

# EXECUTIVE SUMMARY

In 2023, the Westminster PRL Department launched a comprehensive vision planning effort. This plan updates and replaces the 2009 Parks and Recreation Master Plan and, for the first time, brings all PRL services under the guiding framework of a single plan that will position the Department to continue its extensive provision of exceptional services to the Westminster community. This summary provides a snapshot of the key elements and recommendations of the plan.

## PLAN VISION

Westminster PRL creates equitable opportunities for programs that empower, spaces that ignite creativity, and events that unite us. Together, we nurture a healthier community by fostering deeper bonds among our diverse residents.



## FUNDAMENTAL FUNCTIONS OF THE PRL DEPARTMENT

- Health and Wellness
- Child Development
- Economic Engine
- Community Connections
- Resilience and Sustainability

## GOALS

### Goal #1:

Provide places, programs, and services that value our community's diversity, interests, and needs.

### Goal #2:

Preserve, protect, and enhance our parks and open spaces.

### Goal #3:

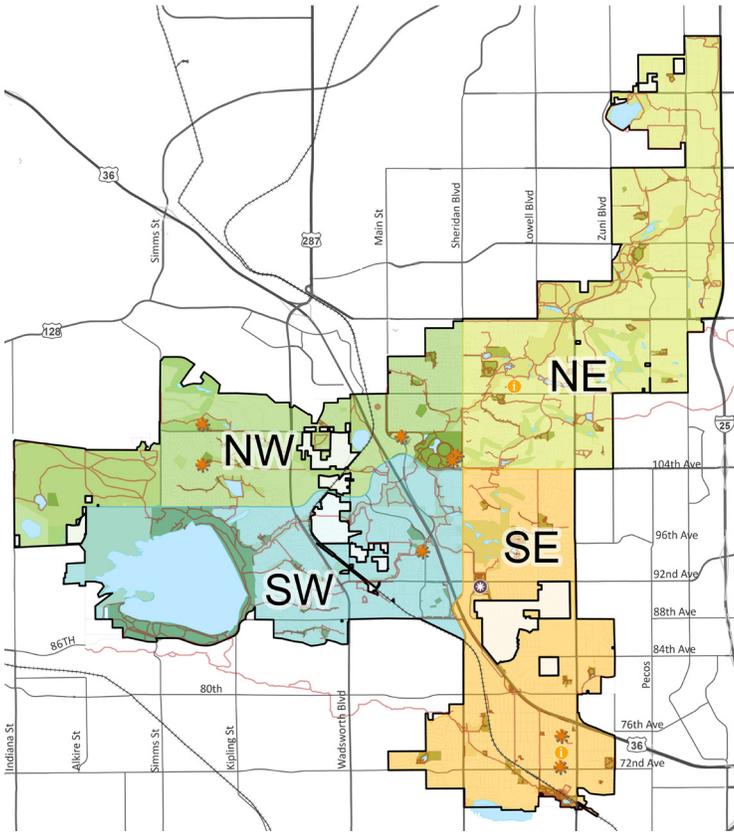
Support learning and literacy.

### Goal #4:

Continue to leverage creative solutions and collaborative partnerships.

### Goal #5:

Empower PRL staff to provide exceptional service delivery.



## PLANNING & OPERATIONS DISTRICTS

The PRL Vision Plan proposes the establishment of districts to geographically organize planning and maintenance operations for PRL services. The purpose of the districts is:

- to establish a framework for tracking and planning future investment of developer-paid fees as required by City code; and
- provide an organizing framework for dispersed PRL maintenance hubs.
- This shift in organization supports asset management by tracking needs according to district and increases staff's sense of ownership, accountability and efficiency by limiting the distance of maintenance vehicle trips. The result is a more efficient and sustainable maintenance operations system.
- The specific boundaries of each district are being refined.

## IMPLEMENTATION = BALANCE

Resources are limited. In the near term, the Department will continue to focus on doing as much as it can with the resources currently available. It is critically important to identify viable funding sources and community partnerships that can support implementation of new projects. This includes exploring options related the Parks, Open Space, and Trails (POST) sales and use tax; development code and fee structure; foundation partnerships; cost recovery; and the continued aggressive pursuit of grants.



# APPENDIX

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## IMPLEMENTATION ACTION PLANS



WESTMINSTER

Parks, Recreation & Libraries

*Vision Plan*

# ACTION PLANS

This PRL Vision Plan provides a wide-ranging policy and program framework to guide decision-making across all levels of community action, from City government to partnerships with organizations that champion a specific project, park, or service.

This appendix consolidates recommended actions for each plan goal into a concise workplan to guide the efforts of the PRL Department and its partners. Each action plan identifies the type of action, coordinating agencies and the target year for completion.

## ACTION TYPE

Each recommendation is characterized by the type of action it represents.

- **Capital Projects:** Requires capital outlay from the City
- **Planning & Design:** Requires additional feasibility study, planning or design work
- **Operations:** Impacts staff decisions and standard practices
- **Partnerships:** Requires or would greatly benefit from collaborative partnerships with business, and community and non-profit groups
- **Programs:** Implications for program and services
- **Community Engagement:** Communications campaigns or outreach efforts to solicit community feedback

## TIMEFRAME

Plan implementation is an incremental process. Some recommendations can be executed in a relatively short period of time. Other recommendations are long-term in nature and will take years of concentrated effort to achieve.

The recommendation timeframe refers to the amount of time, in years, in which each action item should be implemented:

- 1-5 years
- 5-10 years
- 10+ years
- Ongoing: Continuous efforts

This plan acknowledges that the timeframe for each action may shift in response to emergent needs or new opportunities and should be re-evaluated annually as priorities shift. The proposed timeframe does not directly equate to priority status. Rather, it is representative of the relative ease of implementation. Additionally, many actions are ongoing, continuous tasks performed by the PRL Department.

The Action Plans provide a framework through which staff, appointed and elected officials, and community partners can evaluate tasks relative to the City Council Strategic Plan, CIP, and other Citywide priorities.

**GOAL #1:** Provide places, programs, and services that values our community's diversity, interests, and needs.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<b>Objective 1.1:</b> Ensure equitable access to high-quality parks, facilities, trails, and natural areas for all residents.		
Operations	<b>Action 1.1.1</b> Create amenities within PRL that are welcoming, safe, and can be enjoyed by all ages and abilities.	Ongoing
Capital Projects	<b>Action 1.1.2</b> Renovate and maintain existing facilities to achieve a high level of quality.	Ongoing
Planning & Design	<b>Action 1.1.3</b> Develop a plan to establish new parks, civic spaces, recreation, and library facilities in redevelopment and underserved areas of the City, prioritizing initiatives based on available resources and funding opportunities.	1 - 5 years
Capital Projects	<b>Action 1.1.4</b> Support community desire to invest in outdoor aquatics, water recreation access, and water play amenities that minimize water waste.	5 - 10 years
Partnerships	<b>Action 1.1.5</b> Partner with adjacent municipalities, such as Broomfield, to expand access to recreation facilities and services.	1 - 5 years
<b>Objective 1.2:</b> Offer diverse and inclusive programs that cater to the unique needs of all community members.		
Programs	<b>Action 1.2.1</b> Create play and recreational resources, amenities, and programs that appeal to all ages.	Ongoing
Programs	<b>Action 1.2.2</b> Identify and address barriers that limit community participation in programs and services to align with community needs, ensuring accessibility, convenience, and equitable opportunities for all residents.	Ongoing
Operations	<b>Action 1.2.3</b> Explore and secure diverse funding opportunities to support and enhance PRL programs.	Ongoing
Programs	<b>Action 1.2.4</b> Continue offering, and explore opportunities to expand, camp programs for school-aged children that provide enrichment and help support parents when school is not in session.	Ongoing
<b>Objective 1.3:</b> Promote community health and well-being		
Operations	<b>Action 1.3.1</b> Continue collaborating with the City's Homeless Navigators to connect those in PRL parks and facilities who are experiencing homelessness to available resources, and ultimately for permanent housing.	Ongoing
Operations	<b>Action 1.3.2</b> Find ways to stabilize those who are experiencing homelessness or at risk of homelessness using local, regional, state, and national resources aligned with best practices.	1 - 5 years

Programs	<b>Action 1.3.3</b> Provide recreational programs/services that offer diverse activities accessible to all age groups and abilities, fostering a healthier and more connected community.	Ongoing
<b>Objective 1.4:</b> Foster community identity through the provision of public art and historic preservation.		
Operations	<b>Action 1.5.1</b> Continue implementation of the Arts and Culture Master Plan according to priority locations identified in the plan and the Westminster Public Art Policy.	Ongoing
Operations	<b>Action 1.5.2</b> Ensure that art and historic preservation enhance community-building efforts and relate to the history, landscape, and cultural expressions of the community.	Ongoing
Programs	<b>Action 1.5.3</b> Conduct neighborhood events and other programs to develop skills and encourage participation in the arts.	Ongoing
Planning & Design	<b>Action 1.5.4</b> Utilize natural areas interpretive signs and kiosks to interpret history of the area, including indigenous history and perspectives.	Ongoing
Planning & Design	<b>Action 1.5.5</b> Support the Historic Landmark Board's efforts to conduct an updated Historic Preservation Survey.	1 - 5 years
Capital Projects	<b>Action 1.5.6</b> Maintain designated historic landmarks and promote community connection to these community assets.	Ongoing
<b>Objective 1.5:</b> Implement effective communication strategies that encompass multiple languages to reach all community members and promote engagement.		
Community Engagement	<b>Action 1.5.1</b> Continue to integrate language access strategies into marketing and communications efforts, aligning with the City's Language Access Plan to effectively engage diverse communities.	1 - 5 years
Community Engagement	<b>Action 1.5.2</b> Develop and implement diverse and dynamic marketing campaigns that adapt to evolving trends.	Ongoing
Community Engagement	<b>Action 1.5.3</b> Adopt a Community First model when conducting focus groups and outreach efforts, ensuring that input is gathered inclusively, and projects are aligned with the needs and preferences of the community	1 - 5 years
<b>Objective 1.6</b> Develop and Implement Sustainable Plans.		
Capital Projects	<b>Action 1.6.1</b> Prioritize improvements to existing facilities and infrastructure over new capital projects, including parks, trails, and natural areas.	Ongoing
Planning & Design	<b>Action 1.6.2</b> Study and implement an asset management software to track lifecycle replacement needs, assist with planning for repair/replacement, and status for all PRL assets.	1 - 5 years
Planning & Design	<b>Action 1.6.3</b> Assess the potential of recreation centers and libraries to serve as community resilience or emergency hubs, as feasible.	5 - 10 years

**GOAL #2:** Preserve, protect, and enhance our parks and open spaces.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<b>Objective 2.1:</b> Develop and implement management plans for environmental sustainability.		
Operations	<b>Action 2.1.1</b> Align PRL with the strategies and actions of the City of Westminster's 2021 Sustainability Plan to achieve the targets and goals.	Ongoing
Operations	<b>Action 2.1.2</b> Continue the use of best management practices and integrated pest management in the stewardship of all our PRL land and natural resources.	Ongoing
Planning & Design	<b>Action 2.1.3</b> Develop and implement management plans for invasive plant and wildlife species.	1 - 5 years
Planning & Design	<b>Action 2.1.4</b> Evaluate effectiveness of current open space management classifications and adjust as necessary.	1 - 5 years
<i>Transportation</i>		
Operations	<b>Action 2.1.5</b> Support Sustainability Office efforts to reduce impact of employee commutes to work – provide incentives for alternative and green modes and EV charging free at parking structures for employees.	1 - 5 years
Operations	<b>Action 2.1.6</b> Minimize travel between PRL maintenance facilities by expanding maintenance facilities in each PRL planning district/City quadrant to improve facility efficiency and capacity.	1 - 5 years
Operations	<b>Action 2.1.7</b> Maintain trails to facilitate active transportation commutes for employees and the community to reduce emissions from commutes.	Ongoing
Capital Project	<b>Action 2.1.8</b> Support Sustainability Office efforts to install EV charging stations for City fleet vehicles and/or public use at PRL facilities including parks, trailheads, recreation areas, golf courses, recreation centers, maintenance facilities, and libraries.	5 - 10 years
Planning & Design	<b>Action 2.1.9</b> Work with the City Fleet and Facilities teams to develop and implement a multi-year PRL fleet and maintenance equipment transition plan from fossil fuel to low and zero GHG emissions power and include the electric charging infrastructure that is needed to support PRL maintenance activities.	5 - 10 years
<i>Water Use Reduction</i>		
Planning & Design	<b>Action 2.1.10</b> Adhere to the requirements of Senate Bill 24-005[1], which prohibits the installation of new non-functional turf (areas that are not used for sports or other activities that require turf) and artificial turf on city properties and rights-of-ways starting January 1, 2026.	1 - 5 years

Planning & Design	<b>Action 2.1.11</b> Prioritize water conservation in all City capital projects through use of climate appropriate landscape design and precise irrigation systems. Continue landscape conversions on PRL properties using climate appropriate plant material to reduce consumption and keep irrigated turf only in areas that have functions that require turf for active use.	5 - 10 years
Operations	<b>Action 2.1.12</b> Continue the practice of using recycled mulch from shrub/tree pruning and apply to shrub beds, and tree rings across PRL properties to reduce surface temperatures and loss of soil moisture through evaporation.	Ongoing
Capital Project	<b>Action 2.2.13</b> Continue installing smart/efficient irrigation controls and distribution systems on PRL properties.	Ongoing
<b><i>Sustainable Materials</i></b>		
Operations	<b>Action 2.1.14</b> Continue efforts to be more environmentally friendly in the development of PRL projects through the use of sustainable products, proactive maintenance, and reuse of existing materials for renovation and reconstruction projects.	Ongoing
Planning & Design	<b>Action 2.1.15</b> During building demolition/deconstruction, maximize recycling/reuse of building materials for diversion from landfills.	Ongoing
Operations	<b>Action 2.1.16</b> Ensure non-toxic and local products are sourced for construction, repair, renovation, and replacement of PRL facilities and amenities.	Ongoing
Operations	<b>Action 2.1.17</b> Avoid artificial turf made from plastic products (per Senate Bill 24-005) and consider alternate products including soy-based products if a synthetic turf is the only viable option to irrigated turf.	Ongoing
<b><i>Water Quality Protection</i></b>		
Planning & Design	<b>Action 2.1.18</b> Minimize impervious surfacing at parks, golf courses, and around PRL built facilities to reduce runoff and increase water infiltration.	Ongoing
Planning & Design	<b>Action 2.1.19</b> Design PRL facilities and landscapes to minimize or reduce wind and water erosion.	Ongoing
Capital Project	<b>Action 2.1.20</b> Retrofit strategic PRL-managed landscapes into green infrastructure/low-impact design that treats stormwater before distributing to waterways and maintain over time.	10+ years
Operations	<b>Action 2.1.21</b> Minimize the use of synthetic fertilizers and pesticides in parks, open space, golf courses, and facility grounds using an Integrated Pest Management (IPM) approach.	Ongoing
<b><i>Waste Reduction</i></b>		
Operations	<b>Action 2.1.22</b> Provide reusable (and when not able, compostable) dinnerware or washable in lieu of plastic in offices, maintenance facilities, and at Department events.	Ongoing
Operations	<b>Action 2.1.23</b> Explore and implement a “zero-waste” program and/or policy for community events, including site rentals, weddings, sports games, and similar events hosted at parks and recreational facilities.	1 - 5 years

Partnerships	<b>Action 2.1.24</b> Pursue technologies and partnerships that grow composting and recycling opportunities in PRL facilities both for staff and the public.	Ongoing
<b>Site Energy Use Reduction</b>		
Capital Project	<b>Action 2.1.25</b> Replace lighting at the end of their lifecycle on PRL properties with the latest proven technology including solar-powered pedestrian, parking, and security lights.	Ongoing
Capital Project	<b>Action 2.1.26</b> Replace lighting at the end of their lifecycle on PRL properties with the latest proven technology including solar-powered pedestrian, parking, and security lights where appropriate.	Ongoing
Planning & Design	<b>Action 2.1.27</b> Incorporate dark sky principles with new and/or replacement light installation	Ongoing
<b>Building GHG and Overall Energy Use Reduction</b>		
Planning & Design	<b>Action 2.1.28</b> Continue existing green building practices, such as meeting a minimum of LEED™Silver Certification for retrofitting and new construction of PRL facilities, solar panel installations at PRL facilities, and other related energy efficiency and clean energy generation initiatives.	Ongoing
Planning & Design	<b>Action 2.1.29</b> Conduct electrification studies of the Department's high energy use structures such as recreation centers and other maintenance and operations buildings.	5 - 10 years
Capital Project	<b>Action 2.1.30</b> Where feasible during remodels and renovations and new construction, install the highest levels of energy-efficient building envelope materials and systems in PRL buildings.	Ongoing
Capital Project	<b>Action 2.1.31</b> Maximize the efficiency of HVAC systems and explore alternative heating and cooling technologies in PRL facilities.	Ongoing
Planning & Design	<b>Action 2.1.32</b> Create and implement an electric landscaping and lawn/garden equipment transition plan and associated budget.	1 - 5 years
<b>Objective 2.2:</b> Promote climate appropriate landscapes across department-managed parks, open spaces, trails, facilities, and rights-of-way.		
Capital Project	<b>Action 2.2.1</b> Provide shade and improve air quality by increasing tree canopy throughout PRL properties, especially in existing developed areas with documented tree inventory.	Ongoing
Partnerships	<b>Action 2.2.2</b> Grow partnerships to further promote climate appropriate landscapes, water conservation and native plants.	Ongoing
Planning & Design	<b>Action 2.2.3</b> Develop a tree planting program to plant diverse, drought-tolerant trees in parks, golf courses, and open spaces, as well as at PRL facilities.	1 - 5 years
Operations	<b>Action 2.2.4</b> Reinstigate the City's community enhancement program to update travel ways to climate appropriate and aesthetic pleasing landscapes.	1 - 5 years

**Objective 2.3:** Enhance environmental literacy by educating about the ecological value of preserving natural areas, riparian corridors, and habitats within all open spaces.

Capital Project	<b>Action 2.3.1</b> Install environmental educational kiosks and interpretive signage along trails, open space and parks.	Ongoing
Programs	<b>Action 2.3.2</b> Develop educational programming and volunteer capacity to provide educational opportunities on open space and natural areas	Ongoing

**Objective 2.4:** Restore natural habitats on PRL land.

Capital Project	<b>Action 2.4.1</b> Protect, maintain, and restore existing natural habitats and resources within PRL-maintained properties.	Ongoing
Capital Project	<b>Action 2.4.2</b> Further implement landscape conversions of PRL properties to native prairie, xeric landscapes, and riparian habitats where applicable.	5 - 10 years
Operations	<b>Action 2.4.3</b> Control invasive plant species in parks, open space, and golf courses managed by PRL through environmentally sustainable cultural practices.	Ongoing

**GOAL #3:** Support learning and literacy.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<b>Objective 3.1:</b> Enhance comprehensive literacy and life competencies across all age groups and demographics.		
Operations	<b>Action 3.1.1</b> Implement recommendations of the Library Master Plan.	Ongoing
Planning & Design	<b>Action 3.1.2</b> Plan for future library program development in response to community needs and priorities with special consideration for older adults, teens and individuals with disabilities.	Ongoing
Operations	<b>Action 3.1.3</b> Leverage public/private partnerships to extend financing, management, operations of libraries to achieve staffing and resource levels necessary to deliver high quality programs, services, events and facilities.	Ongoing
Community Engagement	<b>Action 3.1.4</b> Continue marketing to local and regional target market audiences and evaluate target markets on a regular basis to ensure higher levels of community awareness of library offerings and resources.	Ongoing
<b>Objective 3.2:</b> Provide adequate, functional space for educational programming and experience classes.		
Partnerships	<b>Action 3.2.1</b> Activate under-utilized spaces in PRL and partner organizations to provide performing arts venues and high-demand arts programming	1 - 5 years
Programs	<b>Action 3.2.2</b> Maximize usage of available library and educational programming space and expand/improve spaces that support learning, studying, and meeting needs.	1 - 5 years

**GOAL #4:** Continue to leverage creative solutions and collaborative partnerships.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<p><b>Objective 4.1:</b> Foster strong partnerships to expand and enhance program offerings for residents and revenue streams.</p>		
Partnerships	<p><b>Action 4.1.1</b> Continue partnerships with schools to inform families of programs, events, financial assistance and other opportunities for children and young adults.</p>	Ongoing
Partnerships	<p><b>Action 4.1.2</b> Partner with Community Services and the development community to provide public PRL amenities.</p>	Ongoing
Partnerships	<p><b>Action 4.1.3</b> Leverage public/private partnerships to extend financing, management and operations of parks and operations to meet community needs and demands for PRL services.</p>	Ongoing
Partnerships	<p><b>Action 4.1.4</b> Continue to partner with the North Metro Arts Alliance to secure national and regional grants to support arts and culture programming.</p>	Ongoing
Partnerships	<p><b>Action 4.1.5</b> Continue to partner with the Westminster Historical Society to maintain and provide a community museum at the Bowles House.</p>	Ongoing
Partnerships	<p><b>Action 4.1.6</b> Coordinate with regional partners to address basic human services needs of community members in both Adams and Jefferson counties.</p>	Ongoing
<p><b>Objective 4.2:</b> Diversify revenue streams through grant pursuit and exploration of innovative funding sources, philanthropic partners, and sponsorships.</p>		
Operations	<p><b>Action 4.2.1</b> Track development fee collection and expenditures to improve accountability, revenue projection, and investment.</p>	Ongoing
Planning & Design	<p><b>Action 4.2.2</b> Study alternative approaches to PRL fee and revenue.</p>	1 - 5 years
Partnerships	<p><b>Action 4.2.3</b> Develop a comprehensive funding strategy that includes identifying potential grants and sponsorship opportunities and build relationships with sponsors and community partners.</p>	1 - 5 years

**GOAL #5:** Empower PRL staff to provide exceptional service delivery.

ACTION TYPE	ACTION	TIMEFRAME for COMPLETION
<b>Objective 5.1</b> Prioritize and execute PRL core services strategically based on available resources.		
Operations	<b>Action 5.1.1</b> Be strategic with resources by identifying and communicating the impacts to current service delivery prior to committing to new services.	Ongoing
Operations	<b>Action 5.1.2</b> Advocate for the resources necessary to continue excellent service while being responsive to requests for new services.	Ongoing
Operations	<b>Action 5.1.3</b> Continue to provide department core services that are essential to the community.	Ongoing
Operations	<b>Action 5.1.4</b> Expand volunteer capacity to fill gaps in staffing.	Ongoing
Operations	<b>Action 5.1.5</b> Expand and train staff on GIS applications to increase departmental efficiency and improve data-driven planning, maintenance and operations.	Ongoing
<b>Objective 5.2</b> Hire, retain, and support the best qualified staff.		
Operations	<b>Action 5.2.1</b> Cultivate a culture of engagement by encouraging staff to take on leadership roles in professional organizations and providing funding to support their professional development through training programs, conferences, and continuing education opportunities.	Ongoing
Operations	<b>Action 5.2.2</b> Support work-life balance through flexible work schedules where possible while continuing to deliver excellent PRL services and experiences.	Ongoing
Planning & Design	<b>Action 5.2.3</b> Develop succession plans for staff members approaching retirement.	Ongoing
Operations	<b>Action 5.2.4</b> Support HR initiatives and services to ensure that all HR practices contribute to fostering a diverse and inclusive workplace.	Ongoing
Operations	<b>Action 5.2.5</b> Respectfully celebrate the diversity of staff by supporting staff-led clubs and incorporating diverse cultural elements into staff events (such as foods, customs, and art).	Ongoing
Partnerships	<b>Action 5.3.6</b> Develop partnerships with and encourage employee participation in local organizations with a purpose that aligns with or is mutually beneficial to PRL service delivery.	Ongoing
Operations	<b>Action 5.2.7</b> Create a welcoming environment for recommending improvements at regular team meetings.	Ongoing