive Plan Amendment criteria in Municipal Code.

BIENNIAL REPORTS

Preparation of a Biennial Report to summarize implementation, issues, and next steps will help provide organization to the implementation process. The Planning Manager will oversee the development of the Biennial Report to review actions taken within the reporting period in support of the Comprehensive Plan. The report will identify projects in progress or completed, supporting plans developed, updated, or amended, enhancements or additions to city programs or services, new partnerships or intergovernmental agreements, and proposed regulatory updates adopted to help Westminster realize attainment of the Plan’s four Plan Cornerstones. The Biennial Report will also identify plan amendments adopted during the reporting period, upcoming amendments for future consideration, new or revised City Council budgeting or strategic planning priorities, and a summary of key development review activities. Future reports may also include the latest status of indicators identified in the performance monitoring section of this chapter. The report does not constitute a plan amendment, but may be considered when making future plan updates.



9.4 IMPLEMENTATION STRATEGIES

A preliminary list of major initiatives to further the vision and policies of the Comprehensive Plan was developed as part of the engagement and plan development process. A review of the projects will occur biennially, and in conjunction with budgeting and capital planning, at which point adjustments and additions may be made. The initiatives are identified in the Implementation Action Plan and are intended to provide guidance in the development of strategic and capital improvement plans, and in the budget development process.

RESOURCING IMPLEMENTATION

The city's budget reflects careful preparation according to City Council goals, the Strategic Plan and citywide objectives. The budget process emphasizes long-range planning, budgeting for results, effective program management and fiscal responsibility. It is the city's policy to ensure that adequate resources are allocated to preserve existing assets and programs before targeting resources toward additional assets and programs, especially those that have ongoing maintenance obligations.

Successful implementation of the 2040 Comprehensive Plan may require making some incremental shifts in city existing staffing and current resource commitments, exploring new revenue streams and funding mechanisms, pursuing outside resources like community partnerships, and allocating future staffing and resources to support strategy implementation actions. These shifts and adjustments must happen within the larger context of the city's overall budget process. Some preliminary ideas about resource opportunities and needs for each of these categories are summarized below.

Examples of Incremental Shifts with Existing Staff and Resources

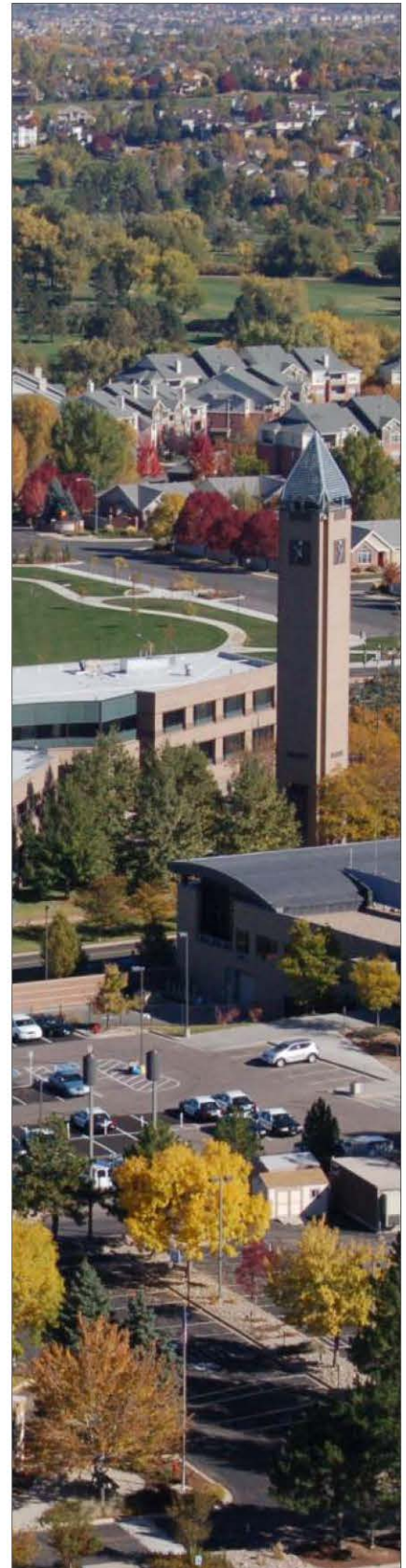
- Educational and awareness campaigns
- Integration of Comprehensive Plan policies into Development Code updates
- Incorporate tracking and monitoring activities into existing roles

Examples of New Revenue Streams and Funding Mechanisms

- Identifying revenue diversification
- Utility revenue strategies

Examples of Outside Resources

- Denver Regional Council of Governments (DRCOG)
- Adams and Jefferson Counties



9.5 GROWTH MANAGEMENT

The city's Growth Management Program was originally established in 1978 to aid the city in balancing growth with the ability to provide and expand services including water, water treatment, sewer, police, fire, and parks and recreation. Since the adoption of the 2013 Comprehensive Plan, the Growth Management Program has been updated to remove the residential service competition, relying instead on Comprehensive Plan compliance, codified design standards, and criteria for amendments to the Plan. Currently, all city departments are invited to participate in the development process to ensure that appropriate infrastructure and services are available. Additionally, the city has a number of tools to manage growth and may consider new and/or alternative tools in future years. The existing toolkit is listed below.

LAND MANAGEMENT TOOLS

Annexation. The city's policy is to annex strategic locations that support vision attainment and financial sustainability. Official land use designation for these areas will either occur at time of annexation or as part of a development plan for proposed annexation areas.

Development Agreements. A voluntary contract between the city and a person who owns or controls property, detailing the obligations of both parties and specifying the standards and conditions that will govern development of the property.

Zoning. Zoning requirements work in tandem with the recommendations made within the Comprehensive Plan and Land Use Diagram. Zoning is the regulatory tool of which development will comply with. Any changes to zoning should be in accordance with the Comprehensive Plan.



Photo credit: Ron Booth, Westminster Station



Specific Plan Districts (SPD). A zoning scheme available for Focus Areas to define land uses, building forms, street typologies, amenities, and other elements to contribute to a cohesive identity for the district. As a regulatory incentive, having a SPD in place allows projects to bypass typical zoning procedures and proceed to development plans. See also Section 9.6.

Subdivision. A group of regulations to ensure that proposed division of property into lots for development are buildable; can be accessed safely by residents and/or occupants; are designed to be serviced by emergency responders and solid waste collection; and provide adequate environmental controls that are formalized through a “plat” recorded with the County Clerk and Recorder. This public record in the form of a plat ensures buyers a property is eligible for building permits and connections to utilities. The plat also formalizes facilities that the city or other entity may be accepting for ownership and/or maintenance such as a street, stormwater facility, or park site.

Historic Landmark Designation. In conjunction with the Historic Preservation Ordinance, and under guidance from the Historic Landmark Board, this type of designation can assist in recognizing and preserving the city’s past as a significant part of the community.

Exactions (Public Land Dedication (PLD), Park Development Fee, and School Land Dedication). Exactions are land and/or fees collected by the city for residential development or redevelopment, and used to fund community infrastructure, service improvements, and maintenance. Generally, low densities cover a higher acreage of land, and generate less money for PLD versus higher densities occupying less land area, but generating more units and therefore result in greater value. PLD is often used for park purposes but may be used for other municipal facility needs such as utilities, fire, or libraries. The Park Development Fee supplements PLD with funds to ensure public parks in or near a development may be improved with facilities to meet the needs of future residents. School Land Dedication provides the local school district the option of either accepting land for a school site or funds to improve existing schools that will serve a development. Non-residential development is not subject to these exactions.

ECONOMIC DEVELOPMENT TOOLS

Economic Development Agreements (EDA). Economic development agreements provide assistance from government entities in exchange for meeting economic development goals. This assistance may be in the form of cash, loans, tax exemptions, or other benefits, and may be conditioned on the achievement of hiring targets or other milestones.



Water Main Replacement



Tax Increment Financing (TIF). Tax increment financing is a public financing method intended to stimulate private investment within a geographic zone designated in need of economic revitalization. This type of financing tool can leverage funds for public improvement within the boundaries of the zone.

Opportunity Zones (OZ). Opportunity zones are economically-distressed areas where new investments, under certain conditions, may be eligible for preferential tax treatment. Designation as an Opportunity Zone may be initiated by a locality, but requires sign off at the state and federal level.

Enterprise Zones (EZ). The Colorado Enterprise Zone Program was created by the Colorado Legislature to promote a business-friendly environment in economically distressed areas by offering state income tax credits that incentivize businesses to locate and develop in—and non-profit organizations to assist with the needs of these communities.

Jobs-Housing Balance. A jobs-housing ratio of 1:1 is widely considered a good indicator of a healthy, balanced community, with one job per employed resident within a municipality. This balance indicates availability of both jobs and housing within an area, limiting commute-shed, allowing for a range of housing, and access to jobs. In consideration of Westminster’s geographical boundaries and location within the US 36 Corridor, a jobs-housing balance must be considered in the context of available housing and employment opportunities within the larger region.

Management of City-Owned Properties. The City of Westminster owns and maintains many properties throughout the city. While facilities such as parks, fire stations, or libraries may be most visible there are a number of properties owned and intended for future development in the support of the city’s Vision. Downtown Westminster is one prominent example of which city-owned property has been used to partner with private development. City ownership provides the opportunity to partner with private developers to create unique projects that support needs such as affordable housing, employment opportunities or experiential uses that contribute to quality of life.

Small Business Assistance. The city offers a variety of programs and resources for small businesses in Westminster. The Capital Projects Grant Program and Scholarship Program both provide reimbursement to qualifying small businesses for property improvements, training expenses, and more. The city also partners with the North Metro Small Business Development Center (SBDC) to offer resources to new and existing small businesses.



9.6 SPECIFIC PLANS

Specific plans are specific programs of zoning, capital improvements, and programming for Focus Areas identified in this Comprehensive Plan. The purpose of these plans is to ensure that development is planned and designed cohesively with a synergistic mix of uses; connected, multimodal circulation system; access to transit and public amenities; and adequate provision of public utilities and services. The location and boundaries of each focus area are identified in Map 8-1 in Chapter 8.

The City of Westminster will coordinate planning efforts for each focus area and determine the appropriate time for plan preparation. The plans typically include a cohesive vision for land use, architectural design, design and development standards, multimodal circulation, public amenities, and adequate utilities and services. Upon completion, each specific plan with associated rezoning or updates to the Comprehensive Plan, if applicable, will be adopted by City Council and incorporated by reference into the Comprehensive Plan. Existing, adopted specific plans include the [Downtown Specific Plan](#) and [Westminster Station Area Specific Plan](#).

9.7 RELATIONSHIP WITH OTHER PLANS & POLICY DOCUMENTS

The City of Westminster has an extensive history of planning for the future, and local and regional planning efforts—both existing and upcoming—guide various aspects of the city's growth and development. The 2040 Comprehensive Plan is one of the city's highest-level policy documents, used to guide city leaders and staff in making long-range decisions. Even though this Plan covers a range of topics, it does not provide specific level of detail for all topics or all geographic areas within the city. The Plan is long-term in nature and separate from routine and/or immediate business needs; therefore, it may be used in conjunction with other city plans and documents. Generally, the 2040 Comprehensive Plan should be consulted when considering decisions that have long-term planning considerations. Other city plans generally provide more detail on short- and mid-term priorities and site-specific standards.

In all cases, these plans should consider the overall direction and intent outlined in the Comprehensive Plan. Where conflicts arise, a very general rule of thumb is that the more current or specific the plan is, the more they should be relied upon, especially when balancing sometimes competing policy and priority directions.

Chapter 8 provides more detail on relevant special area plans for the Focus and Transition Areas. Additionally, Chapters 2 through 7 include callouts of relevant plans. These callouts help direct the reader to find more information on the topics addressed.

COMPREHENSIVE PLAN

CITY PLANS

EXTERNAL PARTNER PLANS

Land Use & Development



- Specific Area Plans
 - Westminster Station
 - Downtown Westminster
- Unified Development Code
- Preliminary & Official Development Plans
- Sustainability Plan

- DRCOG Metro Vision
- Adams & Jefferson County Comprehensive Plans
- North Plains Area Plan
- Rocky Mountain Metro Airport Environs Land Use Plan
- Arvada, Broomfield, Federal Heights, Northglenn, and Thornton Comprehensive Plans

Transportation, Mobility & Connections



- Transportation & Mobility Plan
- Bicycle Master Plan
- Roadway Master Plan
- Mobility Action Plan
- Trail Master Plan

- RTD plans
- CDOT plans

Health, Wellness & Community Services



- Parks, Recreation & Libraries Plan
- Library Master Plan
- Open Space Stewardship Plan
- Arts & Culture Plan
- Individual park master plans
- Hazard Mitigation Plan
- Public Safety plans

- Hyland Hills Parks & Rec District Master Plan

Economic & Financial Resilience



- Economic Development Strategic Plan
- Urban Renewal Plans
- Economic Base & Industry Opportunities report
- Retail Strategy

Housing & Neighborhoods



- Neighborhood Plans
- Harris Park
- Affordable & Workforce Housing Strategic Plan
- CDBG Consolidated Plan

- Foothills Regional Housing plans
- Maiker Housing Partner plans

Utilities & Resources



- Sustainability Plan
- Water Supply Plan
- Water Efficiency Plan
- Drought Management Plan
- Other Utility Plans
- Stormwater Program/MS4 Permit

- Colorado Water Plan
- Mile High Flood District plans

Supporting Documents

- Strategic Plan
- Capital Improvement Plan
- Municipal Budget
- Westminster Municipal Code
- Individual department strategic plans
- Intergovernmental Agreements






9.8 PERFORMANCE MONITORING

The Comprehensive Plan is shaped by the vision and a set of plan cornerstones that state the community's aspirations for the future. Indicators are established to help monitor the Plan's performance and progress towards achieving the vision, plan cornerstones, and goals. Indicators help track and communicate progress, and can also serve as alerts to emerging problems or challenges. The Indicators below focus on community conditions in future years. National examples of indicators include the consumer price index, the number of traffic fatalities, or the unemployment rate. Indicators used by people every day include bank account balances or vehicle fuel gauges. Indicators are used to raise awareness of community issues, inform decision-making, and identify trends. The results of indicator tracking may be used to publicize good works or identify work that needs to be done. A Biennial Report indicating progress shown on plan implementation will be prepared and will include these community indicators. The report may also call for resources or policy changes needed where indicators are unfavorable. Indicator tracking will depend upon staffing, budget resources, and availability of updated data.



LEGEND:


- COW:** City of Westminster
- CD:** Community Development
- CMO:** City Manager's Office
- ED:** Economic Development
- PRL:** Parks, Recreation & Libraries
- PWU:** Public Works & Utilities
- USGBC:** United States Green Building Council

Indicator	Baseline Value	Target	Data Source	Tracking Responsibility
 Utilities & Resources				
Water usage per capita (gallons per capita per day)	126 gpcd	Decrease	COW, PWU	COW, PWU
Water demand from Standley Lake (rolling average)	4-year historical average	Maintain or decrease	COW, PWU	COW, PWU
Utility Condition Index (UCI)	41.5	Maintain or increase	COW, PWU	COW, PWU
Total number of green infrastructure projects	3 in service and 8 under design/construction	Increase	COW, CD, Stormwater	COW, CD, Stormwater

Indicator	Baseline Value	Target	Data Source	Tracking Responsibility
 Land Use & Development				
Current population	June 2020 Population, PEPP	Monitor	COW, CD, GIS	COW, CD
Balanced mix of land uses	2022, See Ch. 3, Map 3-1 land uses	Maintain	COW, CD, GIS	COW, CD
Coverage of Specific Plans	2 Specific Plans in place	Complete Specific Plans for remaining Focus Areas	COW, CD, Planning	COW, CD
Number of third-party rated development projects (LEED, Green Globes, etc.)	74	Increase	USGBC	COW, CD
Number of adopted municipal code amendments identified in the Implementation Action Plan	N/A	Increase	COW, CD, Planning	COW, CD
Acreage of strategic annexations to support the city Vision	N/A	Monitor	COW, CD, Planning	COW, CD
 Transportation & Mobility				
Number of TDM programs within Westminster	2	Increase	COW, CD, Transp.	COW, CD
Drive alone modal split	See Existing Conditions report, Chart 3-1	Reduce	US Census Bureau ACS	COW, CD
Inflow/outflow commuter balance	See Existing Conditions Report, Figure 3-1	Improve balance	US Census Bureau ACS	COW, CD
Miles of bike lanes, buffered bike lanes or shared lanes	40 miles	Increase	COW, CD, Transp.	COW, CD
Total crashes	2,485 (2017 last year of data available)	Decrease	COW, Police	COW, CD



Indicator	Baseline Value	Target	Data Source	Tracking Responsibility
 Health, Wellness, & Community Services				
Acres of park land	3,179	Increase	COW, PRL	COW, PRL
Trail usage (annual)	1,133,688 (2019)	Maintain or increase	COW, PRL	COW, PRL
Number of public art installations	170	Increase	COW, PRL	COW, PRL
Quality of local public schools per citizen survey results of as “good” or “very good” (combined)	54% in 2020; question not included in 2022	Increase	COW Comm. Survey	CMO
Safety - overall feeling of safety in city, results from “very satisfied” and “satisfied”	55% in 2022 (combined)	Increase	COW Comm. Survey	CMO
ISO rating	ISO Class 1 achieved in 2019	Maintain Class 1 certification	COW, Fire	COW, Fire
Number of census tracts with low income and low food access	4	Decrease	USDA	COW, PRL
 Economic & Financial Resilience				
Total employment within the city	51,089 (pre-pandemic)	Increase	COW, ED	COW, ED
Job opportunities that match skills (percentage selecting “strongly agree” or “somewhat agree”)	36% in 2022 (combined)	Maintain or increase	COW Comm. Survey	COW, CMO
Revenue diversification in sources of revenue (sales tax, property tax, fees, etc.)	2022 Budget revenue sources	Monitor	COW, CMO, Policy & Budget	COW, CMO, Policy & Budget
Population with bachelor’s degree or higher	40.6% (2017-2021)	Increase	Census, ACS	TBD

Indicator	Baseline Value	Target	Data Source	Tracking Responsibility
 Housing & Neighborhoods				
Quality of life per citizen survey (percentage of respondents selecting "good" or "excellent")	83% in 2022 (combined)	Maintain or Increase	COW Comm. Survey	COW-CMO
Percent of code cases achieving voluntary compliance	90%	Maintain or increase	COW, CD, Comm. Pres.	COW, CD
Number of registered homeowner and neighborhood associations	114	Maintain or increase	COW, CD, Admin.	COW, CD, Admin.
Total number of affordable housing units	Housing Needs Assessment (TBD)	Increase	COW, ED	COW, ED
Owner-occupied housing unit rate	64.5% (2017-2021)	Increase	Census, ACS	COW, ED
Housing cost burdened households	Housing Needs Assessment (TBD)	Decrease	COW, ED	COW, ED