

2025 Mid-Year Strategic Plan Review and Status Update

The 2025 Mid-Year Strategic Plan Review and Status Update provides a detailed status report on the relevant policy objectives and operational tasks outlined in the plan. It highlights progress made to through July 2025, identifies areas where objectives have been completed, and outlines items that require further attention. This update serves as both a checkpoint and a guide for the next phase of implementation. Following each policy objective or operational task, a concise status update is provided as appropriate.

The **Status** indicator and progress color associations are:

- Not Started - grey
- In Progress - yellow
- Complete - green
- On Hold - orange

The Mid-Year Strategic Plan Review includes 177 updates. Below is a summary of the statuses:

- Not Started - 3
- In Progress - 140
- Complete - 23
- On Hold - 11

2025 City of Westminster Strategic Plan

Strategic Plan

The City achieves its vision for the future through a Strategic Plan. The plan defines the City's vision, mission, guiding principles, and strategic priorities. Each priority is defined further with policy objectives and then further with specific operational objectives/initiatives to help achieve each goal.

Mission Statement

The City of Westminster provides high quality core services and fosters resilience in order to promote a safe and thriving community.

Vision Statement

Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment, and a strong sense of community and belonging.

Guiding Principles

- **Collaboration and Partnership:** Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.
- **Stewardship and Fiscal Responsibility:** Responsibly manage all of the resources entrusted to our care to support the City's financial well-being and meet the needs of today without sacrificing the ability to meet the needs of the future.
- **Transparency and Accountability:** Engage meaningfully, transparently, and responsibly with the community to provide for all people to be heard and included in decision making thereby building trust and confidence with the community.
- **Diversity, Equity, and Inclusion:** Achieve equitable outcomes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.
- **Innovate and Initiate:** Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking, and resourcefulness, resulting in a resilient and sustainable future for our City.
- **Prevention and Proactivity:** Solve problems at their source and focus the City's policies, practices and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.
- **Sustainability and Resiliency:** Act and operate in an environmentally responsible manner and lead by modeling best practices and incorporating sustainability in every aspect of our work.

**Strategic Priority 1: Access to Opportunity:**

Advance access to opportunity and prosperity for all in Westminster through diverse housing choices, increased mobility options, safe and walkable neighborhoods, and strong social networks

- 1.1. Establish a transportation and mobility network that is regionally connected, well maintained, and reliable so that residents, employees, and visitors can move easily around the community using their mode of choice.
 - 1.1.1 The City should update the Transportation Plan, approved in 2021, to reflect new modes of transport as well as develop projects and programs to address safety, connectivity, and mobility citywide. (Community Services)
Status: *In Progress* Staff has submitted a capital improvement program (CIP) request to refresh and update the city's Transportation Master Plan for 2026.
 - 1.1.2 Explore the creation of a shared e-bike system throughout the city that connects to a larger regional network. (Community Services)
Status: *In Progress* Staff are working with regional partnering municipalities to craft a Request for Proposals for a vendor to install and manage the program.
 - 1.1.3 Install additional electric vehicle (EV) charging stations at City public facilities. (Community Services)
Status: *In Progress* Staff are currently soliciting bids for the electrical infrastructure work and have worked with Xcel Energy on needed site upgrades. Staff have prioritized locations for station installations for 2025 and 2026.
 - 1.1.4 Collect and analyze data on the usage of buses, trains, ride share or similar services, and bike options to better understand transportation patterns and to continue to provide options to residents who have access to a car. (Community Services)
Status: *In Progress* Staff has submitted a CIP request to refresh and update the city's Transportation Master Plan for CY 2026. The scope of services is expected to include data collection that can be analyzed for trends and support future project development.
 - 1.1.5 Increase the availability and awareness of senior transportation options, ensuring seniors can access essential services, social opportunities, and recreational activities without transportation barriers. (Community Services/Parks, Recreation and Libraries)
Status: *In progress* Staff continue to offer services to the community across as many locations as possible, allowing for shorter travel distances.
- 1.2 Support and promote residential development and neighborhood planning that gives residents access to local employment.
 - 1.2.1 Develop a comprehensive holiday activation schedule to include lighting, selfie spots, performances by local school groups and

community groups, and craft market. (Community Services)

Status: *In Progress* Staff is working with residents and various vendors for site planning and ongoing event and activation for 73L, as well as with the Westminster Chamber and Downtown Business Association on the continuation of the holiday activation of Downtown Westminster through various community events, including a second annual lighting event.

1.3 Incentive the development of workforce and market rate housing so that businesses are attached to the city and residents can live and work in Westminster.

1.3.1 Explore incentives for the development of diverse opportunities for workforce and market rate housing. (Community Services)

Status: *In Process* Staff evaluates incentives on a case-by-case basis and brings forward projects to City Council for approval.

1.3.2 Focus on residential housing. For homeowners, who income qualify, use the Essential and Emergency Home repair grants (funded with Community Development Block Grant (CDBG)) to make repairs. For existing affordable multi-family, use CDBG funded programs such as LIFT to make updates and repairs to preserve the affordable unit inventory. Explore using city fees/funds to create a funding source to help privately held multifamily meet better standards identified during rental inspections. (Community Services)

Status: *In Process* Through the approved Annual Action Plan, CDBG funds are allocated to support both Emergency and Essential Home Repair (EEHR) and Housing LIFT. YTD CDBG Funds have supported:

- EEHR has supported 12 households
- Housing LIFT has preserved 302 units

1.4 Implement the recommendations of the City's housing needs assessment to promote and encourage the development of diverse and quality housing options and help ensure all residents can live and thrive in the community.

1.4.1 Continue to work with the affordable housing development community to build and preserve affordable units. (Community Services)

Status: *In Progress* Staff continues to partner with the affordable housing development community. Below are updates as of August 2025:

- Active affordable housing development prospects: 5
- 317 New Units under development review or in progress: Maiker at Uplands 70 and St. Charles Overlook at Uplands 247
- ADU ordinance adopted November 2024 with January effective date. Staff has developed checklists for applicants to navigate the process and has met with numerous residents interested in constructing an ADU.
- The Unified Development Code (UDC) will support other Housing Needs Assessment recommendations including provisions to facilitate adaptive reuse and redevelopment of existing structures as

well as updated residential design standards to support infill and missing middle housing

- 1.4.2 Promote and support diverse housing opportunities in the city's transit-oriented developments including Downtown and Westminster Station. (Community Services)
Status: *In Progress* Staff is working with developers to support diverse housing opportunities including a new Senior Affordable Housing that will begin construction in 2026 and home-ownership opportunities in the Downtown area, while continuing to explore opportunities for diverse housing in the Westminster Station area.
- 1.4.3 Promote and support accessibility features within housing and the construction of accessible units. (Community Services)
Status: *In Progress* Staff is working with developers as projects arise to incorporate accessible units and features. Staff is also evaluating best practices in inducing these through such tools as development bonuses or other incentives.
- 1.5 In collaboration with partner organizations, develop a strategy to increase the involvement of older adults in the community with the goals of reducing social isolation, improving mental health, and supporting aging in place.
 - 1.5.1 Continue to work with ongoing partners and look for new organizations to enhance the lives of the older adults in the community. This will include adding wellness opportunities, structured classes and welcoming environments throughout the current facilities and programs. (Parks, Recreation, and Libraries)
Status: *In progress* Staff continue to offer programming based on current resources, both structured and drop in across all facilities seven days a week to enhance the lives of older adults within the community.
 - 1.5.2 Conduct an inventory of the City's senior-friendly policies and services to understand: 1) why people might not want or be able to age in the city, 2) housing, transportation, fitness and recreation needs and programming, and 3) barriers to accessing services. (Community Services/Parks, Recreation and Libraries/Human Resources)
Status: *In Progress* Staff are reviewing services and
 - 1.5.3 Explore ways to help older adults to remain in their homes and improve accessibility to available programming, services, and connections. (Community Services/Parks, Recreation and Libraries/Human Resources)
Status: *In Progress* Staff continue to offer programming based on current resources, both structured and drop in across all recreation facilities 7 days a week to enhance the lives of older adults within the community. Volunteer opportunities for older adults are offered and continue to expand through Volunteer Westminster. This program supports older adults with social and community opportunities. Staff is working with the Senior Resource Center in Wheat Ridge to open a satellite facility in Downtown Westminster within the recently approved Blossom

Commons affordable senior project. This will be another resource for older adults to receive information and services.

- 1.6 Enhance and diversify City-sponsored events and activities to encourage multicultural and intergenerational interaction, celebrate Westminster's diversity, nurture community pride, and increase community engagement and participation.
 - 1.6.1 Lead strategic neighborhood activations & partnerships equitably throughout the city. (Parks, Recreation, and Libraries)
Status: *In progress* Staff offers community engagement and outreach opportunities throughout the city.
 - 1.6.2 Assess current data on arts and culture programs. (Parks, Recreation, and Libraries)
Status: *In Progress* Staff is working on a final assessment to complete later this year.
 - 1.6.3 Review if the new format lends itself to a more inclusive and diverse participation in National Night Out; 2024 will be our baseline. (Police Department)
Status: *In Progress* the Police Department will evaluate after National Night Out occurs in August 2025
 - 1.6.4 Utilize Citizen's Radar Program radar volunteers to evaluate efficacy of traffic or speeding mitigation. Using 2024 as a baseline, assess success of the program. (Police Department)
Status: *On Hold* Staff will continue to evaluate the feasibility and interest in this program after the Department attempted to institute this program but had difficulties recruiting volunteers.
 - 1.6.5 Utilize the Chief's Advisory Panel to gain community perspective and qualitative feedback on the Police Department's operations. (Police Department)
Status: *In Progress* the Police Department selected a new panel in 2025 and continues to have meaningful conversations related to law enforcement-related topics with the community to gain their perspective
- 1.7 Promote and sponsor volunteer opportunities to increase the involvement of residents in community life and city government.
 - 1.7.1 Continue the volunteer program and look for opportunities to expand. (Police Department/ Parks, Recreation, and Libraries)
Status: *In Progress* The PRL Department continues to offer regular volunteer opportunities in Open Space, Parks, and at special events, with a goal of hosting two projects per month during the spring and summer. Similarly, the Police Department promotes a range of volunteer programs including the Citizen's Academy Alumni, Lawn Enforcement, Victim Advocates, internships, and the upcoming Police Cadet Program.

- 1.7.2 Continue sharing volunteer opportunities in the Volunteer Newsletter.
Status: *In Progress* Staff send out a quarterly volunteer newsletter with volunteer happening, volunteer needs and community new
- 1.8 Establish and maintain policies that ensure cost-effective rates of taxes and fees to promote affordability and enhance ability for Westminster residents to continue to live in the community.
- 1.8.1 Recommend policies that will rebate certain city fees to affordable housing projects. (Community Services)
Status: *In Progress* Staff presents incentives and rebates on a case-by-case basis and are still researching potential policy recommendations.
- 1.8.2 Explore expedited review for affordable housing projects. (Community Services)
Status: *In Progress* Staff will be presenting a variety of affordable housing policy recommendations and updates in August 2025
- 1.8.3 Comply with new state legislation to support the development of affordable housing. (Community Services)
Status: *In Progress* The City has worked to implement the requirements of voter-approved Proposition 123 and is on track to exceed the City's affordable housing commitment with 317 new units. A Study Session was held in February 2025 at which time City Council directed staff not to comply with House Bill (HB)24-1304, -1313, and Senate Bill (SB)24-174. In May 2025 the City enjoined in a lawsuit with five other cities to challenge HB24-1304 and -1313 therefore staff is not pursuing compliance with these pieces of legislation at this time. Staff will be returning to City Council in August with updates and recommended options to further support affordable housing within Westminster.
- 1.8.4 Recommend policies that support the development of housing opportunities in transit-oriented developments. (Community Services)
Status: *In Progress* Staff is in the process of supporting the development of housing and affordable housing opportunities throughout the City, including a planned affordable housing update and policy recommendations to City Council in August 2025. Staff is working with developers to construct a variety of housing opportunities throughout the City, including Downtown Westminster and Westminster Station. To support this, Staff is in the process of updating and consolidating regulations into a unified development code (UDC), which will include transit supportive design practices.



Strategic Priority 2: Community Empowerment and Engagement:

Enhance the sense of community and connection in Westminster through engaging methods of communication and dialogue that improve accessibility, increase understanding, and encourage participation in civic and City life.

- 2.1. Provide accurate, consistent, and frequent communication with the public to increase transparency, awareness, and understanding of the City's actions and decisions.
 - 2.1.1. Review the website periodically to confirm information is accurate and relevant to current operations. (all)
Status: *In Progress* Each City department has dedicated staff responsible for updating and maintaining their respective webpages. Webpages are updated on a daily basis to ensure accuracy, relevancy, and timelines.
 - 2.1.2. Utilize the Westy Word, Westy Connection, and the Westy to share noteworthy information. (City Manager's Office)
Status: *In Progress* The City continues to effectively use the Westy news site, newsletter, and magazine meet the community where they are and inform our residents in multiple styles and formats. The Westy Word was revamped as Westy.News and is more media rich than the past platform. The Westy Connection is now the Westy magazine and features more images, illustrations, and articles are framed with a resident-first focus. Finally, the Westy monthly newsletter continues to grow in popularity with a greater focus on timely news and updates.
- 2.2. Diversify and improve the City's methods of outreach using multiple platforms and media to enhance communication with residents.
 - 2.2.1. Evaluate successes of Public Affairs changes using 2024 as a baseline. (Police Department)
Status: *In Progress* The PD began posting crime alerts and informational updates on Ring. Additionally, from November 2024 through July 2025, engagement on Facebook has increased 212% from the same timeframe as last year and an increase of 168% in followers. From November 2024 through July 2025, Instagram interactions also increased by 100% from the same timeframe as year. The PD is also considering other avenues of social media.
 - 2.2.2. Identify, procure, and launch new community engagement platform. (Information Technology/ City Manager's Office)
Status: *Complete*
 - 2.2.3. Identify, procure, and replace Access Westminster Platform. (Information Technology/ City Manager's Office)
Status: *Complete*
 - 2.2.4. Continue implementing the ADA transition plan. (Human Resources/PWU-Facilities)
Status: *Complete* The Plan is updated and complete (Americans with Disabilities Act Transition Plan April 2025); Implementation is ongoing
 - 2.2.5. Implement the website accessibility plan. (City Manager's Office/IT)
Status: *Complete* The new website is 508 compliant.
 - 2.2.6. Develop a "Did You Know" approach to public awareness about City programs, services, and key initiatives. (City Manager's Office)

- Status:** **On Hold** This approach is on hold as Staff focused on implementing the other engagement strategies defined in 2.2
- 2.2.7. Host community-focused sessions with the Mayor and City Manager to interact with residents on relevant topics. (City Manager's Office)
- Status:** **Complete**
- 2.2.8. Expand outreach and connect residents with City resources, services, and opportunities through partnerships with community organizations and a community connector approach. (Human Resources/Community Services/Parks, Recreation and Libraries)
- Status:** **In Progress** Staff continues to provide outreach and connect with Westminster residents through activities and engagement. Volunteer opportunities are advertised to Westminster businesses and schools. Through partnerships with the Downtown Westminster Business Association, wellness and family-oriented fun activities are developed. These include free yoga and free concerts in the Downtown Westminster Plaza.
- 2.3. Create and support innovative programs to better connect newcomers to Westminster to their community and create a welcoming experience.
- 2.3.1. Maintain the New Residents webpage, (City Manager's Office)
- Status:** **On Hold** The new residents page was taken down as part of the data-driven review of content. It was outside of the top 300 pages of views over a 3-year period. Staff is researching other methods to develop an effective strategy for new residents.
- 2.3.2. Continue the website replacement to improve accessibility to information about the City and community. (Information Technology/City Manager's Office)
- Status:** **Complete**
- 2.3.3. Coordinate the distribution of welcome resources for new residents, providing essential information about the City and its services along with other related services. (City Manager's Office/Community Services)
- Status:** **In Progress** Staff partners with the Westminster Chamber to provide information for their new resident welcome bags
- 2.4. Establish multi-lingual outreach and communication plan to equitably communicate with our community.
- 2.4.1. Continue the language access plan. (Chief of Staff's Office)
- Status:** **In Progress** Westminster celebrated Language Access Month in April of 2025 to raise awareness of residents who speak other languages and provide tools to better serve them in their native language. An additional telephonic interpretation resource was added in early July and facilities continue to expand bilingual signage and written materials throughout public-facing facilities.
- 2.5. Develop a comprehensive community engagement strategy that promotes proactive resident involvement in the City's planning and decision-making processes.

- 2.5.1. Evaluate current engagement activities and opportunities and continue to add opportunities away from the Police Department to engage in the community. (Police Department)
Status: *In Progress* The Police Department has been hosting a series of events to include Coffee with a Cop, Burritos with a Badge, Sirens and Syrup, 'Every 15 Minutes' presentation at Standley Lake High School, Special Olympics events, unified basketball game at Mountain Range HS, drone soccer match at Mandalay Middle School with students, increased meeting opportunities with homeowners associations (HOAs), and other events to engage with the community away from the Police Department. Additional Staff participated in Crime Prevention Through Environmental Design (CPTED) to assist business owners to help modify the physical environment around businesses to reduce criminal activity.
- 2.5.2. Create interactive options for community members to engage in plan updates (Community Services)
Status: *Complete* Community Services facilitated interactions with residents for 73L and the redevelopment of 3915 W. 73rd
- 2.5.3. Host an annual budget town hall. (Chief of Staff's Office)
Status: *Complete* The 2026 budget town hall was held on April 3, 2025 at City Park Recreation Center.
- 2.5.4. Leverage technology to provide clear and transparent information about the City's budget. (Information Technology/Chief of Staff's Office)
Status: *Complete* Staff created the [Transparency webpage](#) to provide information about the City's budget and other financial documents.
- 2.5.5. Explore ways to enhance public engagement on Boards and Commissions to ensure fresh perspectives and promote civic engagement. (Chief of Staff's Office)
Status: *In Progress* Westminster adopted new Boards and Commissions software to streamline the application process as well as giving the City a clean database of volunteers to engage in other ways. City Council will be presented with a code update regarding boards and commissions to allow for more flexible terms, allowing currently engaged members of the public to stay engaged longer term.
- 2.6. Explore possible needed changes to the City's electoral process to enhance the available opportunities to serve in elected roles.
 - 2.6.1. Determine next steps from the Wards Advisory Committee. (Chief of Staff's Office)
Status: *Complete* After the Wards Advisory Committee made a recommendation to City Council for language to propose to the electorate. The Wards ballot question was voted down, so there was no further work to do with the Wards Advisory Committee.

**Strategic Priority 3: Community Health and Safety:**

Invest in innovative and collaborative approaches to provide a continuum of services that preserve, promote, and protect the health, safety, and environment of Westminster.

- 3.1. Partner with neighboring communities and organizations on regional approaches to health and safety issues of mutual concern.
 - 3.1.1. Update the Emergency Operation Plan (EOP) with the Emergency Management Coordinator, Department Directors, and Division Managers. Identify gaps in EOP Annexes and establish priorities to update, develop, and implement. (Fire)
Status: **Complete** The Emergency Operations Plan and hazard specific annexes have been updated. Training exercises are necessary to build familiarization.
 - 3.1.2. Continue to partner with various local, state and federal agencies to combat crime and evaluate new relationships with emerging organizations or to combat specific crime concerns. (Police Department)
Status: **In Progress** The Police Department continues to partner with the 17th Judicial District Attorney's Office in formation of the Family Justice Center. Additionally, Staff continues to work with other local agencies to solve cases that cross our city and county borders.
 - 3.1.3. Begin implementation of fiber upgrades for security measures to protect the dam and the water supply as part of the Standley Lake Security Plan. (Parks, Recreation, and Libraries)
Status: **In Progress** Staff met to discuss options to extend fiber along 100th Ave to the Lake and continue to coordinate on moving this project forward.
 - 3.1.4. Obtain a Mobile Command Post. (Police Department /Fire)
Status: **On Hold** The pursuit of a shared mobile command post vehicle is currently on hold. Police and Fire are reviewing incident command needs and exploring options to support field-based incident command.
 - 3.1.5. Assess Fire and PD CAD. (Computer Aided Dispatch) needs and PD RMS (Records Management System) needs (Police Department/Fire)
Status: **In Progress** Fire and Police have reviewed current CAD services and have discussed potential options to address system and support deficiencies.
 - 3.1.6. Maintain apparatus replacement program. (Fire)
Status: **In Progress** The apparatus replacement program has continued, mainly through the use of funds from the Colorado Emergency Medical Service (EMS) Supplemental Payment Program. The replacement program has been updated to reflect the current fleet needs, as well as other future equipment purchases.

- 3.1.7. Replace and add new equipment for continuity of operations, such as extrication and rescue equipment. (Fire)
Status: *In Progress* The Fire Department has been able to replace outdated equipment with new equipment and technology. This includes purchasing and placing in service all new equipment on new apparatus being placed into service.
- 3.1.8. Complete the request for proposal (RFP) process for traffic preemption system. (Fire)
Status: *In Progress* The RFP for the Traffic Preemption System is completed in draft form and is currently under review by Traffic Engineering. The various systems are being evaluated by Traffic Engineering to ensure compliance with current City systems.
- 3.1.9. Determine the plan for the Emergency Operations Center (EOC) (Fire)
Status: *In Progress* Virtual along with limited physical spaces are available for EOC functions; additional options to provide a comprehensive center will coincide with the potential expansion of Fire infrastructure.
- 3.1.10. Identify needs and funding options for fire services, ensuring adequate resources for fire prevention, response, and infrastructure. (Fire/Finance/Chief of Staff's Office)
Status: *In Progress*. North Huron Urban Renewal Area (URA) dollars were approved to support the construction of Fire Station 8 while Finance continues to collaborate with the Chief of Staff's Office to analyze projected revenue from a proposed increase in sales and use taxes, which will help assess funding options for fire services. This analysis also considers the costs associated with financing necessary projects to ensure adequate resources for fire prevention, response, and infrastructure needs.
- 3.2. Help individuals and families access services that reduce poverty, connect them with jobs, and offer pathways to financial sustainability.
 - 3.2.1. Launch the guaranteed basic income (GBI) pilot project with partner agencies in Adams County, including Adams County's Departments of Human Services and Community Safety & Well-being. (Parks, Recreation, and Libraries)
Status: *In Progress* Adams County Community Safety and Wellness Department has contracted with Almost Home to implement the guaranteed income for older adults to support aging in place using guaranteed monthly payments to help supplement older adults' incomes. The program aims to give people the stability, time, and resources needed to stay in their place and pay for basic needs. Dates to apply for the program are July 21st, 2025, thru August 8, 2025.
- 3.3. Reduce the length of time people experience homelessness through coordination with regional partners and adopting evidence-based best practices and strategies.

- 3.3.1. Work to prevent evictions of Westminster residents for only financial reasons. (Parks, Recreation, and Libraries)
Status: **On Hold** Discussions are ongoing related to the process, and the vendor was identified to administer eviction-related assistance.
- 3.3.2. Support for Regional Homelessness Initiatives. (ongoing) (Parks, Recreation, and Libraries)
Status: **In Progress** At the July 7, 2025, Study Session, City Council authorized Staff to participate in the Jefferson County IGA for cold weather sheltering during the 2025-26 season. Staff continue to work with more than 100 partner organization to address homelessness.
- 3.3.3. Support Westminster's unhoused community by enhancing the City's ability to connect unhoused individuals to City, County, and regional resources and services. (Parks, Recreation and Libraries)
Status: **In Progress** Two additional navigators were hired in 2025. As of June 30, 14 people were permanently housed with another eight are in temporary housing. Navigators also provided more than 1,625 hotel rooms to clients and served 90 clients in 82 households more 1,075 other supports like transportation, benefits enrollment, healthcare access and more. Coordinated 12 Resource Fairs where 354 people connected directly to up to seven service providers. Hosted two Department of Motor Vehicle events where 105 people obtained identification documents to be able to connect to other resources.
- 3.4. Enhance safety around the City's streets, parks, neighborhoods, and transportation network through crime prevention design to reduce harm and improve safety for all.
 - 3.4.1. Consider crime prevention design in all park improvement projects. (Parks, Recreation, and Libraries /Public Works & Utilities)
Status: **In Progress** Staff engage both the Police Department and Facility Security staff in all design processes and complete an exhaustive review of security considerations when addressing park improvement projects.
 - 3.4.2. Improve traffic enforcement through various means. (Police Department)
 - 3.4.2.1. Evaluate an upgrade to the ALPR Flock system which could substantially reduce motor vehicle theft and increase recovery rate. This system could also measure traffic patterns, vehicle counts, and other roadway use data, providing opportunity to model and perform other analyses to improve roadways in our City. Evaluate and add traffic calming devices (radar speed signs). These signs can be placed in neighborhoods if equipment is operational and weather permits.
Status: For the ALPR Flock system: **On Hold** For the Radar Speed Signs/Traffic Calming: **In Progress** The PD continues to evaluate and is moving forward with the AVIS (Speed Cameras) feasibility pending further direction from City Council.

3.4.2.2. Add two "Alive at 25" classes per year to improve young driver awareness and safety on the road.

Status: *On Hold* The primary instructor for this course retired and the PD is currently looking to identify other instructors.

3.5. Plan for needed future enhancements for public safety services and develop alternatives that allow flexibility in meeting demands based upon available funding and resources.

3.5.1. Complete a workload analysis in Patrol and Investigations. (Police Department)

Status: *In Progress* Pending budget approval, the PD anticipates purchasing software to analyze shift staffing optimization.

3.6. Implement the approved Parks, Recreation and Libraries Vision Plan recommendations to enhance opportunities throughout the city and address gaps in programming and facilities.

3.6.1. Complete Westminster Hills Open Space Specific Area Master Plan. (Parks, Recreation, and Libraries)

Status: *In Progress* The Area Master management planning is underway, and the plan will include parking evaluation, visitor management and robust community engagement with an estimated completion by the end of quarter one 2026.

3.6.2. Complete City Park Streambed restoration project. (Parks, Recreation, and Libraries)

Status: *In progress* The restoration project construction is anticipated to be completed in quarter three of 2025. Native establishment and restoration throughout the entire site have started and will continue for the next five years.

3.6.3. Commence Promenade community engagement and re-design efforts. (Parks, Recreation, and Libraries)

Status: *On Hold* This project is currently on hold until additional resources are secured to reengage with a landscape architect firm and the public to create new design concepts.

3.6.4. Implement the Trails Master Plan. (Parks, Recreation, and Libraries)

Status: *In Progress* The Trails Master Plan is in the early stages of being created with current conditions and needs assessment underway. The plan is anticipated to be complete in quarter two of 2026 with implementation to follow.

3.6.5. Complete City Park Recreation Center updates based on approved funding. (Parks, Recreation, and Libraries)

Status: *In Progress* The project is currently in the bidding and design phase with completion anticipated during later summer and early fall 2025.

3.6.6. Evaluate the City archive program and staffing. (Parks, Recreation, and Libraries)

- Status:** *Not Started* Recommendations will be submitted in 2026 and 2027 budget.
- 3.6.7. Commence research and evaluation of the Integrated Library System. (ILS) replacement options (Parks, Recreation, and Libraries)
Status: *Not Started* Work will begin in fall 2025
- 3.6.8. Continue planning for Irving Street Library renovation. (Parks, Recreation, and Libraries)
Status: *Not Started* The request for proposal (RFP) phase for Design work and should begin in fall 2025
- 3.6.9. Plan for restoration and adaptive reuse of the Metzger Farmhouse with Broomfield. (Parks, Recreation, and Libraries)
Status: *In Progress* This will be a seven-to-ten-year project; preliminary outlines have been discussed with the Metzger Foundation. Work to stabilize the building is underway.
- 3.6.10. Finalize design for the Lao Hmong national memorial at City Park. (Parks, Recreation, and Libraries)
Status: *On Hold* After numerous meetings earlier in 2025 with the Lao Hmong group and their national memorial design team, the local Lao Hmong group have decided to put this project on hold indefinitely to pursue other sites for their memorial.
- 3.6.11. Commence development of Upland Parks Master Plan, including community engagement and the design for Uplands Park I. (Parks, Recreation, and Libraries)
Status: *In Progress* Staff are currently working on some design concepts for the 11-acre parcel in the northwest corner of the development using the dedicated public land dedication (PLD) funding. Staff plan to begin community engagement for master planning the remaining PLD parcels in early 2026.
- 3.6.12. Implement the open space acquisition plan. (Parks, Recreation, and Libraries)
Status: *In Progress* PRL continues to implement the acquisition plan as recommended in the 2016 Open Space Stewardship Plan with focus on strategic acquisitions and work through the public land dedication requirements of development review.
- 3.6.13. Implement the urban forestry management plan. (Parks, Recreation, and Libraries)
Status: *In Progress*
- 3.6.14. Implement the Parks, Recreation and Libraries signage master plan. (Parks, Recreation, and Libraries)
Status: *In Progress* Staff is working with Merje on the design development package. Once that is completed, work will begin on the Design Intent Manual for the entire PRL system. Completion is anticipated in Fall 2025.

- 3.6.15. Complete the Standley Lake Master Plan. (Parks, Recreation, and Libraries)
Status: *In Progress* Master planning progress is currently taking place and slated for completion by mid-2026.
- 3.6.16. Complete the Stratford Park expansion. (Parks, Recreation, and Libraries)
Status: *In Progress* Staff are working with Mundus Bishop and have 90% design completed after extensive community feedback. Sheridan Green Elementary school demolition is scheduled to start in late summer 2025 and immediately following, the new park construction will begin with an anticipated completion in the fall of 2026.
- 3.6.17. Complete Center Park in Downtown. (Parks, Recreation, and Libraries/Community Services)
Status: *In Progress* Center Park construction continues to move forward on schedule with significant completion in the fall of 2025 and projected grand opening of May 2026
- 3.6.18. Complete the design of South Park in Downtown. Community Services not (Parks, Recreation, and Libraries/Community Services)
Status: *In Progress*
- 3.6.19. Implement improvements at Oakhurst and Bishop Square Parks. (Parks, Recreation, and Libraries)
Status: *In Progress* DCLA landscape architects have completed design based on community feedback and Staff are value engineering both projects with anticipated start date for Bishop Square in quarter two 2026 followed by Oakhurst in 2027 based on current funding levels. Grant funding for Bishop has been tentatively approved by Adams County Open Space (ACOS)
- 3.6.20. Develop the Parks, Recreation and Libraries Vision Plan implementation strategy. (Parks, Recreation, and Libraries)
Status: *In Progress* PRL continue to work to prioritize the components of the plan.
- 3.7. Work with relevant local governments, as well as state and federal agencies to address environmental health concerns that impact the lives and wellbeing of Westminster residents.
- 3.7.1. Work with State Lobbyist to review proposed and passed legislation that impacts the City's operations. (Chief of Staff's Office)
Status: *In Progress* Staff work with the State Lobbyist to review legislation during the session. During the 2025 session, Staff and the State Lobbyist actively tracked 158 bills and City Council took positions on 16 bills.
- 3.7.2. Continue to work with the Rocky Mountain Metropolitan Airport (RMMA) on next steps. (City Manager's Office)
Status: *In Progress* Staff continue to work on next steps with the RMMA.
- 3.7.3. Coordinate with Federal Lobbyist for federal funding opportunities for infrastructure projects. (Chief of Staff's Office)

Status: *In Progress* Staff meeting with the Federal Lobbyist regularly to discuss federal funding opportunities for Westminster infrastructure projects.

3.8. Sustain the quality of the City's drinking water to protect the health and safety of residents.

3.8.1. Use the Comprehensive Plan and Water Plan to guide and inform planning, development, redevelopment, and investment in the City. (Public Works & Utilities/Community Services)

Status: *In Progress* Through various interdepartmental forums Staff regularly revisit and discuss the Comprehensive Plan and the associated water supply considerations with different land uses and use this information to evaluate development proposals as well as to inform policy matters for further consideration by City Council. Amendments to the Comprehensive Plan were adopted in April 2025.

3.8.2. Provide updated information and enhanced engagement opportunities for the community to learn more about water in Westminster. (City Manager's Office/Public Works & Utilities)

Status: *In Progress* The City has organized several community events to inform the community about the Drinking Water Facility, Big Dry Creek improvements, City Park Pond as well as guided tours of the Semper Treatment Facility. The Water in Westminster pages on the new city website were also updated to be more resident friendly with easy to understand content and images. Finally, the City invested in a resident-friendly Water Quality Report that highlights our efforts to provide clean, safe, and affordable drinking water for the community. In the coming years, the City would like to mail out the report to all residents if funding is available.

3.9. Reduce community risk and vulnerability to wildfires and their impacts through effective emergency preparedness planning and community education.

3.9.1. Launch an education campaign to inform the public of emergency notification systems utilized by the City and to increase opt-in/registration into the systems. (Fire)

Status: *In Progress* A comprehensive education campaign was launched to inform the public of emergency notification systems. The education campaign will be ongoing to account for population and technological changes.

3.9.2. Finalize policies and procedures for the utilization of community evacuation software. (Fire)

Status: *Complete* Policies and procedures have been established for the utilization of community evacuation software.

3.9.3. Provide indoor air purifiers to income qualified residents with respiratory issues or other health concerns to mitigate in the effects of wildfire smoke. (Community Services)

Status: *In Progress* Staff is partnering with Energy Outreach Colorado to conduct energy efficiency home upgrades including the provision of indoor air purifiers to income-qualified homes; three household have been provided efficiency upgrades and air purifiers.

3.10. Increase residential access to resource efficiency and conservation programs and opportunities, including a focus on low to moderate-income residents in both single family and multifamily residences.

3.10.1. Provide Xcel Energy's Home Energy Squad program to residents at no cost. (Community Services)

Status: *In Progress* Staff contracted with Xcel to provide this service and is promoting this free service to residents; over 30 residents have participated. [Information is accessible here.](#)

3.10.2. Partner with Energy Outreach Colorado to provide whole-home weatherization and energy efficiency retrofits to low-income residents. (Community Services)

Status: *In Progress* Staff is partnering with Energy Outreach Colorado to conduct energy efficiency home upgrades including weatherization, appliance upgrades, and electrification efforts; three household have been provided services.

3.10.3. Support educational and awareness opportunities on building energy efficiency and electrification. (Community Services)

Status: *In Progress* Staff developed an educational webpage, [accessible here](#), on this topic and are sharing information on energy efficiency and electrification resources to the community during events and via communication channels.

3.10.4. Contribute to the Decarbonize DRCOG initiative to implement regional energy efficiency and electrification funding, policy, and programing efforts that benefit Westminster residents. (Community Services)

Status: *In Progress* Staff are representing Westminster in the Decarbonize DRCOG Technical Advisory committee, staying apprised of upcoming resources, and preparing to apply to the Building Policy Collaborative grant program.

3.11. Develop and implement policies and ordinances that promote both domestic and wild animal welfare and community health. (Police Department/City Attorney's Office/Parks, Recreation and Libraries)

Status: *In Progress* Staff has engaged with the Colorado Natural Heritage Program to begin collect baseline data to inform a comprehensive ecosystem management plan which will promote the health and provide recommendations for the improvement of plants and wildlife. Additionally, Staff amended W.M.C. 6-7-1 to Permit Trap, Neuter, and Return of Feral Cats, and hosted a low-cost vaccination clinic.

**Strategic Priority 4: Economic Vitality:**

Promote and support a resilient economy that attracts and retains a diversity of businesses, workers, and industries, expands living wage jobs, and diversifies the City's tax base.

4.1. Focus economic development and business recruitment and retention efforts in industry sectors and areas of the City with high job-creation potential.

4.1.1. Continue refinement and implementation of the Redevelopment and Adaptive Reuse toolkit. (Community Services)

Status: **Details Below** Staff continues to work on the recruitment, retention, and expansion: As of August, 2025; Staff has provided 15 retention visits to primary businesses, responded to 20 prospect inquiries, and has worked on three expansions creating or retaining 250 jobs. Additionally, staff continues to move forward with implementing the recommendations in the redevelopment toolkit.

4.1.1.1. Continue to refine and improve external communications

Status: **In Progress** Staff continues to improve on external communications by a variety of avenues including monthly e-blast newsletters to all licensed businesses, printed newsletters mailed to all licensed businesses quarterly, ~200 ytd "biz walks", social media posts about new businesses and business spotlights, and training to prospective new businesses in partnership with the small business development center (SBDC) as well as developing a User Guide to improve communication with property owners and redevelopment partners.

4.1.1.2. Confirm identified Priority Reinvestment Areas are still relevant.

Status: **Complete**

4.1.1.3. Develop Evaluation Criteria for In-fill Projects.

Status: **Complete**

4.1.1.4. Identify Financial and Regulatory Support including 100% completion on public land dedication (PLD) determination for redevelopment project.

Status: **In Progress**

4.1.1.5. Update Site Design Requirements.

Status: **In Progress**

4.1.1.6. Provide Water and Sewer infrastructure support as needed.

Status: **In Progress**

4.1.1.7. Catalyze Redevelopment in the Station Area 75%.

Status: **In Progress**

4.1.2. Lead sustainability initiatives for commercial, residential, and government entities. (Community Services)

Status: **In Progress** Details below

- 4.1.2.1. Continue to support buildings greater than 50,000 square feet to meet new state energy efficiency requirements.
Status: *In Progress* Staff are working with a consultant to provide technical and financial assistance to commercial building owners and managers. Four buildings are currently being supported. In addition, the SAGE Sustainable Business Program has already provided four businesses grants to improve their operations and is currently working with an additional five to submit applications and complete projects.
- 4.1.2.2. Continue efforts to support the Resource Resilience Educational facility on water conservation, sustainability, and resilience.
Status: *In Progress* The City was awarded a \$1M grant to build this center and are conducting internal coordination and a series of visioning and strategizing exercises.
- 4.1.2.3. Develop an incentive program for construction and demolition waste diversion.
Status: *In Progress* Staff are working with graduate students from the University of Colorado-Boulder to craft recommendations for a construction and demolition waste diversion and reduction program.
- 4.1.2.4. Support City utility bill savings through identifying and completing energy efficiency, renewable energy, and energy resilience opportunities at City facilities and operations.
Status: *In Progress* ASHRAE level II energy audits have been completed at City Hall and the Public Safety Center. A key recommendation from these audits, LED lighting conversions, are set to take place this year. Staff are finalizing a solar PV canopy array analysis for City Hall and Public Safety Center parking lots.
- 4.1.3. Lead Affordable Housing/workforce housing initiatives such as but not limited to the Housing LIFT program and Emergency and Essential Home Repair Program. (Community Services)
Status: *In Progress* Every year CDBG Funds through the City Council approved Annual Action Plan are allocated to support both EEHR and Housing LIFT. As of July 2025, CDBG Funds have supported: EEHR has supported 12 households and Housing LIFT has preserved 302 units. Additionally, Staff is developing a process to expedite affordable housing requirements.
- 4.1.3.1. Identify new state resources to support affordable housing and its related infrastructure.
- 4.1.3.2. Complete expedited review process for Affordable Housing developments as required by Proposition 123.
- 4.1.4. Support regional grid stability, as appropriate (Community Services/Public Works & Utilities)
Status: *In Progress* Staff recently met with Xcel through a group organized by Adams County to coordinate and plan around energy gaps in the system that are impacting the ability to support development in Westminster. Discussions around locating a new substation are ongoing and this coordination will continue.

- 4.1.5. Collaborate with regional and neighboring communities to align affordable housing policies and standards. (Community Services/Public Works & Utilities)
Status: *In Progress* Staff is currently working with DRCOG on the regional housing needs assessment and will present this to City Council in August 2025. Staff regularly meets with neighboring communities and attends training to make sure Westminster's affordable housing policies and standards are in alignment.
- 4.1.6. Host real estate professionals and brokers for tour opportunities. (Community Services)
Status: *In Progress* Staff continues to build relationships with real estate professionals and brokers and offer tour opportunities for Downtown Westminster
- 4.1.7. Support the development and build out of Downtown Westminster including the office and retail sectors to support job creation in the city. (Community Services)
Status: *In Progress* Staff continues to work with developers and businesses to bring new retail and job opportunities to Downtown Westminster. Many new retail spaces opened in 2025.
- 4.1.8. Support the newly created Downtown Business Association. (Community Services)
Status: *In Progress* Staff continues to support the newly created Downtown Business Association by attending meetings, providing support, and collaboration.
- 4.1.9. Develop a guide for workforce engagement opportunities for businesses. (Community Services)
Status: *In Progress* Staff are updating the engagement resource matrix to share with businesses and employment seekers and students.
- 4.1.10. Research a comprehensive municipal strategy to expand access, improve quality, and reduce the cost of childcare in Westminster for both residents and employers. Examples may include: 1) identifying barriers families face in securing care, 2) assessing provider challenges related to staffing, wages, and facilities, and 3) exploring City opportunities through zoning, dedications of unused real property, partnerships, and more access at City sites. (Community Services)
Status: *In Progress* In December 2021, municipal code was amended to remove the limit on the number of children at childcare programs operated out of residential homes in Westminster and changes to zoning or ODPs are not required. These programs are regularly reviewed and approved through the City Clerk's Business License Process.
- 4.2. Encourage broadband service and digital access through engagement with telecommunications providers to close gaps for the underserved in service and coverage throughout the City.
- 4.2.1. Broker relationships with private broadband and Internet service providers in hopes of creating a more competitive marketplace to make adequate Internet access more available and affordable to the community. (Information Technology/Chief of Staff')

Status: *In Progress*

4.3. Enhance multi-use zoning and business-friendly policies to encourage more business location, investment, and job creation in the City.

4.3.1. Continue to educate potential developers and property owners about the importance of integration of the Comprehensive Plan and Water Plan to guide and inform planning, development, redevelopment, and investment in the City. (Community Services/Public Works and Utilities)

Status: *In Progress* Staff regularly offers consultations as well as free pre-application meetings with potential developers and property owners about land use allowances, avenues to change land use, and the associated water supply considerations for such land use changes

4.3.2. Encourage redevelopment of single-use, under-utilized parcels into mixed-use developments where housing and businesses are integrated, and live-work dwelling units are encouraged. (Community Services)

Status: *In Progress* Staff continues to work with the community and support redevelopment through the utilization of the Redevelopment Toolkit. Staff regularly offers consultations as well as free pre-application meetings with potential developers and property owners using the Comprehensive Plan to identify where sites may support mixed-use developments. Ultimately most residential applicants resist integration of non-residential uses into their projects and communicate this to City Council during the Concept Plan Review process and City Council has authority to support or not support such requests to amend the Comprehensive Plan.

4.3.3. Perform a review of the City's business licensing process to make it easier for businesses to know they have the proper zoning, building permits, and life/safety features for their location before they are issued a business license or sales tax license, and begin to operate. (Community Services/Fire Department/Finance/Chief of Staff's Office)

Status: *In Progress* Staff are reviewing the process for efficiencies.

4.3.4. Ensure the new Unified Development Code (UDC) builds upon direction in the 2040 Comprehensive Plan to provide and protect opportunities for flexible employment uses with provisions to facilitate office and industrial uses as well as provisions for adaptive reuse and redevelopment and revised nonconforming use provisions. (Community Services)

Status: *In Progress* The new UDC proposes provisions for office and industrial development through new zoning and site design standards. Adaptive reuse and redevelopment are also included through a sliding scale provision to support reasonable imposition of development requirements based on the locational context.

4.3.5. As changes to the Comprehensive Plan are considered, such as in response to private party requests and changing variables such as State legislation including Senate Bill (SB)24-174 and House Bill (HB)24-1313,

perform collaborative analysis between Community Services and Public Works to ensure the Comprehensive Plan continues to align with Water Plan. (Community Services/Public Works and Utilities)

Status: **On Hold** In February 2025, during a Study Session, City Council directed staff not to comply with HB24-1304, HB24-1313, and SB24-174. In May 2025, the City joined a lawsuit with five other cities to challenge HB24-1304 and HB24-1313. As a result, Staff are not making any changes to the Comprehensive Plan based on these laws at this time. If future changes to land use in the Comprehensive Plan are proposed, Community Services will coordinate closely with Public Works and Utilities.

- 4.4. Diversify the City's revenue streams to increase the flexibility of available funding for City projects and programs, ensure stable tax rates, and minimize fee increases.
 - 4.4.1. Explore alternative funding strategies for infrastructure, considering options that include but is not limited to sponsorship, naming, and public-private partnerships. (Chief of Staff's Office/Finance/Parks, Recreation and Libraries)

Status: **In Progress** Staff are actively engaged in research and pursuit of alternative funding to support City programs and infrastructure including federal grants (Congressionally Directed Spending and Community Project Funding), and state-level funding (Department of Local Affairs, Colorado Water Plan). In addition, the City employs a federal legislative consultant and enlists the assistance of regional grant navigators to help identify and advocate for available opportunities.
 - 4.4.2. Continue to pursue grants wherever possible to offset and mitigate operation spending. (all)

Status: **In Progress** Staff will continue to pursue grants that coincide with the City's needs and objectives.
- 4.5. Create and implement a plan to transition the City's focus from development to re-development and infill in order to spark innovation, reinvestment, economic growth, and increased regional value.
 - 4.5.1. Attend national retailer and broker forums to create a target list and recruit new, unique to the metro area and/or state entertainment destinations to Westminster. (Community Services)

Status: **Compete** Staff attends the International Council of Shopping Center (ICSC) every year to connect with local retail brokers to explore filling vacancy as well as redevelopment opportunities.
- 4.6. Identify and implement long-term energy sourcing to ensure energy access for the whole city, especially at Westminster Station.
 - 4.6.1. Support Xcel energy's feeder project that will bring power to the Westminster Station area so that development can continue to occur. (Community Services)

Status: **In Progress** Staff continues to remain in close contact with Xcel

- to remain on schedule with Xcel's proposed timeline of project completion.
- 4.6.2. Support the location of a new substation in the southern portion of Westminster to support continued redevelopment. (Community Services)
Status: *In Progress* Staff is actively meeting and partnering with Xcel and Adams County to provide proposed locations for a new substation in the southern portion of Westminster.
- 4.6.3. Continue to manage the City's community solar garden subscriptions and track return on investment. (Community Services)
Status: *In Progress* Staff is currently working with a solar garden provider to ensure subscriptions are on track to achieve utility bill savings.
- 4.6.4. Analyze and identify financially beneficial renewable energy sourcing options for City facilities and buildings and begin internal procurement conversations. (Community Services)
Status: *In Progress* Staff has completed a preliminary analysis of solar PV canopy arrays for City Hall and Public Safety Center parking lots as well as comprehensive analysis for rooftop solar at four recreation facilities.
- 4.7 Enhance the City's partnerships with state and regional partners such as the Regional Transportation District (RTD) and the Colorado Department of Transportation (CDOT) to expand transit options to better connect people to life needs.
- 4.7.1 Maintain active relationships with state and regional partners on new or ongoing funding opportunities. (Community Services)
Status: *In Progress* Staff regularly attends meetings of the Colorado Department of Transportation (CO DOT) and Denver Regional Council of Governments (DRCOG) to stay current on upcoming plan and program updates, Federal and state grants opportunities, and seek partnerships with neighboring governments and agencies.
- 4.7.2 Transportation options for seniors are limited. While there are many funding and partnership opportunities, the City to date has not identified local funding to help develop, support and maintain these services moving forward. Staff will work with to prioritize projects in order to provide more diverse transportation options for all residents. (Community Services)
Status: *In Progress* Via Mobility services were offered beginning in 2025 for seniors along with the A-Lift through Adams County for senior transportation services.
- 4.7.3 Support and promote the location of a Downtown station as part of the Fasttracks and Front Range Passenger Rail projects. (Community Services)
Status: *In Progress* Staff actively participates and supports ongoing meetings and discussions relative to the location of potential Rail projects in Downtown Westminster.
- 4.7.4 Continue to support residential and City staff use of RTD services for work and personal travel. (Community Services)

Status: *In Progress* EcoPass is provided to Staff. Over 500 Staff utilize this service, and throughout the year education and information sessions are provided to Staff.

- 4.7.5 Identify funding opportunities from CDOT to advance walkability and transportation infrastructure and connections in Downtown and city-wide. (Community Services)

Status: *In Progress* Staff monitor funding opportunities focused specifically on multimodal and micromobility transportation options across the city focusing on specific projects that would be candidates as identified in the City's Transportation Master Plan.



Strategic Priority 5: Resilient Infrastructure

Maintain and invest in resilient infrastructure that creates the highest return for safety, community connectivity, enjoyment of life, and local economic success.

- 5.1 Develop and maintain a comprehensive infrastructure and capital improvement plan that forecasts the City's needs for the next twenty years.
- 5.1.1 Begin construction on the Drinking Water Facility. (DWF) (Public Works & Utilities)
Status: *In Progress* The CMAR contractor has been hired, the Guaranteed Maximum Price Contract will be presented to Council on September 8th, and a groundbreaking ceremony is scheduled for September 24, 2025.
- 5.1.2 Begin construction on the raw water line for the Drinking Water Project. (Public Works & Utilities)
Status: *In Progress* An Issued For Bid (IFB) was issued, and bids were received on July 17th. The Contract for the selected contractor will be presented to Council in September for authorization.
- 5.1.3 Begin construction on the finished utilities for the Drinking Water Project (Public Works & Utilities)
Status: *In Progress* Design for the finished utilities is approximately at the 60% stage. An IFB is scheduled to be issued in Q4 2025.
- 5.1.4 Begin construction on the Wattenberg Reservoir Slope Protection and Spillway. (Public Works & Utilities)
Status: *In Progress* Design is currently at the 90% level with a planned IFB in Q3 of 2025 with construction commencement in late Q4 of 2025.
- 5.1.5 Complete the Big Dry Creek Wastewater Treatment Facility (BDCWWTP) Master Plan. (Public Works & Utilities)
Status: *In Progress* The BDCWWTP Master Plan is scheduled for completion in Q3 2025.
- 5.1.6 Begin construction on the Municipal Court House. (Public Works & Utilities)
Status: *In Progress* Staff, the Owner's Representative, Architect, and General Contractor are actively working on preconstruction activities for the Municipal Courthouse. Phase 1 construction on the Municipal

Courthouse began in July 2025 and will continue through 2026 at which point Phase 2 will commence.

- 5.1.7 Begin construction on the Federal Parkway Multimodal Project. (Public Works & Utilities)

Status: *In Progress* The construction contract is scheduled for City Council authorization on September 8, 2025, and construction will commence in early October 2025.

- 5.1.8 Continue to review and present a recommendation to City Council for a change to the roadway improvement fee structure. (Public Works & Utilities)

Status: *In Progress* An Information Only Memo is scheduled for review by City Council on August 25, 2025 which outlines the public engagement process and proposed fee structure. An Ordinance amending the W.M.C. will be presented to City Council in coordination with the Budget reflecting input from residents and the business community.

- 5.1.9 Develop complete street design criteria. (Public Works & Utilities)

Status: *In Progress* Staff is seeking an update to the city's Transportation Master Plan. As part of the update, staff seeks to include a complete streets policy that will guide future transportation corridor upgrades.

- 5.1.10 Continue to construct capital improvement projects that support growth and development in Downtown Westminster and that leverage private investment. (Community Services)

Status: *In Progress* Staff continue to work on capital improvement projects that support growth and development in Downtown Westminster, including the support of for-purchase townhomes, various streetscapes, and a dog park.

- 5.1.11 Develop a funding plan for the sustainable maintenance and continued improvement of City streets and roads. (Public Works & Utilities/Chief of Staff's Office)

Status: *In Progress* Staff continue to explore alternative funding for streets and roads. At the June 2, 2025, Study Session, Staff and City Council discussed adjusting the roadway improvement fee as well as next steps to pursue a ballot measure to support fire and streets infrastructure.

- 5.2 Establish a process for annual tracking and evaluation of capital projects and their progress so the City is accountable to the community for implementing and completing infrastructure improvement recommendations.

- 5.2.1 Complete due diligence on the 18-month American Public Works Association (APWA) accreditation assessment. (Public Works & Utilities)

Status: *In Progress* Staff have been gathering the necessary data to make a formal application to the APWA to begin the accreditation process in Q4 2025.

- 5.2.2 Complete school zone and traffic calming policy. (Public Works & Utilities)
Status: **Complete** The traffic calming policy was completed April, 2025.
- 5.2.3 Develop a school zone and traffic calming program based on the policy. (Public Works & Utilities)
Status: **In Progress** The school zone program is currently in the evaluation and recommendation phase, with summary memos being created for each campus in Westminster. The traffic calming program is underway, reviewing requests as they are received from residents using the criteria in the updated traffic calming policy. Budget requests for proposed changes in school zones or for traffic calming will be made to implement recommendations from both programs.
- 5.2.4 Revise the City's standards and specifications to reflect the school zone and traffic calming policy. (Public Works & Utilities)
Status: **Complete** The City's standards and specifications relating to the school zone and traffic calming policy were updated and posted on the City's website in April 2025.
- 5.3 Apply an environmental impact lens to all infrastructure and capital improvement projects to protect and preserve the City's natural resources and community health.
- 5.3.1 Evaluate processes to improve/monitor energy use by City facilities. (Community Services)
Status: **In Progress** Staff are using EnergyCap to track utility bills and facility energy use Citywide.
- 5.3.2 Identify processes and/or guidelines that can be applied to the City's budgeting and analysis of capital improvement projects to ensure spending and projects create environmentally, socially, and economically beneficial outcomes. (Community Services/Chief of Staff's Office/Public Works & Utilities)
Status: **In Progress** Staff are evaluating and updating existing related policies; results of this work will inform next steps.
- 5.4 Expand the City's comprehensive asset management system to better manage the lifecycle of City assets, effectively plan for asset maintenance and replacement, and ensure needed redundancies to minimize risks and effectively serve the needs of the community.
- 5.4.1 Create data driven visualizations that support community outreach and public education about capital projects (e.g. why projects are necessary, how the construction process will impact the community, and the beneficial reasons behind the cost and impact). (Public Works & Utilities)
Status: **Complete** The [Westminster in the Works](#) page was launched as part of the City's new website to share information about the purpose and impact of both long-term capital projects and short-term operational projects across the City. As the Five-Year Capital Improvement Program develops, staff will incorporate additional

visualizations to improve clarity and public understanding of ongoing and upcoming projects.

5.5 Continually evaluate the City's water systems to understand needs and costs related to water quality and supply within the City.

Status: *In Progress* Work began on the Legacy Ridge Parkway, Reclaimed Waterline Project on August 4, 2025, with construction expected to continue through September 30, 2025. This is part of the City's ongoing efforts to improve its water management system by delivering reclaimed water to the storage pond at Legacy Ridge Golf Course and the Farmers' Highline Canal. The improvements will reduce raw water consumption and ensures a reliable reclaimed water supply for irrigation, even during drought conditions.

5.5.1 Complete a Cost of Service study and recommend water rate adjustments. (Public Works & Utilities/Chief of Staff's Office)

Status: *In Progress* Work began on the Water and Sewer Cost of Service Study in 2025 with the support of the City's financial consultant, Raftelis. The study is expected to take approximately two years to complete and will focus on financial planning, customer demand analysis, cost of service analysis, tap fee analysis, funding design and structure, and multi-family unit rate analysis.



Priority 6: Organizational Vitality: Develop and sustain an environment where employees and the organization are equipped and supported to deliver outstanding service to everyone in Westminster.

6.1. Enhance and maintain a robust employee development and training program to encourage attraction and retention, foster new ideas and innovation, provide development opportunities, and improve service delivery to the community.

6.1.1. Partner with a professional consultant for the purpose of evolving the way our City presents itself in the recruitment and application process (branding, marketing, total compensation, belonging). (Human Resources)

Status: *In Progress* Meetings will begin in summer 2025 to discuss the next steps regarding the hiring of a consultant.

6.1.2. Expand the internship program at the City across high schools, colleges and universities. (Human Resources)

Status: *In Progress* Work began in summer 2025 to develop an outreach expansion plan.

6.1.3. Design and deliver engaging and streamlined training programs that incorporate elements to boost learning and improve training effectiveness. (Human Resources)

Status: *In Progress* A new learning management system launched in 2025, and Staff continues to develop and roll out training packages.

- 6.2. Position the City as an employer of choice through a competitive wage and benefits package and defined opportunities for career development, progression, and advancement.
 - 6.2.1. Perform a comprehensive compensation, classification and benefits study with a professional consultant. (Human Resources)
Status: *In Progress* The study completion is anticipated by the end of June 2025
 - 6.2.2. Conduct actuarial study, review options and feasibility and deliver recommendations regarding a defined benefit pension plan. (Pension Board)
Status: *In Progress* The Pension Board working with consultant on plan design options.
- 6.3. Implement opportunities to improve employee wellbeing and safety and create a positive workplace culture that values and promotes healthy work-life balance.
 - 6.3.1. Incorporate annual mental well-being into annual performance assessment for first responders and provide appropriate support. (Human Resources/Fire/Police Department)
Status: *In Progress* As part of the health and wellness program, Fire has implemented semi-annual mental well-being check-ins. Additionally the Police Department has partnered with SIGMA Wellness to offer screenings for the early detection of cardiovascular disease.
 - 6.3.2. Increase employee engagement to achieve a more productive and higher performing workforce. (Human Resources)
Status: *In Progress* Refer to 6.4 for more details.
 - 6.3.3. Continue to promote sleep-hygiene services, weight management services, and robust tobacco cessation options with the desire to impact chronic disease management. (Human Resources)
Status: *Complete* Staff has incorporated these items into the 2025 and 2026 Wellness Plan.
 - 6.3.4. Create a Workforce Retiree designation that provides special benefits to retirees from the City who will remain engaged as retirees, and requires retirement notice and activities in the last year (or months) of employment from the City. (Human Resources)
Status: *On Hold* Staff are exploring a defined benefit pension plan.
- 6.4. Increase employee engagement to achieve a more productive and higher performing workforce.
 - 6.4.1. Continue Gallup's Q12 employee engagement survey for opportunities to preserve and evolve employee well-being and engagement. (Human Resources)
Status: *In Progress* Each department conducted post-survey action planning for 2025.

- 6.4.2. Review the budget development process with City Council and Staff to identify areas of improvement for the 2026 budget process. (Human Resources /Chief of Staff's Office)
Status: Complete
- 6.4.3. Continue to lead the Process Improvement Team and explore additional staffing resources to expand implementation. (Chief of Staff's Office)
Status: In Progress Staff began working with a Lean Coach in the spring of 2025 to identify process improvement opportunities and train staff in Lean methodologies. Several process improvement projects are in progress in the Chief of Staff, Finance, and Human Resources Departments. A training on developing standard work procedures was held in May 2025 for approximately 30 employees.
- 6.5. Sustain the City's commitment to advance diversity, equity, and inclusion in the organization's leadership, culture, and workforce so that the City's services, policies, and practices support equitable results in the community.
Status: In Progress Staff are developing a Talent Pipeline initiative based on the Strategic Plan considering a Hiring Oversight Board and Next Level Development Panel.
- 6.6. Implement the Strategic Plan for Justice, Equity, Diversity, Inclusion, and Belonging 2024-2029, including but not limited to defining the meaning of equitable process, vision, outcome, and strategic goals. (Chief of Staff's Office)
Status: In Progress The Strategic Plan is being finalized.
- 6.7. Enhance opportunities for communication between City staff and elected leadership to increase the understanding of employee needs and perspectives and City Council's commitments to respond to community interests.
- 6.7.1. Communicate with City Council during City Council meetings or study sessions, as appropriate, to increase the understanding of employee needs and commitments to community interests. (all)
Status: In Progress Staff continue to engage with City Council during meetings or study sessions, as appropriate, to foster understanding of employee needs and dedication to community priorities
- 6.8. Strive for the highest standards of financial planning, forecasting, transparency, risk analysis, and innovative management to ensure the City has a sustainable fiscal future.
- 6.8.1. Leveraging the power of artificial intelligence by procuring technology tools and applications that are AI-enabled. (Information Technology)
Status: Complete
- 6.8.2. Implement improvements from workforce physical security SWOT analysis on the current environment (Chief of Staff's Office)
Status: In Progress Improvements are in progress for the City Hall building notification system, citywide security camera system, and citywide card access system.

- 6.8.3. Review data and develop decision points for the eventual replacement of JDEdwards. (Finance/IT/Human Resources)
Status: *In Progress* Initial meetings have been held.
- 6.8.4. Staff will adopt a financially sustainable budget that is consistent with generally accepted accounting practices (GAAP) and Government Finance Officers Association (GFOA) budgeting standards in addition to routinely reviewing policies and guidelines to establish financially sustainable budgets and reserves. Annually Staff will apply for GFOA's Distinguished Budget Presentation Award, Popular Annual Financial Report Award (PAFR), and Certificate of Achievement for Excellence in Financial Reporting (ACFR) – these awards demonstrate the City's commitment to excellence in government finance and budgeting. (Finance/Chief of Staff's Office)
Status: *Complete* The City received GFOA awards for the 2023 ACFR and PAFR as well as the 2025 Distinguished Budget award 2023, Applications for the 2024 ACFR and PAFR were submitted. Staff will continue to annually adopt a sustainable budget and apply for GFOA's awards.
- 6.8.5. Increase the procurement acumen across the city workforce through training and development initiatives, process evolution, common understanding. Goal is to track savings to City with improved processes. (Finance)
Status: *In Progress* Procurement launched a citywide initiative to strengthen practices through collaboration, process improvement, and alignment across departmental projects, supported by a cross-departmental stakeholder group. At the same time, Staff are developing performance metrics to track efficiencies and cost savings, with the goal of establishing shared best practices and delivering measurable value to the City.
- 6.9. Establish a robust cyber-security program to enhance data security, protect sensitive information, and reduce the risk of disruption to critical City services.
- 6.9.1. Complete the final stages of the updated Technology Disaster Recovery Plan which includes physical and cyber threats to technology operations. (Information Technology)
Status: *In Progress*
- 6.9.2. Achieve appropriate levels of the City's cyber insurance coverage and the best-value protection of the City's assets, operations, and recovery efforts in the event of a cybersecurity incident. (Information Technology)
Status: *Complete*