



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: February 26, 2014

SUBJECT: Study Session Agenda for March 3, 2014

PREPARED BY: J. Brent McFall, City Manager

Please Note: Study Sessions and Post City Council meetings are open to the public, and individuals are welcome to attend and observe. However, these meetings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to next Monday night's Study Session, the following schedule has been prepared:

A light dinner will be served in the Council Family Room 6:00 P.M.

CITY COUNCIL REPORTS

1. Report from Mayor (5 minutes)
2. Reports from City Councillors (10 minutes)

PRESENTATIONS

6:30 P.M.

1. Development Review 101 and Updates on Planning & Building Processes
2. Arts and Culture, Historic Preservation and Planning Endeavors in the South Westminster Area

EXECUTIVE SESSION

None at this time

INFORMATION ONLY ITEMS

1. IT Department 2014 Strategic Plan
2. 2014 Street Cut Impact Fees

Additional items may come up between now and Monday night. City Council will be apprised of any changes to the Study Session meeting schedule.

Respectfully submitted,

J. Brent McFall
City Manager

NOTE: Persons needing an accommodation must notify the City Manager's Office no later than noon the Thursday prior to the scheduled Study Session to allow adequate time to make arrangements. You can call 303-658-2161 /TTY 711 or State Relay) or write to mbarajas@cityofwestminster.us to make a reasonable accommodation request.



WESTMINSTER

Staff Report

City Council Study Session Meeting
March 3, 2014



SUBJECT: Development Review 101 & Updates on Planning & Building Processes

PREPARED BY: Mac Cummins, AICP, Planning Manager
Dave Horras, Building Official

Recommended City Council Action

Listen to Staff briefing on how development review processes work in the City of Westminster, and provide any desired City Council input.

Summary Statement

- At the study session, staff will provide information and review with Council how development proposals are reviewed by the City of Westminster, from original concepts to City approvals, and finally from construction to inspection.
- Staff will provide Council with an understanding and be available to answer questions on why the City currently utilizes certain practices and why the City has the processes and standards in place that it does.
- Staff will give a detailed presentation on timelines, cost of doing business, “trigger” points in the process, feedback staff has received over the years on the process, and have a discussion about potential improvements to the process.
- Staff’s overview is structured to provide information relating to two separate processes, which occur in a linear fashion, first the regulatory approval process, and second the construction and inspection process.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

Are the current planning, engineering and building procedures meeting the needs of the Westminster Community?

Alternative

No policy change is proposed as part of this presentation. If Council would like options to propose changes to any part of the process, staff will be available to return to Council with whatever options the Council is interested in pursuing.

Background Information

The nature of the presentation will be to provide information to the Council on how the City has historically provided planning and building review services to the business/land development and broader community, and answer any questions the Council may have.

Terminology

In preparation for this meeting, Staff would like to assist the Council in understanding the acronyms and terminology that will be discussed, both in this staff report, and at the presentation. Here are the principle terms that will come up:

1. Comprehensive Plan – This document provides the 20 year vision for the City and provides land use designations. New development should be built in conformity with this plan (also referred to as “comp plan”).
2. Zoning – Implementation tool of the comprehensive plan. Provides standards which must be met regarding setbacks, parking requirements, landscaping etc.
3. Planned Unit Development (PUD) – This type of zoning used in Westminster is for new development. It is negotiated zoning between the City and a developer subject to City Council adopted requirements and design guidelines. It is a two-step process, Preliminary Development Plan (PDP) and Official Development Plan (ODP). An applicant doesn't have zoning until both approvals are issued.
4. Preliminary Development Plan (PDP) – This document sets out large “chunks” of land and street/roadway alignments. It allows for subdivision of land into lots, and sets forth requirements for exactions by the City (dedications of streets, parks, open space etc.), as well as requirements for land use on each piece of land.
5. Official Development Plan (ODP) – This is a detailed site plan that defines required landscaping, architecture, lighting, drainage, utility locations, etc.
6. Design Guidelines. These are architectural and site design standards, adopted by the City Council, which are given to a developer with an expectation of being the minimum standards the City would allow for a development.

Development Review Process

In general terms, the development review process begins when an applicant approaches City staff about a possible development. This usually occurs with a pre-application meeting of some kind with any of the following City staff personnel: City Manager, Deputy City Manager, Community Development Director, Planning Manager, or Economic Development Manager. Usually it is a combination of those staff. In a few occasions, the City's Economic Development team solicits a proposed development via a Request for Proposals (RFP) or other prospect development program.

(For the purposes of tonight's discussion, staff will focus only on the vast majority of development review, when applicants approach the City for development on their land).

At the pre-application meeting described above, applicants discuss with City staff their ideas for how they would like their land to develop and for what "product." Product is a very formulaic term to describe a type of use and building; i.e. an office use, or a single family residential use, etc. Staff then helps the developers or land owners understand what the opportunities and challenges are for development of their land and discusses the possibilities moving forward. In nearly all situations, the applicant is given the application materials and encouraged to apply for development approvals, subject to working out details through the review process. In select situations where a developer would like to put a product on land that conflicts with the City's adopted vision for the land (that is detailed in the City Council adopted Comprehensive Plan – see below), the staff normally indicates that the development proposal will not be supported because of that conflict. In some situations, staff indicates support for a change to the Comprehensive Plan, but this is not the norm unless there are compelling reasons to do so.

Comprehensive Plan

The Comprehensive Plan, sets out broad parameters for proposed development within the City. The Comprehensive Plan identifies land use, densities and intensities, view sheds, relationships to other City services (i.e. infrastructure, safety, parks and recreation, etc.) and sets out the vision for the City over a 20 year time horizon. It is generally expected that this document will be updated every 5 years to remain current with the City Council's expectations moving forward. In this sense, it is a living document that is intended to be changed as necessary. During that 5 year time horizon, however, staff treats the document as though it represents the Council's vision for proposed development within the City, and informs the public accordingly. The primary reason for this is that the adoption of the Comprehensive Plan includes a substantial amount of citizen outreach, business community outreach, private property owner outreach, and other input mechanisms, including public hearings prior to adoption. Every parcel in the City is given a land use designation in the Comprehensive Plan. After the most recent adoption of the City's Comprehensive Plan, changes to the Plan should be infrequent, as the designations are put in place to help achieve larger policy oriented objectives. For example, in 2013, the City Council concentrated on looking for ways to expand primary employment uses within the City, and to strategize and focus on how to achieve that goal. An economic study was conducted as part of the Comprehensive Plan adoption to consider how the physical land and constraints of the location of that undeveloped land could be integrated/combined and then designated for future development to accomplish this Council objective. Changing the Comprehensive Plan from employment in certain areas to retail or residential in the next several years could undermine the "big picture" objective of capturing primary employment along key highway and arterial corridors.

The other reason the Comprehensive Plan is critical to the City is that it sets out the land uses and densities/intensities. The City utilizes a complex Planned Unit Development (PUD) zoning system (more below), but without guidance on land uses, the PUD zoning system would be a "free for all" in terms of development proposals. Many years ago, this was one of the primary objectives of creating a Comprehensive Land Use Plan, to give assurances to existing neighborhoods and citizens as to what they might expect on development near their homes, as well to the owners of vacant land regarding what could develop on their parcel.

Growth Management

In addition to the Comprehensive Plan discussion above, the City regulates water usage and residential development through a competition, held annually, for the ability to have access to water taps. The competition has its historical roots in the idea that the City did not have enough water rights to keep up with the potential demand for new residential development, and effectively "rationed" the amount of

new residential development to keep a balance; creating the ability to provide water service and the pace of new residential development. Over time, the City has acquired enough water rights to accomplish the buildout of the Comprehensive Plan, as currently adopted.

It is important to note that the Growth Management Program does have an effect on the future planning and approvals of residential projects. The program does require applicants to submit once a year, in the fall, for the ability to have access to water taps. New PUD zoning (see below) or development applications cannot be submitted until water taps are approved through the competition. The competition judges a number of components, generally items that the developer commits to, which “raise the bar” for development. These include items such as better site planning, more green building technologies, commitment to more expensive items such as a pool or clubhouse, etc. In committing to those items, the City has achieved a higher standard of residential development than otherwise might have been anticipated without the program. Over time, the City has considered reducing or eliminating the program. As Council is aware from last week’s City Council action to adopt Water Service Commitments for 2014, the program is still currently in place.

Zoning

The City utilizes a mandatory Planned Unit Development (PUD) zoning system which is very unusual. Generally, cities utilize some form of Euclidian zoning. The term “Euclidian” zoning stems from the famous land use law case that established the right of municipal government to “zone” private property and regulate land use. The case involved the village of Euclid, Ohio, hence “Euclidian” zoning is the term. In Euclidian zoning, the primary purpose of the municipality was to separate land uses and their impacts. At the time (turn of the century and through the 1970’s), the basic concept was to fully separate land use impacts, i.e. residential should be separated from commercial and industrial etc. As the automobile became more prevalent, this form of zoning became much more widely utilized, and cities adopted “zoning codes” that prescribe how uses can be separated. Parcels of land are designated “Residential Single Family” or “Commercial 1” for example. In each category, allowed land uses are the very first thing that is listed. Then, generally speaking, the next portions of those zoning categories list out development requirements the primary function of which is to separate uses; i.e. setbacks that development must adhere to which pushes buildings back from property lines, parking requirements so that no “spillover” effect occurs etc.

Euclidian zoning also sets up very traditional development patterns. In many ways, it can also set up development that is less interesting, because it becomes very formulaic. The City of Westminster adopted a zoning ordinance with Euclidian principals in the 1950’s, and it still exists for much of the land in the City south of 80th Avenue. In the 1980’s, the City moved toward the mandatory PUD zoning approach, which allows for much more flexibility, but also requires more negotiation between the City and a prospective developer. There are both pros and cons for the City and the developer to this approach (more below).

It’s important to understand what Euclidean zoning is, because the vast majority of developers are only used to developing in cities that utilize this approach. As a result, they may not be used to the PUD approach, and there is a natural friction point when they approach the City of Westminster. It may be frustrating to go through the PUD approach if they are not looking for the flexibility that the PUD approach provides. Most cities in the Denver Metro Area utilize some form of PUD approach, but the City of Westminster is the only City with mandatory PUD.

PUD allows a developer to propose modifications to any of the standards in the municipal code, i.e. parking requirements, landscape requirements, setbacks, height limits, etc. Philosophically, it is very much an “ends” driven approach, and not a “means” driven approach. In other Cities, there are “holy grail” zoning standards that cannot be modified; this is not true in Westminster. If developers come up with a creative design, the PUD approach allows them to do this development. City staff regularly

make this a point when meeting with prospective developers because, there are many instances where Euclidian zoning reduces the “yield” or developability of a parcel because of a setback or other requirement; which is not able to be relaxed or eliminated. In PUD, those standards can be modified or eliminated altogether to achieve a project that serves the City’s and developer’s needs respectively. In this way, the PUD process is intended to be collaborative and form a partnership between the development community and the City of Westminster.

PUD zoning is a 2 step process, first the Preliminary Development Plan (PDP) and second the Official Development Plan. PUD is not fully implemented and no building permits can be issued until both documents are approved. The PDP approves land uses and sets out roadway alignments on a large parcel of land. The Official Development Plan approves a specific development within that PDP, i.e. the residential component of a larger master plan. The ODP includes a site plan, landscape plan, lighting plan, and architectural approvals. A PDP might include several different land uses in varying configurations, and an ODP is a site specific approval of a product type. There are generally multiple ODP’s approved on each PDP as development occurs over time.

Engineering Review

The process described below is generally what is referred to as the “entitlement” process; and combines the Planning Division work, and the Engineering work. Both reviews occur simultaneously, and ahead of the Building Division’s review; which has its own section in this staff report. The Engineering review includes items such as stormwater drainage review, traffic analysis, impact to public roads and sight triangles, etc. These kinds of review procedures work in conjunction with the Planning Division’s work relating to approvals of the site plans, landscape plans, architecture, etc.

Step 1: Concept Review of Proposed Development

After the pre-application meeting, a developer is required to submit a concept review application. The City utilizes a “one stop shop” system where an application is dropped off to the Planning Division within the Department of Community Development. A Planner is assigned to be the main “point person” for the developer. The City staff planner circulates the application to other departments for review and feedback. Applicants do not have to go to different departments to get feedback on their application. This is an important distinction, because it allows for significant efficiency for an applicant. The staff planner will coordinate for an applicant on other department’s review comments and create a one stop shop set of “City Comments” on the proposed development. As necessary, the developer will then only need to contact the staff planner to set up a meeting relating to whatever topic they need help with, and Community Development staff will coordinate whomever needs to be in attendance, including but not limited to: The Fire Department, Public Works and Utilities, Parks Recreation and Libraries, etc. The applicants, prefer this approach because it allows the staff to coordinate their comments and resolve issues before they are sent to the applicant. Applicants then don’t need to resolve conflicting comments from different City Departments.

The main reason for a “concept review” is to see if the basic premise of the development is acceptable; i.e. site planning, access to public roads, ability to provide water and sewer service, necessary dedications of land, densities / intensities and land use consistency with the Comprehensive Plan etc. The staff review proposals at this stage for fundamental fatal flaws which may exist, and to help provide direction to an applicant for the technical submittal phase. Generally, there are 2 concept submittals made before an applicant moves into the technical review phase.

Throughout the concept review process, a number of senior City staff, including the City Manager, Deputy City Manager, City Attorney, Directors of Public Works and Utilities, Parks Recreation and Libraries, Community Development etc., and a number of division managers and staff meet on a weekly basis to discuss major policy issues. This meeting is called the Development Review Committee (DRC), and is generally where a staff position is formulated relating to the proposed

development. Many times this occurs in the concept review phase, but occasionally it will actually pre-date a submittal, when a proposal is so significant as to warrant staff feedback prior to submittal.

Step 2: Technical Review

This is the stage in the review process where the City reviews very detailed technical drawings, studies etc. Site plans are dimensioned completely for compliance with the City standards relating to zoning standards such as setbacks, parking, landscape, etc. If modifications are proposed as part of the PUD process, explanations from the applicant are given and the staff evaluate those proposals. There is usually some form of justification related to slope, topography, better site design, etc. It is generally accepted that “getting more units” is not a reason to modify City standards. This is also the stage at which the City reviews detailed water, wastewater, storm water, grading, parking, traffic and similar analyses. There are generally two technical reviews before approval. It is important to note that the City of Westminster is one of a few cities in the state of Colorado that commits to specific review times in development review.

Public Outreach

The City’s historical practice is to solicit input from the public on a proposed development between the concept review phase and the technical review phase. As a general rule, the City works with developers on their proposal before sending them out to the public for two reasons: Firstly, developers want to get staff’s reaction to their proposal and have a better sense of project costs before presenting the plan to the public, and secondly, the City tries to work with a developer on a project that might be supportable before potentially upsetting a neighborhood with a proposed development that does not have staff support.

Staff solicits neighborhood input in one of two ways. Staff sends a letter to all affected property owners (currently defined in the City’s Municipal Code as those owners within 300 feet) explaining the project and asking for feedback. A public meeting may also be held. Staff determines which option to utilize based on the type of development proposed and the potential impacts to the surrounding community. In both situations, City staff give contact information and solicit input on what is being proposed. At the public meetings, staff introduces the developer and is present to observe and write down whatever the public has to say about the proposed development. The intent of the meeting is not to be a public hearing but to solicit input. Following that meeting, the staff evaluates that public input for compliance with City standards and works with the developers for solutions and ways to incorporate that feedback into their project. Generally these are things like providing additional noise buffering for a commercial project, or acceptable densities for a residential project when proposed adjacent to an existing residential project. It has always been the City’s expectation that to the maximum extent possible, a developer will incorporate the kinds of things the public has suggested in the neighborhood meetings to the extent it makes sense. There are occasions where truly unreasonable things are requested – i.e. don’t do any development because it will block my view, etc.

Public Hearings

After the technical review is completed, the project is either approved where appropriate by staff, or scheduled for public hearing. The Municipal Code requires that any new land use added to a PDP requires a public hearing before City Council, with a public hearing for a recommendation from the Planning Commission preceding that public hearing. Any rezoning or change in Comprehensive Plan land use designation follows the same process. Approval of any Official Development Plan (site plan, landscape plan, architecture etc.) on a site larger than 10 acres (up to 20 acres for a project the City Council determines to be an economic development project), or any ODP amendment changing any zoning standard by more than 10% over the existing requirement (i.e. existing ODP setback etc.) must

receive approval by the Planning Commission. The vast majority of our development applications in the City of Westminster are of a size eligible for administrative approval and are approved by the City Manager or designee, which is historically the Planning Manager.

The ability to approve a 10 acre or smaller development without public hearings is a significant marketing advantage of doing business in the City of Westminster. The reason this is such a strong marketing tool is that it gives comfort and stability to the development community that if they comply with the Council's adopted Comprehensive Plan, zoning, and design guidelines, they will obtain approval. In some other communities, it is very commonplace to go to a public hearing with a recommendation of approval from the staff that the project complies with all City standards, guidelines etc., and either be denied altogether; or have the project substantially redesigned from the dias "on the fly." In this situation, a developer must decide at that moment whether or not to accept the redesigned project or to ask for a continuance or to walk away altogether. After usually months of working on a project, the Council can imagine how inefficient this would be for a developer, and the risk or uncertainty it creates. In Westminster, the general approach has been to reduce significantly, this risk and manage expectations of the public through the Comprehensive Plan and public outreach described above, so that the developer, the public, the Planning Commission and City Council have a good understanding what to expect. There is an overt attempt to minimize "surprises" through the development review process. Notwithstanding any of the above, if there is any neighborhood controversy, projects are automatically scheduled for the Planning Commission by the staff, even if they are eligible for administrative approval.

City Design Requirements

One of the things that is most misunderstood in the review of proposed developments at the City of Westminster is the requirement to comply with certain basic design requirements. These requirements are written as design "guidelines" and adopted by the City Council. They are implemented by incorporation into a site plan or architectural approvals in a PUD zone, on the Official Development Plan. Though they are "guidelines" and serve as the starting point for negotiation into the PUD, they are generally treated as "minimum" requirements by the City. Otherwise, the City would have no minimum standards, and it would make negotiation of the project much more difficult, for both the applicant and the City.

For example, the City has a minimum masonry requirement for architectural approval of non-residential structures. The requirement is for 50% of the structure, not including windows and doors, to be surfaced with some type of masonry, usually brick or stone. This requirement helps foster a certain standard of quality development, and helps to improve the long term economic stability of a project and the surrounding development. Another architectural requirement is that all materials and architecture in a project must match.

Another example is the "retail pad" policy. Embedded in the Retail Commercial Design Guidelines is a requirement that only 1 "pad" building can be built for every 5 acres of development, and 1 drive through for every 10 acres of development. Further, there are requirements that no pads can be built until the main shopping portion of the project is built. The reason for this set of requirements may not be obvious; but the answer is that much of the profit margin on these types of developments is in the front "pads," and if a developer were allowed to simply build "pads or free standing buildings" on the front of the retail project, there is a high likelihood that development in the rear may never occur. This has happened in many spots along 120th Avenue in Thornton, and around Northglenn. Conversely, the City of Westminster enjoys projects like City Center Marketplace, Shops at Walnut Creek, Standley Lake Marketplace, 104th Avenue and Federal Boulevard (both the north and south west corners), 120th and Sheridan (SEC), etc. By attaining development in those configurations and avoiding the 120th

Avenue scenarios, the City positions itself to capture and retain higher quality tenants and rent structures over time. These requirements are approved on the final Official Development Plan.

Timing of the Process

The general timeframes for this process, from the first pre-application meeting to the approval by the City Council is 7-10 months. This timeline varies greatly based on the applicant. The City commits to timeframes for project review. The fluctuation in time for project approval is principally a function how much time developers spends between submittals back to the City.

The published timeframes are as follows: 1st concept and 1st technical review are 6 week reviews, and 2nd concept and 2nd technical (to the extent they are even needed) are 4 week reviews. Staff is available to answer any questions about what the comments mean, or how to navigate quicker though the entitlement process. Those that meet with staff and go through the comments in person generally move expeditiously through the process.

Common Pitfalls & Feedback

In preparation for the Council's discussion on Monday night, there are a few items to discuss that staff has heard over time that are worth mentioning:

- "The process takes too long"
- "The City has onerous development requirements"
- "The City doesn't understand...."

As a general rule, staff has also heard things along the following lines:

- "Your process is really not all that different from other places..."
- "The PUD system allows us great flexibility..."

Staff will address these in more detail in the presentation on Monday evening; but it is worth noting that one significant hurdle for both a developer and the City review team is simply understanding each other. Many times, day 1 of the City review is day 200 (or longer) for the developer team. This is because of the jumps and hurdles a developer must get through just to get to the point that they want to spend money on a submittal for approval. These items are not related to the City in any way, but rather business decisions related to determining "IF" they have a "deal" or not. For example, the developer has to decide if they can get enough access to capital to be able to finance the deal. In order for this to occur, there are general parameters for preleasing or preselling that must be met, based on how much equity the developer is bringing to the project. In order to determine this, the developer must "float" some initial concepts to the marketplace to see if they can reasonably think that they can achieve the necessary requirements to get access to capital to build the project. Then they might enter into negotiations with a land owner, who may or may not allow their land to be "tied up" while the prospective buyer/developer talks to the City about getting approvals. Usually this is not "free," and the developer has to "go hard" or put up non-refundable money during the contract period. This money generally escalates the longer a piece of property is taken off the market, hence the hyper concern about timing; with the old adage applicable "time is money."

It is important to note that hyper sensitivity to timing, architectural requirements of the end user tenants (corporate requirements for color, materials, etc.), obtaining financing, etc. place the developer in a very difficult position generally. If land development were easy, more people would do it. Understanding this makes discussions much more productive; and City staff do strive to try to

understand the constraints of any particular developer or development, because every project is different in terms of what those issues are.

The difficult balancing act for a City is how to hold to its vision, protect its long term place in the economic marketplace, and provide for development that the developer finds profitable enough to pursue in the short term, without sacrificing some generally accepted community standard (could be traffic related, could be quality design related, etc.). This balance is generally implemented through the minimum acceptable standards that the City Council puts in place and the requirements that are put into the Municipal Code. Staff will provide some examples at the study session.

The City's minimum development standards, applied consistently and equitably over the years have continued to increase the quality of development in Westminster and its "qualitative standing" for residential and businesses. The better quality developers appreciate this approach and see that it helps to level the playing field and extend the viable life of projects by having higher standards.

Some Future Items for Consideration

Staff will be moving forward with a couple of work efforts, and will supplement those with whatever else City Council would like relating to this subject. Staff has already begun an analysis of how our fees relate to other cities fee structures and will be ready by the mid-summer to publish those results. In addition, we are in the process of creating a user friendly application for a potential developer to use on the City's website, which would allow a developer to input the number of acres being developed, land use, and input number of units, etc.; the application would automatically create an excel spreadsheet with all of the City fees from initial submittal through building permit. Separately from this, staff is going to be setting up focus group meetings with developers and land holders to discuss the process, in broad terms, and relating to details of their experiences with development review in Westminster to see if any process improvements can be made.

Building Permit Process

Once the approval of an ODP occurs, an applicant submits for a building permit and begins work with the Building Division.

The City's Building Division functions are very similar to most every other building department in the area. Like some of the others, the City of Westminster serves generally as a one-stop shop for most things related to building construction.

The administration of the building codes can be broken down into two main functions: Plan review/permitting and building inspection.

Plan Review/Permitting

Homeowners, contractors and developers submit building plans to the front counter of the Building Division. The plans are routed to plan reviewers. These employees review the plans to assure compliance with the various building codes. The plan reviewers also check with the Planning Division staff to make sure that the project complies with any applicable zoning and PUD requirements. Comments on the plans are then sent back to the applicant, if needed, for modification. Once the plans are deemed in compliance with building codes, a permit is issued and construction may commence.

Building Inspection

The applicant is issued an inspection card with instruction on when to request a construction inspection.

The inspection process consists of a series of inspections to verify compliance with the applicable codes and ordinances. At each stage of the construction process specific inspections are required before the builder can proceed to the next phase. If violations are identified during an inspection corrections will need to be made before moving on to the next stage of the construction process.

The Building Division's purpose is regulatory in nature. Staff assures that structures are constructed in compliance with applicable building related codes. Like almost every jurisdiction in the state, Westminster has adopted a recent edition of the International Building Codes. The International Codes (I-Codes) are a family of model codes used almost exclusively throughout the United States and some parts beyond. The City has adopted most of the complete family of I-Codes, including the energy conservation and existing Building Code. Currently Westminster has adopted the 2009 edition of these I-Codes.

Like every jurisdiction must do when adopting a model code, the City has amended specific sections of the codes based on things such as the City's climate and geography, other existing City regulations and past experiences and direction. The number of amendments to each adopted Code is listed below.

- International Building Code - 18 (Main body of the code is 586 pages)
- International Residential Code - 47 (Main body of the code is 726 pages)
- National Electric Code - 1
- International Plumbing Code - 5
- International Mechanical Code - 5
- International Fuel Gas Code - 8
- International Energy Conservation Code – 1

One amendment to the International Residential Code (IRC) that the City has not made is an amendment to remove residential fire sprinklers from the code. The requirement to install residential sprinklers in all residential dwellings, including single family detached, is a requirement in the IRC. The only amendment the City made when adopting the 2009 IRC was to defer the effective date for fire sprinklers from 2011 to 2012 to allow additional time for implementation.

Building Division Plan Review

The typical turn-around time for construction plan review varies greatly based on the type and scope of the proposed project. Building Division turn-around time goals for the Division are:

New Commercial buildings – Initial comments provided within 6 to 8 weeks and resubmittals returned within 2 weeks.

Tenant finish projects – Initial comments provided within 3 to 4 weeks and resubmittals returned in 2 weeks.

New residential homes – Initial comments provided within 3 to 4 weeks and resubmittals returned in 2 weeks.

New master residential plans (construction plans have been previously reviewed) – 2 weeks.

Miscellaneous residential reviews – 2 weeks with resubmittals returned in 1 week.

In addition, the Building Division offers other processes to help try to speed up the typical plan review timelines. An expedited review process is offered for most commercial tenant finish projects with turn-around as quick as a day to a maximum 2 weeks. An expedited review is offered at additional cost and the decision to apply for an expedited review is completely up to the applicant.

The Building Division also offers walk-through plan review services for small residential projects and minor changes to previously approved projects twice each week. The intent of these additional services is to move projects quickly through the plan review process and get these projects underway in the field.

Residential Building Permit Fee Credit

In response to City Council's request staff has analyzed the financial impact of offering a \$200 building permit fee and use tax credit to homeowners on their residential projects. Using 2013 as a typical year, the Building Division issued 3,958 building permits for residential projects like water heater replacement, reroofs, basement finishes and furnace replacement. Attachment A details the different type and of residential permits and the number of each issued in 2013. The majority of these residential type permits have fixed fees ranging from \$40 for a water heater replacement up to \$300 for a new PV solar installation. This flat fee does not include use tax, which is added to the cost of each permit. Use tax is calculated based on a projects estimated valuation and can average between \$15 and \$300 as shown in Attachment A.

In 2013, 86% of these residential building permits had permit fees of less than \$200 and 61% had permit fees and use tax fees of less than \$200. If a \$200 credit towards permit fees and use tax was established the majority of these residential permits would be issued free of charge. Based on the 3,958 residential type building permits issues in 2013, a \$200 credit towards permit fees and use tax would result in \$549,374 in permit and use tax credits.

Focused Work Week.

Like almost all City Hall employees, the Building Division is closed on Fridays as part of the Focused Work Week. While this does not allow for regularly scheduled inspections or other Building Division functions on Fridays there are benefits to Westminster homeowners and contractors with the additional hours Monday-Thursday. Building Division customers take advantage of the extended hours on a regular basis with contractors often stopping by the office on their way to the job site in the morning and homeowners often stopping by the office to obtain information or permits on their way home from work. In addition, the building inspectors will often make additional stops on a job site in a single day if necessary to allow work to proceed even if an inspection has failed as long as the correction can be observed later. Staff sometimes performs a Friday or Saturday inspection if it prevents a job from losing days during a critical time during the applicant's construction schedule.

Online tracking of Inspections

Enhancements in the Building Division software has also allowed customers access to inspection results, plan review status, property records and inspection requests 24/7. We are currently working on a project to allow online permit application and issuance that will allow customers to obtain building permits for some of the most common project types online. Access to the Building Division has never been easier or more convenient.

Handout Materials – Public Outreach

The Building Division understands that many of our customers are not building professionals and even those who are need to know how the City of Westminster interprets or applies specific provisions. Of the Building Codes. To help address many of these issues the Building Division has developed almost 50 different handouts to help our customer's with their projects. Handouts range from simple illustrations designed to help homeowners in building a patio cover or deck, to specific application of

a code section for a commercial builder, to submittal requirements and design criteria for any type of project. Knowing that “a picture is worth a thousand words” the Building Division has handout information on all of the most typical homeowner projects.

Customer Surveys

The Building Division sends out two different surveys to our customers after they have used staff services. After a building permit is issued a survey is sent out to permit applicants to solicit feedback on their experience with the plan review and permitting process. Surveys are also sent out at the end of the inspection process to see how applicants perceive the inspection process worked. Understanding that the division performs a regularity role, the questions are about professionalism, fairness, knowledge, timeliness and communication. The survey results are overwhelming positive and are used as the division’s performance measures to monitor service delivery.

Respectfully submitted,

J. Brent McFall
City Manager

ATTACHMENT A – Average Fees

Westminster Building Division
2013 Residential Permit Counts / Average Fees

| | Total # permits | Average Fees/Costs | | |
|-------------------|-------------------|--------------------|----------------|-----------------|
| | | Permit Fee | Plan Review | Use Tax |
| CONTRACTOR | 3674 (93%) | \$108.59 | \$12.54 | \$99.42 |
| OWNER | 243 (7%) | \$153.08 | \$57.06 | \$115.36 |
| TOTAL | 3958 | \$110.19 | \$15.14 | \$100.56 |

| AC | | | | |
|------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 118 | \$80.00 | \$ - | \$73.08 |
| OWNER | 2 | \$80.00 | \$ - | \$46.20 |

| AC/FURNACE COMBO | | | | |
|-------------------------|-----------------|-------------|-------------|----------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 137 | \$140.00 | \$ - | \$140.29 |
| OWNER | 2 | \$140.00 | \$ - | \$140.00 |

| BUILDING | | | | |
|-----------------|-----------------|-------------|-------------|----------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 412 (75%) | \$252.54 | \$106.60 | \$305.60 |
| OWNER | 137 (25%) | \$220.81 | \$99.65 | \$203.69 |

| DEMO | | | | |
|-------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 14 | \$25.00 | \$ - | \$ - |
| OWNER | 4 | \$25.00 | \$ - | \$ - |

| ELECTRICAL | | | | |
|-------------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 63 | \$36.35 | \$ - | \$21.57 |
| OWNER | 9 | \$31.67 | \$ - | \$10.27 |

| EVAPORATIVE COOLER | | | | |
|---------------------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 20 | \$60.00 | \$ - | \$59.80 |
| OWNER | 0 | \$ - | \$ - | \$ - |

| FURNACE | | | | |
|----------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 320 | \$60.00 | \$ - | \$59.95 |
| OWNER | 2 | \$60.00 | \$ - | \$85.00 |

| IRRIGATION SPRINKLER | | | | |
|-----------------------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 4 | \$60.00 | \$ - | \$26.25 |
| OWNER | 3 | \$60.00 | \$ - | \$30.16 |

| MECHANICAL | | | | |
|------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 31 | \$47.90 | \$8.90 | \$32.10 |
| OWNER | 4 | \$41.77 | \$27.00 | \$29.60 |

| PLUMBING | | | | |
|------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 187 | \$63.77 | \$ - | \$42.47 |
| OWNER | 13 | \$40.60 | \$ - | \$20.92 |

| REROOF | | | | |
|------------|-----------------|-------------|-------------|----------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 881 | \$100.00 | \$ - | \$117.36 |
| OWNER | 31 | \$100.00 | \$ - | \$87.23 |

| SERVICE CHANGE | | | | |
|----------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 143 | \$58.68 | \$ - | \$37.55 |
| OWNER | 14 | \$31.07 | \$ - | \$19.60 |

| SEWER/WATERLINE REPLACEMENT | | | | |
|-----------------------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 123 | \$67.48 | \$ - | \$47.50 |
| OWNER | 4 | \$45.25 | \$ - | \$44.50 |

| PV SOLAR | | | | |
|------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 200 | \$300.00 - | \$ - | \$ - |
| OWNER | 0 | \$ - | \$ - | \$ - |

| TANKLESS WATER HEATER | | | | |
|-----------------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 11 | \$40.00 | \$26.00 | \$44.66 |
| OWNER | 0 | \$ - | \$ - | \$ - |

| WATER HEATER | | | | |
|--------------|-----------------|-------------|-------------|---------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 668 | \$40.00 | \$ - | \$18.28 |
| OWNER | 13 | \$40.00 | \$ - | \$17.68 |

| WINDOW REPLACEMENT | | | | |
|--------------------|-----------------|-------------|-------------|----------|
| | Total # permits | Permit Fees | Plan Review | Use Tax |
| CONTRACTOR | 419 | \$92.21 | \$ - | \$127.94 |
| OWNER | 5 | \$73.60 | \$ - | \$65.20 |



WESTMINSTER

Staff Report

City Council Study Session
March 3, 2014



SUBJECT: Arts and Culture, Historic Preservation and Planning Endeavors in the South Westminister Area

PREPARED BY: Tony Chacon, Senior Projects Coordinator

Recommended City Council Action

Staff will make presentation on Arts and Culture, Historic Preservation and Planning Endeavors in the South Westminister Area, Monday evening and receive City Council input.

Summary Statement

- Revitalization of the South Westminister neighborhood has been a high priority of the City for over 20 years.
- City staff has embarked on many planning and programming endeavors as a means of revitalizing and redeveloping the area into a desirable and sustainable community.
- The South Westminister Strategic Revitalization Plan was adopted by City Council in 2001 that promoted arts and culture as a potential revitalization tool.
- A study conducted by an art development consultant served as a catalyst for acquisition of and improvements to property, and creation of the South Westminister Arts Group, as a means of developing an arts community.
- The City owns and displays a collection of art and provides arts related activities and events.
- The City adopted a Historic Preservation Ordinance and created the Historic Landmark Board to facilitate and promote historic preservation throughout the City.
- There are a large number of historically designated properties in the City.
- The City has acquired and restored several historic properties and buildings.
- City staff continues to provide support in the pursuit of arts and culture, historic preservation, and revitalization and sustainability of neighborhoods through efforts as outlined in this memorandum.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

Should the City continue to have a significant role in developing and supporting the arts, historic preservation and neighborhood revitalization in South Westminster?

Alternatives

- The City could choose to continue pursuit of arts and historic preservation efforts in a collaboration with other entities and organizations.
- The City could continue to facilitate revitalization efforts by maintaining a direct role in facilitating and strengthening activities and efforts aimed at creating an arts community and preserving the City's historic resources without the involvement of other organizations. This alternative is not recommended as the City may not have the staffing or financial capacity to adequately pursue such endeavors. Further, a collaborative effort may provide the means of accessing other resources that they otherwise would not be able to access due to ineligibility or partnership requirements.
- The City could choose not to pursue arts and historic preservation as a revitalization tool. This alternative is not recommended as there is evidence to show that such activities can have a positive impact on revitalizing a neighborhood.

Background Information

Arts and Culture

The development and promotion of arts and culture has long been imbedded in activities of the City of Westminster, whether it be through programmed activities at its many facilities, or its special events, or through its public arts displays. However, a renewed acknowledgement and enhancement of these elements was inspired in part by efforts to revitalize South Westminster.

In implementing the South Westminster Strategic Revitalization Plan, adopted in 2001, City staff began to study the applicability of attracting artists and arts-related business and development in the South Westminster area as a revitalization tool. Artspace USA, an arts development consultant, was hired by the City in 2005 to evaluate the prospect for developing an arts community. The consultant visited historic buildings, met with owners and city officials, and conducted focus groups with lenders, developers and artists in the South Westminster community. Based on its findings, Artspace concluded that the South Westminster area, and more particularly the historic Harris Park neighborhood, provided the bones for creating an arts community and attracting artists and arts-related businesses accordingly. The existing housing and commercial stock, along with possible redevelopment of property to accommodate artists, particularly affordably priced housing, could serve the residential and working needs of creative professionals such as artists, musicians, dancers and other workers in the arts.

In further support of developing the infrastructure to support an arts community, Staff envisioned the possibility of creating a community-scale arts and cultural center that could be operated by either the City or an arts-supporting non-profit (eventually being the South Westminster Arts Group). The location for such a facility presented itself when the Rodeo Market building at 3915 W. 73rd Avenue, immediately adjacent to the historic Westminster Grange Hall, became available for purchase. Given the opportunity, the Westminster Housing Authority acquired the Rodeo Market building in 2004. Similar to the Westminster Grange building to the west, the Rodeo Market contributed significantly to the history of commercial development in Westminster having been the community's first designated "supermarket." The City expended over \$160,000 in restoring the historic façade and improving the interior space to

accommodate utilization as a community center and gallery. The space was then leased to the South Westminster Arts Group to operate in this capacity.

Since implementation of these initial activities, the City has seen significant success in the continuing evolution of an arts community in South Westminster. Where the neighborhood was once visually considered devoid of the arts, the area is now home to several galleries and arts-related businesses, a host to at least two festivals, and has become an attractive home base for aspiring artists. The following sections provide a wide overview of the organizations, programs and activities pertaining to arts and culture throughout the City.

Arts and Cultural Programs and Organizations

Public Arts Programs

The Parks, Recreation and Libraries Department offers an abundance of arts-related classes and activities currently being administered throughout the City facilities with three of the facilities being located in the South Westminster area: the MAC, the Swim & Fitness Center, and the Irving Street Library. The City has twice received the Dorothy Mullins Award through the National Recreation and Parks Association (NRPA), recognizing achievement in community arts, which underscores the department's commitment to quality arts programming.

The arts and craft class programs are offered year-round and include over 50 visual art classes for adults and youth, with many of the visual art classes provided at The MAC, a facility providing services exclusively to an adult population aged 21 and over. Performing arts are also represented in both the adult and youth/teen program areas, including a thriving youth dance program, theatre classes/camps, along with adult music and dance classes. An annual City wide free summer concert series to entertain residents of all ages is also hosted by the City with one offered in the Irving Street Park.

The City also makes its facilities available for the display of privately-owned art including the lobby of City Hall and at the MAC. The City's public art collection is on display at City Hall and a number of recreation centers, libraries, parks including the Irving Street Library and Park as well as other locations in South Westminster. City staff is also planning for additional installations of public art at South Westminster facilities including the planned public plaza adjacent to Westminster Station at about Hooker Street and Westminster Station Drive (approximately 69th Avenue alignment).

In 2001, City Council enacted a requirement that developers include public art in all new non-residential development projects. This program is currently administered and managed by the Department of Community Development. This public art program is well-established, with over 100 pieces placed throughout the City at a number of commercial developments, including The Shops at Walnut Creek, Westminster Promenade and the Orchard Town Center. The public art dedication requirement also applies to any new commercial development activity in South Westminster. If developers do not install public art on site, they are required to pay a cash-in-lieu fee to the City. Those fees have funded the purchase of public art pieces in South Westminster.

The City also works cooperatively with a number of community art organizations including the North Metro Arts Alliance (NMAA), the Palateers Art Club, the South Westminster Arts Group (SWAG), and Hyland Hills Parks & Recreation District, all of which have a presence in South Westminster.

The PR&L Department just launched the “Creative Westminster” e-newsletter that highlights the arts and cultural programs. The newsletter is available by subscription through the City website.

South Westminster Arts Group (SWAG)

The South Westminster Arts Group (SWAG) was founded in 2007 as a non-profit organization dedicated to community service and advocacy on behalf of creative professionals. Ms. Vicky Bunsen, a former City employee in the Community Development Department, was the creative inspiration for formation of a non-profit to assist the City in its endeavors to facilitate development of the arts in South Westminster. Based on Ms. Bunsen’s vision, a group of local community members, moved forward with the creation of SWAG to serve as the non-profit arts organization with the mission of assisting the City in implementing arts and cultural programming for the South Westminster neighborhood. The creation of SWAG ran complementary to the City Council’s interest, at that time, in promoting the development of Westminster as a cultural arts community. Given the City’s limited funding and staff capacity, the City chose to foster the growth SWAG as a means to spearhead arts and cultural activities in South Westminster, to act as an incubator for new artist-related enterprises, and to serve as a one of the catalysts for promoting revitalization of the neighborhood. Accordingly, SWAG became the primary organization to facilitate and promote the City’s arts initiatives in South Westminster, and eventually assumed the role of providing operational management of the Rodeo Market Community Arts Center as a hub for arts programming and activities.

In June 2004, the Westminster Housing Authority (WHA) had purchased an old automobile service station in anticipation of anticipation of continuing redevelopment along Lowell Boulevard south of 73rd Avenue, given the interest of a developer, Community Builders. Community Builders was the developer responsible for the development of townhomes along Lowell Boulevard and Meade Street, and the northwest corner of 73rd Avenue and Lowell Boulevard. With the prospect for redevelopment having stalled, the WHA leased the former service station at the corner of 73rd Avenue and Lowell Boulevard to SWAG in 2008 for the purpose of operating a community theater on a temporary basis. Since that time SWAG has made the space available to a number of theater companies that have produced and conducted many performances. SWAG is presently working to bring Germinal Stage, a locally renowned theatrical company, into the theater through the fall of this year. Since 2009, SWAG has been granted a lease of the Rodeo Market building at 3915 W. 73rd Avenue to utilize as a community arts center and gallery.

Since its inception, SWAG has initiated arts based programming and promoted the neighborhood as an emerging arts district. As a result of these efforts, several art galleries and arts-related and supporting businesses have established in the neighborhood. In 2009, a number of South Westminster artists and local business owners submitted a written petition to the City Council requesting designation of a “Historic Westminster Art District,” including the following:

- Becky Silver, Aar River Gallery
- Dianna Wilson, Art Gallery 3698
- Vicky L. Marshall, North Metro Arts Alliance
- Laurie Brandt, South Westminster Arts Group
- Mary Lane, Harris Park Art Cooperative
- Linda Cherrington, Westminster Historical Society
- Kevin Clock, Colorado Sound Studios
- Larry Valente, Valente’s Deli
- Maru Garcia, 73rd Avenue Theatre Company

Based on this petition, the Westminister City Council issued a proclamation on October 12, 2009 (see Attachment “A”), supporting the initiatives of artists in south Westminister in establishing a number of new creative businesses, creating the Second Saturday Historic Westminister Art Walk, and promotion of the area as the Historic Westminister Art District. SWAG has also received national recognition having been awarded the National Parks and Recreation Association Dorothy Mullen Award in 2011 for their innovative arts development.

SWAG operates with a volunteer board and membership base. In the first few years of operation, SWAG received a total of about \$60,000 in operational proceeds from the City to assist in developing and implementing arts programs. Given financial constraints, the City, in more recent years, has not been able to contribute general operation funding. The Westminister Housing Authority also provides support to SWAG by leasing the Rodeo Market building at a nominal cost of \$10.00 and providing funds annually to cover the cost of utilities (\$8,000 in 2014). Most of SWAG’s revenue generation comes from fund raising campaigns, membership fees, and “profit” from programs and events. SWAG representatives are also working to strengthen the organization’s financial capacity to secure funding from the Science and Cultural Facilities District (SCFD) beginning in 2015.

SWAG currently provides or partners in providing a number of arts and cultural activities and programs for the community that include the following:

- Sculpture on 73rd Avenue Public Sculpture Garden;
- The Summer Art Walk;
- The annual Orchard Festival;
- Children’s Education Programming including a free drop-in clinic, holiday art projects as part of the Hometown Christmas, and outreach programs at the Westminister Faire, the Historic Westminister Jazz Festival, and the Summer Celebration;
- Adult Education programming including drawing, painting, and writing classes; and,
- Art Gallery Showings.

SWAG can also benefit the City in any effort to get a Creative District designation from the State and any City applying for such designation would require the support of a local non-profit serving the arts community. SWAG, being a qualified non-profit, also has the ability to pursue designation of a Creative District subject to support of the City (see more information on Creative Districts later in this document).

Historic Westminister Art District (HWAD)

The Historic Westminister Arts District (HWAD) was formed in 2010 due to a need for a collaborative marketing effort among the businesses and galleries that were participating in the Second Saturday Art Walks that had been initiated by SWAG. Several of the galleries had been urging SWAG to assume more responsibility for marketing and promoting the businesses participating in the event. However, SWAG was legally unable to market businesses given its non-profit mission and its pending application for a 501(c) 3 designation from the U.S. Internal Revenue Service. Accordingly, the local gallery owners and several businesses elected to form a group to undertake regular promotional efforts pertaining to the businesses themselves, while continuing to collaborate with SWAG on coordinating the art walks. HWAD is not a non-profit organization.

As a member based organization, HWAD generally provides marketing support for businesses in South Westminister, with a particular focus on businesses being part of or serving the arts community. HWAD focuses its recruitment of businesses in the historic Harris Park neighborhood generally bounded by

Lowell Boulevard, 72nd Avenue, Bradburn Boulevard and 73rd Avenue. Current members of HWAD include Bertagnolli Dental Station, Custom Flag Co., C&G Flooring, Heavenly Cakes Bakery Cafe, The Publishing House, the City of Westminister, the Westminister Historical Society, Mi Vida Strings, the Rodeo Market and SWAG, Aar River Gallery, Art Gallery 3698, the Westminister Grange, and Iddle Bits of This and That.

HWAD coordinates themes and activities centered round the monthly art walks. Its members also put on the annual Westminister Jazz and Arts Festival in June. HWAD produces a full-color brochure that is distributed throughout the city. The group is also open to other businesses that choose to join. Its main function is to promote the arts district and increase public interest and traffic to the local galleries and businesses.

HWAD is also an entity that is eligible to apply for a Creative District designation. HWAD has submitted a letter of interest for application eligibility for creation of an official State designated Creative District given the application for 2014 cycle is March 3, 2014. Should HWAD be selected to submit a formal application, then application and supporting materials would be due May 23, 2014.

While generally serving the same geographic area, HWAD's mission is completely different form that of SWAG. The organizations are not in competition, but rather work collaboratively to promote the arts as a means of contributing to the revitalization of South Westminister. SWAG is a member of HWAD and has a representative that serves on the HWAD Board.

North Metro Arts Alliance

The North Metro Arts Alliance was founded as a non-profit entity to serve Westminister and other north Denver metro communities in the areas of performance and visual arts, including cultural entertainment. Ultimately, NMAA strives to enrich awareness, education and access of the arts among North Metro residents throughout the calendar year. NMAA is funded, in part, by the Scientific and Cultural Facilities District in cooperation with the Adams and Jefferson County Cultural Commissions. Other primary funding sponsors include the City of Westminister, Hyland Hills Park and Recreation District and Adams County School District 50, along with other local North Metro jurisdictions. A member of City staff serves on the volunteer board. NMAA actively participates in community outreach through the arts. The Westminister community receives direct benefit whereby NMAA sponsors or co-sponsors or collaborates in providing the following events:

- Westminister/Hyland Hills 4th of July Celebration;
- Musical concerts, including free concerts in the park, the MAC concert series, and entertainment at the Westminister Faire;
- Pottery workshops offered through PR&L;
- Westminister Artist Showcase showcasing PR&L art students and instructors at Westminister City Hall;
- Colorado Visions, a juried exhibit of fine art by Colorado Artists, displaying 120 paintings at the Westminister City Hall;
- Historic Westminister Art District Second Saturday Art Walks;
- Musical entertainment for the Historic Westminister Jazz Festival and annual Orchard Festival in collaboration with SWAG and HWAD;
- Missoula Children's Theater providing a week long program featuring area youth performing and staging a multi-act play complete with music and costumes and presented in partnership with Hyland Hills Park and Recreation District; and,
- Sculpture acquisition and installation of bronze sculptures in a number of community venues.

The Paletteers Art Club

The Paletteers Art Club, Inc. was formed on 1961 by a group of five local artists who met on a regular basis for painting sessions. After several months, they decided to form an art club to promote the highest standards in original works of art by artists in Westminster, and to encourage the practice and appreciation of fine art. The Club continues to support fellowship among its members, provide public awareness, stimulate creativity, raise standards of excellence and promote the arts in Adams County. Paletteers member artwork is on display at the MAC, and they also host exhibits at the Westminster libraries and City Hall throughout the year.

Arts and Cultural Districts

Metro Denver Scientific Cultural Facility District (SCFD)

The Scientific and Cultural Facilities District (SCFD) is a special regional tax district of the State of Colorado that provides funding for art, music, theater, dance, zoology, botany, natural history, or cultural history organizations in the Denver metropolitan area. In 1988, voters in the Denver region created the SCFD to provide a consistent source of unrestricted funding to scientific and cultural organizations. The SCFD is funded by a 0.1% sales and use tax that currently provides over \$40,000,000 to over 271 scientific and cultural organizations in the Denver region.

Agencies of local government and nonprofit 501(c)(3) organizations that meet the following criteria are eligible to apply for SCFD funding:

- The organization's primary purpose is to provide for the enlightenment and entertainment of the public through the production, presentation, exhibition, advancement, or preservation of art, music, theatre, dance, zoology, botany, cultural history or natural history; and,
- Has a principal office within the SCFD district; and,
- Conducts the majority of its activities within the state of Colorado; and,
- Principally benefits the residents of the district.

The City of Westminster does not currently have an SCFD eligibility designation and, therefore, does not receive direct funding. To become eligible, the City would have to provide line-item funding of an arts program or division in the annual City budget. However, the City is receiving indirect funding benefit with its programming partnership with the North Metro Arts Alliance, which currently receives funding from SCFD. An organization receiving SCFD designation also establishes eligibility for arts-related grant funding through the Colorado Creative Industries initiative and other state and national grants programs, and possible designation as a Certified Creative District by the State of Colorado.

Colorado Creative Districts

In 2011, the Colorado legislature passed a bill encouraging the formation of Creative Districts in communities, neighborhoods or contiguous geographic areas, for the purposes of:

- Attracting artists and creative entrepreneurs to a community, infusing new energy and innovation, which in turn will enhance the economic and civic capital of the community;

- Creating hubs of economic activity, thereby enhancing the area as an appealing place to live, visit and conduct business, as well as create new economic activity;
- Attracting visitors;
- Revitalizing and beautifying communities;
- Providing a focal point for celebrating and strengthening a community's unique identity;
- Showcasing cultural and artistic organizations, events and amenities;
- Contributing to the development of healthy communities; and
- Improving the quality of life of the State's residents.

The State Office of Creative Industries is charged with providing leadership and a helping hand to local communities desirous of developing their own creative district by certifying Creative Districts, offering available incentives to encourage business development, exploring new incentives that are directly related to creative enterprises, facilitating local access to State assistance, enhancing the visibility of Creative Districts, providing technical assistance and planning help, ensuring broad and equitable program benefits and fostering a supportive climate for arts and culture. Through these efforts the State works in partnership to develop the capacity and sustainability of creative districts as an economic and community development tool, and to serve as an incubator to assist creative districts with a variety of elements to ensure success.

To become eligible to receive designation as a Creative District a proposed district should be defined as a contiguous area that includes a mix of uses within the district boundaries that are typically small enough to be walkable, and include a concentration of arts and cultural organizations and businesses, both nonprofit and for-profit. They generally also incorporate complementary non-arts businesses such as restaurants, offices, retail stores, housing and lodging. The districts are also characterized by vigorous arts and cultural activity such as art walks and arts-related festivals.

Becoming a Certified Creative District can have significant benefit to the community. While the primary intent of the program is not to provide a regular source of grant funding, there is some nominal financial benefit to designated Certified Districts. Potential financial sources include a Boettcher Foundation Leadership Award grant for Colorado's fiscal years 2015 and 2016, for which a Certified District must provide a cash match. Creative Industries also provides funding to Certified Districts for their first two years of certification in fiscal year 2015 and 2016. After 2016, Certified Districts will be eligible to apply for competitive Colorado Creates grants each year of certification.

In addition to these cash grant funding sources, there are other non-cash benefits that can be tapped to improve the capacity and sustainability of the districts. The benefits and resources available to a Creative District include the following:

- Designated Creative Industries staff to support program strategies and assist Districts;
- National and statewide marketing, advertising and social media opportunities;
- District recognition on Colorado Department of Transportation signage;
- Technical assistance from professionals in a variety of fields;
- Access to national and statewide training and conferences;
- Economic impact data from the Creative Vitality Index™;
- Training webinars with world renowned consultants;
- Assistance with Geographic Information System (GIS) based asset mapping;
- Access to research and best practices;
- Access to financial capital;
- Ability to leverage direct funding from other sources and partnerships; and,

- Mentoring and coaching from other Colorado Certified Creative Districts.

To date Colorado Creative Industries has certified seven Creative Districts throughout the State of Colorado and include:

- Denver’s Art District on Santa Fe;
- Corazon de Trinidad;
- North Fork Valley Creative District;
- Pueblo Creative Corridor;
- Ridgway Creative District;
- Salida Creative District and Salida Artists-Galleries; and,
- Telluride Creative District

In addition to the certified districts, there are seven Candidate Creative Districts working toward certification based on the standards set by Creative Industries to be certified. These communities include:

- Aurora Cultural Arts District;
- Downtown Colorado Springs;
- Greeley Creative District;
- Longmont Arts and Entertainment District;
- RiNo Art District, Denver;
- 40 West Arts, Lakewood; and,
- Old Town Parker.

It was estimated that the collective value of cash and in-kind benefits averaged \$32,000 per Creative District between 2012 and 2014.

Any town, city or neighborhood group within Colorado may apply for consideration as a Creative District. The City of Westminister, the South Westminister Arts Group and the Historic Westminister Art District are eligible to apply either independently or in collaboration with each other. Colorado Creative Industries encourages community groups and non-profits to work in partnership with the community in which the district would be located.

Historic Preservation

Historic Preservation Ordinance and Landmark Board

As part of its South Westminister revitalization efforts, City staff became more aware that significant relics and resources of its past were succumbing to age and neglect and could be lost forever without appropriate intervention. In response to this situation, Staff formulated a two-part strategy for City Council consideration to identify, improve and preserve properties having historic value. The first part of the strategy entailed the City acquiring and improving some of the more significant properties, while the second part was directed towards encouraging private property owners to make improvement to and preserve properties having historic significance. Accordingly, in 2003, the City enacted the Historic Preservation ordinance and established the Historic Landmark Board.

The Historic Preservation Ordinance establishes a voluntary program for pursuing registering of properties or buildings as local historic landmarks. The program is designated as “voluntary” given the designation as a historic property, building or district can only be made with consent of the property

owner. Under the ordinance properties receiving historic designations must be at least fifty (50) years old and possess architectural, social, or geographical/ environmental importance by meeting one or more of the following criteria:

- Exemplifies specific elements of an architectural style or period;
- Is an example of the work of an architect or builder who is recognized for expertise nationally, statewide, regionally, or locally;
- Demonstrates superior craftsmanship or high artistic value;
- Represents an innovation in construction, materials or design;
- Represents a style particularly associated with the Westminster area;
- Represents a built environment of a group of people in an era of history;
- Represents a pattern or grouping of elements representing at least one of the above criteria;
- Has undergone significant historic remodel;
- Is the site of historic event that had an effect upon society;
- Exemplifies cultural, political, economic or social heritage of the community;
- Represents an association with a notable person or the work of a notable person;
- Represents a typical example/association with a particular ethnic group;
- Represents a unique example of an event in Westminster's history;
- Enhances sense of identity of the community; or,
- Is an established and familiar natural setting or visual feature of the community.

The Historic Landmark Board, City Council, or the Westminster Historical Society may nominate a property, area or structure for designation as a historic landmark or historic landmark district or a property owner may nominate his or her own property. If a nomination is received from a party other than the property owner, the nominating party is required to secure the consent of the owner or owners to establish such designation.

Upon designating the property as a historic landmark, any improvements to the property thereafter have to receive approval from the Landmark Board before proceeding. Such designated historic properties may also derive benefits such as receiving a historic preservation tax credit or grant and/or loan funding from the Colorado Historical Fund for improvements made to the property.

The ordinance also provides for the creation of a historic district for areas that have a related pattern of either physical elements or social activities. The significance of a potential district is determined by applying criteria in ordinance to the patterns and unifying elements of the area proposed for designation. Per the ordinance, a historic district designation can only be considered upon written approval of all property owners within the proposed district boundaries. Properties that do not contribute to the significance of the historic landmark district may be included within the boundaries, as long as the noncontributing elements do not noticeably detract from the district's sense of time, place and historic development. Noncontributing elements will be evaluated for their magnitude of impact by considering their size, scale, design, location, and/or information potential.

The Landmark Board is comprised of seven members plus one alternate, all appointed by the City Council to 2 year terms. The Board is composed of a mix of historic professionals and community members, and is required to meet at least quarterly. The Board is responsible for reviewing and recommending to City Council the designation and/or revocation of historic landmarks and district designations. It further reviews proposals for remodeling, improving, or demolishing buildings having been designated as local historic landmarks, and grant hardship exemptions as appropriate. The Board also has other duties such as conducting surveys of historic properties in the City, pursuing financial

assistance for preservation programs, and developing education programs to increase awareness of the City's history. Staff from the Department of Community Development serve as liaison to the Board.

Westminister Designated Historic Landmarks and Surveys

There are currently 21 properties designated on the Local, State or National Registers in the City of Westminister. By far the largest concentration of historic properties and buildings lie within the South Westminister area from just north of 80th Avenue south to the Westminister city limits. One property, being the main campus of the Westminister University (aka Pillar of Fire) is not within the City limits, but sits as an enclave surrounded by the City. The properties represent a diverse range of ownership that includes several non-profits, a school district, the City, and private parties. Following is a list of properties by designation. Some of the properties are registered on more than one of the registries.

City of Westminister Landmarks:

- Charles and Julia Semper Farm, 6785 West 92nd Avenue (City Owned)
- Church's Stage Stop Well, 10395 Wadsworth Boulevard (City Owned)
- Dudley C. Shoenberg Memorial Farm, 7231 Sheridan Boulevard (City Owned)
- Henry House, Residence, 7319 Orchard Court (private)
- Lower Church Lake Barn and Silo, 10850 Wadsworth Boulevard (City Owned)
- Margaret O'Gorman house, Residence, 8198 Irving Street (private)
- Penguin Building, 7265-7269 Lowell Boulevard (private)
- Perry house, Residence, 4199 West 76th Avenue (private)
- Red & White Grocery Store, 3947-3949 W. 73rd Avenue (private)
- Rodeo Super Market, 3915 W. 73rd Avenue (City Owned)
- Wesley Chapel Cemetery Northeast corner of 120th Avenue and Huron Street (City Owned)
- Westminister's First Town Hall, 3924 West 72nd Avenue (City Owned)
- Westminister Grange Hall, 3935 West 73rd Avenue (non-profit)
- Merton and Mary Williams house, Residence, 7337 Wilson Court (private)
- Savery Savory Mushroom Farm Water Tower, east side of Federal Boulevard at 110th Avenue alignment (City Owned)
- Bowles House, 3924 West 72nd Ave. (City owned)

State of Colorado Register of Historic Places:

- Metzger Farm Open Space, Lowell Boulevard/120th Avenue (non-profit)
- Savery Savory Mushroom Farm Water Tower, Federal Boulevard at 110th Avenue (City Owned)
- Gregory House, 8140 Lowell Blvd. (private)

National Register of Historic Places:

- Bowles House, 3924 West 72nd Ave. (City Owned)
- Gregory House, 8140 Lowell Blvd. (private)
- Harris Park School, 7200 Lowell Blvd. (School District No.50)
- Metzger Farm Open Space, Lowell Boulevard/120th Avenue (non-profit)
- Union High School, 3455 West 72nd Ave. (School District No.50)
- Westminister University (aka Pillar of Fire), 3450 West 83rd Ave. (non-profit)

The City completed Historic Resources Survey Plan 2005 that estimated the number of historic resources and identified their locations. The survey provides a blueprint for future historic survey activities in Westminister and establishes survey criteria and survey priorities. It further provides a planned,

comprehensive approach to the identification and evaluation of Westminster's historic resources. In follow-up to this work product, the City completed two additional surveys for the Harris Park & Pillar of Fire neighborhoods in 2007 and Jefferson County Historic Resources in 2008-09.

The City has also produced a number of publications and materials that can be accessed on-line on the City of Westminster website. The Colorado Historical Society (CHS) also provides information on Colorado landmarks in Westminster, which can be obtained by visiting the Office of Archaeology and Historic Preservation web page on the CHS web site.

Historic Districts

National and State Registered Districts

Places and communities having extremely unique historic qualities can qualify with either the State or the federal government to be included on their respective listings. The National Register of Historic Places is governmental acknowledgment of a historic district. However, the Register is an honorary status with some federal financial incentives, such as federal tax credits, for individual historic structures. The National Register of Historic Places defines a historic district as “a geographically definable area, urban or rural, possessing a significant concentration, linkage, or continuity of sites, buildings, structures, or objects united by past events or aesthetically by plan or physical development. A district may also comprise individual elements separated geographically but linked by association or history.”

Based on the findings of the Westminster Historic Survey conducted in 2007, it was concluded that a few sites in Westminster may meet the criteria for establishment as a National Historic District, although a more thorough historical survey would need to be conducted. The criteria for placement on the National Register of Historic Places is a rather arduous and criteria driven process. The most likely candidate for such designation is the Westminster University (aka Pillar of Fire) property, generally located at about 84th Avenue and Lowell Boulevard. Most of the buildings associated with the Westminster University site as situated outside the City limits, with larger tracts of undeveloped land located within the City limits.

A listing as a State Historic District is similar to the National Register of Historic Places. State listings can have similar benefits to federal designation, such as granting qualification and tax incentives. In addition, the property can become protected under specific state laws. A state listing of a historic district on a "State Register of Historic Places," usually by the State Historic Preservation Office, can be an "honorary status," much like the National Register. Properties and/or districts designated as National Historic Districts are automatically placed on the State's historic list. A few Westminster neighborhoods might also meet the State's eligibility requirements.

Property owner consent or support is required for receiving designation as a State or National historic district.

Locally Designated Historic District

The City of Westminster has the capability to establish historic districts pursuant to criteria established in the historic preservation ordinance. Generally, a locally created historic district is established to preserve a unique community character or protect a concentration of unique or period structures by requiring adherence to an adopted set of regulatory criteria. Accordingly, most jurisdictions establishing such districts also adopt a set of design guidelines to control changes and improvements to properties. Given the associated regulatory nature, a district is generally applied to a limited defined geographically area.

The Code sets forth the general criteria by which an area would be given consideration for designation as a historic district. Following are the criteria and considerations that would be weighed in the review process:

- A predominance of development in the area shall be at least fifty (50) years old except as otherwise provided in WMC 11-13;
- The area should possess architectural, social, or geographical/environmental importance by meeting one or more of the following a lengthy list of criteria such as architectural style or period, demonstration of superior craftsmanship or high artistic value; represents an architectural style particularly associated with the Westminster area, represents a built environment of a group of people in an era of history, exemplifies cultural, political, economic or social heritage of the community, represents a unique example of an event in Westminster's history, or enhances sense of identity of the community.
- A district is related by a pattern of either physical elements or social activities.
- Significance is determined by applying criteria in WMC 11-13 to the patterns and unifying elements.
- Properties that do not contribute to the significance of the historic landmark district may be included within the boundaries.
- Noncontributing elements shall not noticeably detract from the district's sense of time, place and historic development.
- Noncontributing elements will be evaluated for their magnitude of impact by considering their size, scale, design, location, and/or information potential.

In the historical survey conducted in 2007, the consultant concluded that the potential for local historic districts could be problematic given a lack of a collection of buildings in any one area which contain enough unifying elements to contribute to the overall historic sense of time and place. The consultant did identify one area that may meet the eligibility criteria along 73rd Avenue and slightly to the north.

As noted previously, the Historic Landmark Board, City Council, or the Westminster Historical Society may nominate an area for designation as a historic landmark district. In the case of designating a district, the Historic Preservation Ordinance requires all property owners within a proposed district to consent to such designation. Upon consent of the property owners an application would be prepared and made available for review by relevant City departments and the Westminster Historical Society. Thereafter, a public hearing before the Historic Landmark Board (LMB) would be held, and then a recommendation of the LMB presented to City Council for final consideration. The City has not yet designated any historic districts, probably due to the ordinance requirement that all property owners must consent to be included in the district, and the very limited number of areas that meet the criteria for this designation.

The City may also choose to establish a historic district purely for the purpose of marketing or giving recognition to the area without going through the formal process of designating the district through the official process as outlined in the Historic Preservation Ordinance. Such a designation would not require the imposition of any regulatory requirements, but would not be recognized by the Colorado State Historic Fund, and therefore make it ineligible for any financial incentives from the State. However, historic structures located in such a district could still be eligible for SHF funding on an individual basis if the owners petition for and receive designation as a local historic landmark.

Historic Designation Benefits and Regulatory Limitations

An official local, State or National historic designation has the benefit of making properties eligible for tax credit, grant and loan funding based on availability of the respective levels of government. The most significant source of funds for improvements to designated properties or historic properties in designated districts, is from the Colorado State Historical Fund (SHF) that receives an annual allocation of funding from the Colorado Lottery proceeds. As a condition of awarding a loan or grant for a historic preservation project, SHF requires approval of and adherence to a set of plans, and imposes covenants and historic easements on the structures and/or property that are set in perpetuity. Any improvements thereafter would require further SHF approval regardless of the funding source. The City Historic Landmark Board also has the authority to impose restrictions on any improvements to Westminister Historic Landmark property, but currently lacks the resources to provide grants or loans.

The federal government does not directly regulate federally designated historic properties and districts. However, federal rules place decisions on improvements to such properties in the hands of a local or state landmark board. Accordingly, the Historic Landmark Board would assume responsibility for reviewing and making approvals any modifications to the structures and/or property. The benefit of a national designation is generally limited to tax credits where applicable and when available. Such properties may also be eligible for funding from the Colorado SHF.

Planning Endeavors and Areas

The South Westminister area has and continues to face many socio-economic and infrastructure challenges and blighting factors. The area, having generally been built out between the late 1800's and mid-1970's, is now starting to show the effects of 40 to 100 years of aging and wear. This has been reflected in the demographic characteristics of the population, the economic base, and the physical attributes of structures. In response, the City has initiated many planning endeavors over the past 20⁺ years and continues to pursue efforts to revitalize the neighborhoods.

South Westminister Urban Renewal Plan and Area

By the mid to late 1980's, the South Westminister area was beginning to show the signs of aging, deterioration, and disinvestment. The most notable manifestation of this change was the Westminister Plaza shopping center that had experienced a notable deterioration in its physical condition, tenancy, and economic stability since the opening of the Westminister Mall project at Sheridan Boulevard and 88th Avenue. Given this situation, the Westminister City Council created the Westminister Economic Development Authority (WEDA), conducted a blight study in 1987 (updated and expanded in 1992), prepared an urban renewal plan, and designated the City's first urban renewal area (URA) in 1988 to provide the financial means to assist in redeveloping the shopping center (referred to as Phase 1). In 1992, the URA was expanded by City Council action to incorporate a larger area of South Westminister that included almost all commercial and industrial zoned property (referred to as Phase 2) to enhance revenue generation capability to support redevelopment of the shopping center that was completed in 1999. Attachment "B" shows the boundaries of the South Westminister Urban Renewal Area.

The URA designation allowed WEDA to collect all tax increment generated from redevelopment and property improvements for a period 25 years. Based on projected tax increment revenue, WEDA issued revenue bonds to assist in funding the redevelopment of the Westminister Plaza shopping center. WEDA has been using the tax increment proceeds to make the annual debt payment on the bonds. Phase 1 of the South Westminister URA expired in October, 2013 with Phase 2 due to expire the end of September 2017.

South Westminster Strategic Revitalization Area and Plan

Following redevelopment of the Westminster Plaza shopping center, the City sought direction on what additional efforts should be pursued relative to possible redevelopment activity and revitalization efforts in the South Westminster area. Accordingly, the City conducted a community survey in 1998 and gathered additional information from available community forums such as the Progressive Homeowners Association meetings. Information gathered from these sources then served as the basis for producing a strategic revitalization plan to give Staff direction on future revitalization endeavors. The boundaries of the planning area were defined as Sheridan Boulevard, 80th Avenue, the eastern City limit (generally Zuni Street), and the City limits to the south (approximately 68th Avenue).

A committee of employees representing all departments throughout the City was convened to discuss the information obtained from the community; identify issues, impediments and opportunities; and generate revitalization strategies. From this process, four primary goals were identified pertaining to housing, economic development, neighborhood image and character, and public facilities and services. A number of achievable strategies were then formulated relative to each goal that were then used by each department in their planning and budgeting processes. The plan did not address specific criteria related to land use, zoning or urban design. The resulting plan was also used as a recruiting tool for prospective developers that otherwise would not have pursued development in the area due to the significant economic and site development challenges.

Much of the plan implementation has been completed where approximately \$300 million in public and private investment will have been made over the last 20 years (see Attachment “C”). The City has completed streetscape improvements along Lowell Boulevard, Lowell Boulevard, and Meade Street. The old abandoned Aspen Care Nursing Home site, at the southeast corner of 75th Avenue and Lowell Boulevard, has been redeveloped as townhomes along with the northwest corner of 73rd Avenue and Lowell Boulevard and along Meade Street south of 73rd Avenue. The Irving Street Library and Park, the Rodeo Market Community Art Center and park, and improvements to Torii Square Park have been completed or are nearing completion. Several public art pieces were installed in the neighborhood. Plans for the transit redevelopment area, the Little Dry Creek Park and the Northgate redevelopment area are underway and nearing completion. With these successes and the 13 years since adoption of the plan, the plan may be due for an update.

CDBG Neighborhood Revitalization Strategy Area and Plan

The City receives an approximate \$500,000 annual allocation of Community Development Block Grant (CDBG) funds from the U.S. Department of Housing and Urban Development (HUD). These funds are to be used towards providing services or improvements that benefit low to moderate income persons or households within the City of Westminster. The South Westminster area is the only neighborhood area that meets the low/moderate income threshold for area benefit. As such most of the City’s primary CDBG investment on capital projects has been made in the South Westminster area. The City also allocates CDBG funds towards the Minor Home Repair Program, which is made available throughout the City to income eligible households.

In conjunction with receipt of these funds, the City is required to submit an annual action plan and performance report that detail the annual allocation and expenditure of the CDBG funds. HUD also allows CDBG recipients to pursue a more flexible vehicle for planning, and reporting and monitoring compliance with HUD regulations by gaining HUD approval for a Neighborhood Revitalization Strategy Area (NRSA) plan. With the South Westminster area being the only neighborhood in the City meeting

the requirements for designation as an income qualified area and the City having adopted the South Westminster Strategic Revitalization Plan, the local HUD office has encouraged the City to pursue designation as an NRSA and submit a plan for HUD approval. Should the City choose to pursue the designation and receive HUD approval, reporting and compliance requirements would be based on area wide goals as compared to site specific compliance, particularly as it relates to meeting affordable housing and economic development objectives as such measurements. For example, where the City would be required to create a number of jobs for low income persons on a CDBG funded commercial building, the NRSA designation would allow those jobs to be calculated within the entire plan area. Given the area income limitations, the NRSA would incorporate a smaller section of the South Westminster Strategic Revitalization Plan area as shown in Attachment “D”.

Comprehensive Plan and Sub-Area Plan Areas

The recently adopted Comprehensive Plan designated a section of the Harris Park neighborhood as Traditional Mixed Use Neighborhood District (TMUND). With this designation, the Harris Park area is envisioned to foster a walkable, neighborhood environment where a mix of residential and commercial uses present. Other than this general envisioned character, the Comprehensive Plan did not establish any criteria for new development activity, where such development is expected to be focused around redevelopment and infill that would occur on smaller, individual sites in a contextual manner that balances the financial viability of projects while being sensitive to the existing urban fabric and desires of the community. As a means of attracting new investment and development activity in the Harris Park area, as well as setting parameters for development, the city will continue to prepare and implement planning tools to promote and facilitate such activity. These tools could possibly include the creation of a Specific Area Plan (sometimes referred to as a neighborhood plan) for the neighborhood area. Such a plan would be developed based upon input received from neighborhood stakeholders through an extensive outreach and visioning process. Through this process development guidelines and requirements would be established and incorporated as an element in the Comprehensive Plan.

The various arts, historic preservation and planning activities undertaken by the City work towards meeting the City’s Strategic Plan goal of creating and maintaining Vibrant Neighborhoods in One Livable Community.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment(s)

ATTACHMENT "A"

Proclamation Regarding South Westminster Arts



WESTMINSTER
COLORADO

Agenda Memorandum

Agenda Item 6 C

City Council Meeting
October 12, 2009



SUBJECT: Proclamation re Support for Artists' Initiatives in South Westminster

Prepared By: Vicky Bunsen, Community Development Programs Coordinator

Recommended City Council Action

Councillor Lindsey to proclaim City Council's support for artists' initiatives in south Westminster.

Summary Statement

- Local artists and south Westminster businesses recently submitted a written request to the City Council requesting proclamation of an arts district in order to market themselves as an emerging arts district.
- New arts businesses have been opening in the south Westminster area during 2008 and 2009.
- Many businesses are now collaborating in a monthly public art walk.
- Staff would like to study the concept of a geographically defined arts district in 2010.
- The attached proclamation would assist the local arts businesses to promote themselves to metro area arts patrons.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

None identified

Alternative

None identified

Background Information

A number of south Westminster artists and local business owners submitted a written petition to the City Council requesting designation of a "Historic Westminster Art District," including the following:

- Becky Silver, Aar River Gallery
- Dianna Wilson, Art Gallery 3698
- Vicky L. Marshall, North Metro Arts Alliance
- Laurie Brandt, South Westminster Arts Group
- Mary Lane, Harris Park Art Cooperative
- Linda Cherrington, Westminster Historical Society
- Kevin Clock, Colorado Sound Studios
- Larry Valente, Valente's Deli
- Maru Garcia, 73rd Avenue Theatre Company

At least four art galleries have opened in the past few years, three sound studios are known to be operating and a community theatre space is operating for a second season this year. A number of artists and performing musicians work from their homes in south Westminster. Several local businesses began to organize themselves this summer, establishing a monthly, family-friendly art walk in the 73rd Avenue area. They have created maps that identify not only arts destinations, but also local historic sites. In their promotional materials, they encourage the public to visit the galleries, enjoy live music and learn more about local history.

The petition requested designation of a geographical area as the Historic Westminster Art District. During the 2010 review and revisions to the Comprehensive Land Use Plan, Staff would like to study the concept of art district designation and how it would interface with land use planning. Therefore, it is recommended that City Council indicate its support of the burgeoning arts-related business activity, but refrain from designating a geographical area in south Westminster until the concept is reviewed. The attached proclamation would demonstrate support for the artists' initiatives and provide a way for City Council to support the cultural life of the community.

Many studies have found that start-up arts businesses and non-profit cultural centers play an important role in neighborhood revitalization and support for other retail and service-oriented businesses whose clientele also grows as a result of the new arts businesses. This effect was found in the Denver metro area in a report released in November 2008 by the Colorado Business Committee for the Arts (CBCA).

Respectfully submitted,

J. Brent McFall
City Manager

Attachment – Proclamation

WHEREAS, many creative professionals are living and working in the south Westminster area; and

WHEREAS, several art galleries are now open in south Westminster and are collaborating with other area businesses to hold a monthly public art walk that began in September 2009; and

WHEREAS, a community theatre is now operating for a second season this year; and

WHEREAS, several sound studios are located in south Westminster, and many professional musicians, music teachers and conductors are based in the area; and

WHEREAS, hundreds of hours of volunteer time has been poured into community events and co-operative artist organizations; and

WHEREAS, these creative professionals have proudly publicized historic south Westminster as an area focused on the arts and have coordinated their arts events so that the original main street of Westminster on 73rd Avenue and the significant historic structures in the area are highlighted in their marketing; and

WHEREAS, a November 2008 report by the Colorado Business Committee for Arts found that economic activity from non-profit cultural endeavors is growing faster than the Denver area economy as a whole,

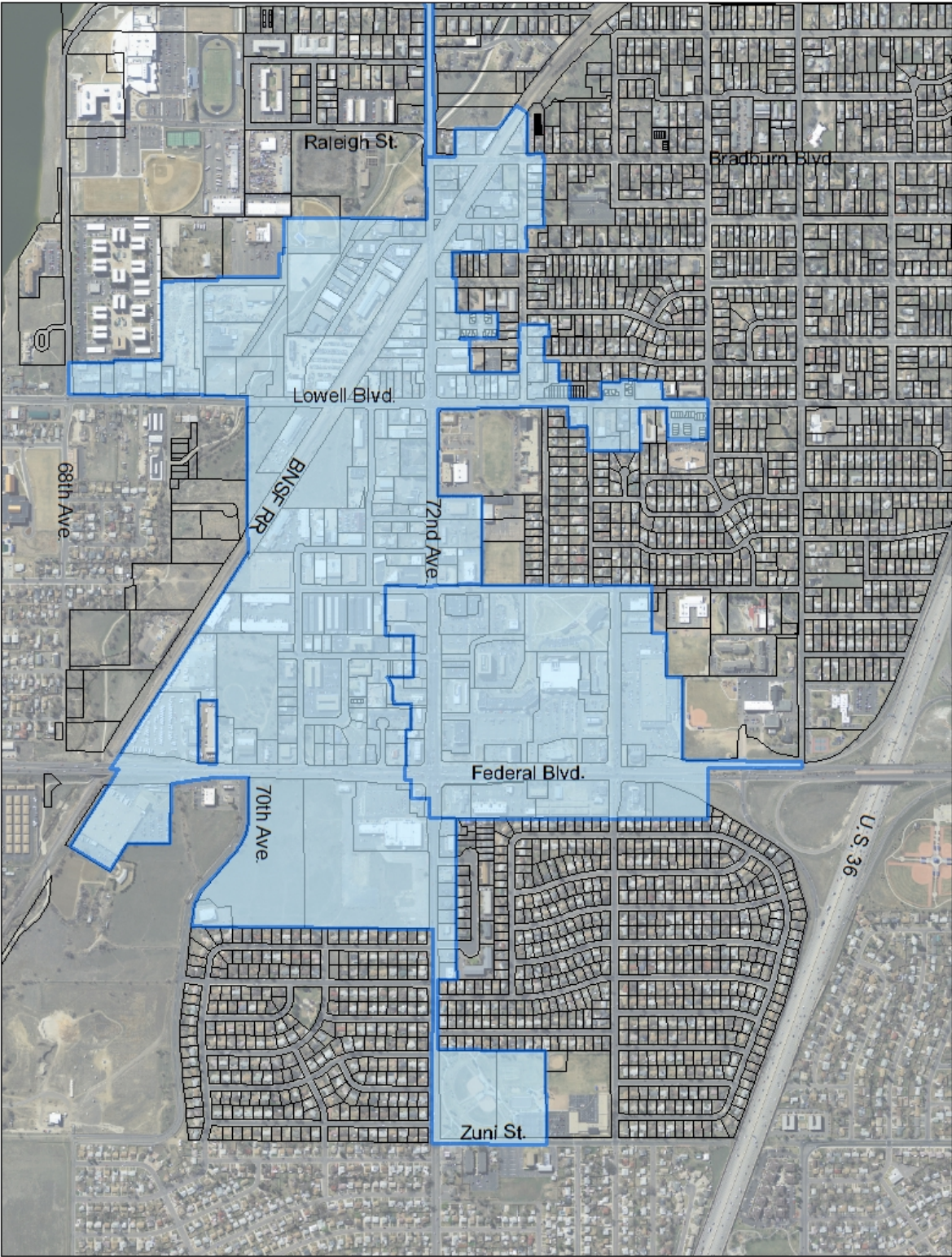
NOW, THEREFORE I, Nancy McNally, Mayor of the City of Westminster, Colorado, do hereby proclaim the City Council's support for the artists' initiatives in south Westminster and congratulate them on their business success in 2009.

Signed this 12th day of October, 2009.

Nancy McNally, Mayor

ATTACHMENT "B"

South Westminster Urban Renewal Area



ATTACHMENT "C"
South Westminster Projects List

| SOUTH WESTMINSTER MAJOR INVESTMENTS | | | | | | | | | | | | | |
|-------------------------------------|--|--|---|----------------|-------------|---|---|---|----------------------------|---------------|----------------------------|--------------|--|
| 1990 - Present | | | | | | | | | | | | | |
| Update 2/11/13 | | | | | | | | | | | | | |
| Map # | Project | Description | Location | Date Completed | City Funds | Westminster Economic Development Authority (WEDA) Funds | Westminster Housing Authority (WHA) Funds | Community Development Block Grant (CDBG)/HOME Other Funds | Subtotal of Public Funding | Private Funds | Public/Private Funds Total | Fund Notes | |
| REDEVELOPMENT PROJECTS | | | | | | | | | | | | | |
| 1 | Westminster Plaza Shopping Center | Rebuilt Sateway shopping center | NW Corner of 72nd and Federal | 1999 | \$1,000,000 | \$9,580,000 | | | \$10,580,000 | \$12,000,000 | \$22,580,000 | 1 | |
| 2 | Lowell/Meadow Townhomes | 50 townhomes on Aspen Care site, W. side of Lowell and Meade | Lowell: 73rd to 75th; Meade: 72nd to 73rd | 2004 | \$500,000 | \$2,000,000 | \$1,000,000 | \$150,000 | \$1,650,000 | \$8,500,000 | \$10,150,000 | 2 | |
| 3 | Nordgate shopping center (Lbbono Market) | New construction/renov of shopping center | SE corner of 72nd/Federal | 2009 | | | | | \$2,000,000 | \$4,000,000 | \$6,000,000 | | |
| 4 | Orchard Court house acquisition/sale | Acquired, subdivided, resold house, retained land | 73rd Ave. and Orchard Ct. | 2004 | | | \$250,000 | | \$250,000 | | \$250,000 | | |
| 5 | Merton Williams House Restoration | Restoration of historic house and resale | 7300 Block of Wilson Ct. | 2004 | \$110,000 | | | | \$110,000 | | \$110,000 | | |
| 6 | Lacorne shopping center reconstruction | Reconstruction of commercial space | NE corner of 72nd/Federal | 2005 | \$250,000 | | | | \$250,000 | \$2,000,000 | \$2,250,000 | | |
| 7 | Little Dry Creek-Helman acquisition | Acquisition/cleanup of property for LDC drainage/park project | 69th/Innding | 2008 | \$295,000 | | | | \$265,000 | | \$560,000 | 7 | |
| 8 | Little Dry Creek-Gulliner/Helfley | Acquisition/cleanup of property for LDC drainage/park project | 69th/King | 2005 | \$300,000 | | \$400,000 | | \$150,000 | | \$850,000 | 7 | |
| 9 | Little Dry Creek-Lowell Group LLC | Acquisition of property for LDC drainage/park project | Lowell at BNSF-RR tracks | 2009 | \$350,000 | | | | \$350,000 | \$2,000,000 | \$2,350,000 | | |
| 10 | Lowell Row Townhomes | 12 urban style townhomes | 7300 block of Lowell | 2010 | \$180,000 | | | | \$180,000 | \$2,000,000 | \$2,180,000 | | |
| 10 | Gateway Commercial Building | Construct offices for Community Resources & Housing Development Corp. (CR/HDC) corporate HQs | NW Corner of 73rd/Lowell | 2007 | | \$334,000 | \$410,000 | | \$744,000 | \$1,800,000 | \$2,544,000 | 10 | |
| N/A | Business Facade Improvement Program | Small grants to businesses for improvements | Various locations | Ongoing | \$80,000 | | | | \$80,000 | \$180,000 | \$240,000 | | |
| 11 | Little Dry Creek-Barnum | Acquisition of property for LDC drainage/park project | 68th/Hoeker | 2010 | \$1,500,000 | | | | \$1,500,000 | \$3,000,000 | \$4,500,000 | 8 | |
| 11 | Shoenberg Farm Acquisition | Acquisition of Barn, Silo Milk House and House | 73rd/Sheridan | 2009 | \$164,170 | | | | \$501,125 | \$665,295 | \$829,465 | 9 | |
| 11 | Shoenberg Farm Barn Restoration | Historic restoration of barn | 73rd/Sheridan | 2010 | \$117,000 | | | | \$300,000 | \$417,000 | \$534,000 | 9 | |
| 12 | Shoenberg Farm Concrete Silo Restoration | Historic restoration of concrete silo at Shoenberg Farm | 73rd/Sheridan | 2011 | \$23,678 | | | | \$71,033 | \$94,711 | \$118,389 | 9 | |
| | Subtotal | | | | \$4,869,848 | \$11,894,000 | \$2,060,000 | \$150,000 | \$2,787,158 | \$21,761,006 | \$30,460,000 | \$52,221,006 | |

| SOUTH WESTMINSTER MAJOR INVESTMENTS | | | | | | | | | | | | | |
|--|---|---|---|----------------|-----------------------|---|---|---|---------------------|----------------------------|---------------|----------------------------|------------|
| 1990 - Present | | | | | | | | | | | | | |
| Update 2/11/13 | | | | | | | | | | | | | |
| Map # | Project | Description | Location | Date Completed | City Funds | Westminster Economic Development Authority (WEDA) Funds | Westminster Housing Authority (WHA) Funds | Community Development Block Grant (CDBG) / HOME Funds | Other Public Funds | Subtotal of Public Funding | Private Funds | Public/Private Funds Total | Fund Codes |
| WESTMINSTER STATION TRANSIT ORIENTED DEVELOPMENT AREA | | | | | | | | | | | | | |
| | North Side Street/Plaza Land Acquisitions | Land acquired to support street and plaza improvements. | | | | | | | | | | | |
| 13 | ICON Land Acquisition | Acquisition of 6.9 acres of vacant land upon which to construct parking garage and facilitate new development activity. | 70th Avenue and Hooker Street | 2013 | \$875,000 | | | | | \$2,100,000 | | \$2,100,000 | |
| | Westminster Station Drive/Hooker Street | Construct new streets and installation of water, sanitary sewer and storm lines. | 69th Avenue and Federal Boulevard | 2011 | \$2,465,000 | | | | | \$875,000 | | \$875,000 | |
| | North Plaza & Pedestrian Connections | Construct amphitheatre style plaza to support activities and facilitate pedestrian movement to the train loading platform. | Hooker Street and Westminster Station Drive | 2014-2015 | \$4,440,000 | | | | | \$2,465,000 | | \$2,465,000 | |
| | Westminster Station Parking Garage | Construction of 500-1000 space parking structure to support commuter traffic and future redevelopment. | Hooker Street and Westminster Station Drive | 2013-2014 | \$10,000,000 | | | | | \$4,440,000 | | \$4,440,000 | |
| | Bus Transfer Facility | Construct bus facility for RTD bus loading and unloading. | | 2014-2015 | | | | | | \$10,000,000 | | \$10,000,000 | |
| | South Side Plaza and Drainage/park Improvements | Construction of plaza area and train loading area enhancements along with reconstruction of drainage basin and park improvements. | Grove Street at 68th Avenue | 2013-2015 | \$16,995,000 | | | | | \$0 | | \$0 | |
| NOTE: | | | | | | | | | | | | | |
| | RTD Financial Contribution | | | | (\$9,940,000) | | | | | \$9,940,000 | | \$16,995,000 | |
| | WHA Contribution | | | | (\$2,200,000) | | \$2,200,000 | | | \$0 | | \$0 | |
| | Urban Drainage & Flood Control District | | | | (\$2,175,000) | | | | \$2,175,000 | \$0 | | \$0 | |
| | Adams County Open Space | | | | (\$2,439,000) | | | | \$2,439,000 | \$0 | | \$0 | |
| | Adams County Government | | | | (\$850,000) | | | | \$850,000 | \$0 | | \$0 | |
| | DRCOG | | | | (\$1,649,000) | | | | \$1,649,000 | \$0 | | \$0 | |
| | Subtotal | | | | (\$17,622,000) | \$0 | \$2,200,000 | \$0 | \$17,053,000 | \$36,875,000 | \$0 | \$36,875,000 | |
| (Dollars are estimates base on planning and design work to date) | | | | | | | | | | | | | |

SOUTH WESTMINSTER MAJOR INVESTMENTS
1990 - Present

(Update 2/1/13)

| Map # | Project | Description | Location | Date Completed | City Funds | Westminster Economic Development Authority (WEDA) Funds | Westminster Housing Authority (WHA) Funds | Community Development Block Grant (CDBG) / HOME Funds | Other Public Funds | Subtotal of Public Funding | Private Funds | Public/Private Funds Total | Fund Notes |
|-------|---|--|---|----------------|---------------------|---|---|---|---------------------|----------------------------|---------------|----------------------------|------------|
| 14 | Federal/72nd Reconstruction | Rebuild streets including landscaping, lighting, sidewalks, etc. | Federal: 71st-73rd, 72nd; Meade-Elliott | 1998 | \$6,000,000 | | | | \$7,000,000 | \$13,000,000 | | \$13,000,000 | 3 |
| 15 | U.S. 36 Commuter Bicycle Trail | Construct sidewalk that also serves as off street bicycle trail for the U.S. 36 | Bradburn: 73rd - Turnpike Dr. | 2010 | | | | \$135,395 | \$360,000 | \$495,395 | | \$495,395 | 3 |
| 16 | 80th Avenue Bridge Reconstruction | Construction of and aesthetic enhancements to 80th Avenue bridge | 80th at US 36 | 2011 | \$600,000 | | | | \$8,000,000 | \$8,600,000 | | \$8,600,000 | 3 |
| 17 | US 36/Federal Bridge | Replacement of bridge over US 36 | US 36/72nd | 2003 | \$860,000 | | | | \$16,000,000 | \$16,860,000 | | \$16,860,000 | 3 |
| 18 | 73rd Avenue Reconstruction | Rebuild streets including landscaping, lighting, sidewalks, etc. | 73rd; Lowell-Bradburn | 2003 | \$200,000 | | | \$975,000 | | \$1,175,000 | | \$1,175,000 | |
| 19 | Meade Street Reconstruction | Rebuild streets including landscaping, lighting, sidewalks, etc. | Meade: 72nd-73rd | 2004 | | | | \$300,000 | | \$300,000 | | \$300,000 | |
| 20 | Lowell Boulevard Reconstruction: 68th-71st | Rebuild streets including sidewalks. | Lowell: 68th-71st | 2001 | \$554,000 | | | | \$554,000 | \$1,108,000 | | \$1,108,000 | 8 |
| 21 | Lowell Boulevard Reconstruction: 73rd to 78th | Rebuild streets including landscaping, lighting, sidewalks, etc. | Lowell: 73rd-78th | 2010 | \$790,000 | | | \$2,200,000 | | \$2,990,000 | | \$2,990,000 | |
| | 80th Avenue/Federal Boulevard Intersection Improvements | Reconstruction of intersection to provide additional turning lanes. | 80th Avenue and Federal Boulevard | 2008 | \$1,700,000 | | | | \$3,000,000 | \$4,700,000 | | \$4,700,000 | 3 |
| | Street repairs | General street repairs throughout area | Area wide | n/a | \$300,000 | | | \$200,000 | | \$500,000 | | \$500,000 | |
| | Water Line Replacement Project | Replacement of water lines | Area wide | 2010 | \$6,000,000 | | | | | \$6,000,000 | | \$6,000,000 | |
| | Lowell Boulevard Bridge at U.S. 36 | Replace existing overpass with new bridge in conjunction with U.S. 36 widening project. | U.S. 36 at Lowell Boulevard | 2013 | | | | | \$3,000,000 | \$3,000,000 | | \$3,000,000 | 3 |
| | Federal Boulevard/BNSF RR Bridge Replacement | Construction of new bridge over Burlington Northern Railroad tracks increasing capacity from 4 to 6 lanes. | Federal Boulevard at BNSF railroad tracks | 2013/2014 | | | | | | \$0 | | \$0 | |
| | 7th Avenue Streetscape - Torti Park | Utility undergrounding, landscaping and sidewalk improvements | Lowell to Knox | 2013 | | | | \$32,000 | | \$32,000 | | \$32,000 | |
| | Subtotal | | | | \$17,004,000 | \$0 | \$0 | \$3,842,395 | \$37,914,000 | \$58,728,395 | \$0 | \$58,728,395 | |

Project costs not yet determined. Costs will be determined as part of construction plan preparation which is currently underway.

SOUTH WESTMINSTER MAJOR INVESTMENTS
 1990 - Present
 Open 2/13/13

| Map # | Project | Description | Location | Date Completed | City Funds | Westminster Economic Development Authority (WEDA) Funds | Westminster Housing Authority (WHA) Funds | Community Development Block Grant (CDBG) / HOME Funds | Other Public Funds | Subtotal of Public Funding | Private Funds | Public/Private Funds Total | Fund Notes |
|-------|--|--|-----------------|----------------|-------------|---|---|---|--------------------|----------------------------|---------------|----------------------------|------------|
| 22 | Swim & Fitness Center Pool | Renovation and replacement of center | 76th/Irving | 2000 | \$1,300,000 | | | | \$250,000 | \$1,597,517 | | \$1,597,517 | 6 |
| 22 | Swim & Fitness Center Weight Room | Weight room expansion and new roof | 76th/Irving | 2003 | \$700,000 | | | | | \$700,000 | | \$700,000 | |
| 22 | Swim & Fitness Entrance | Entrance improvements | 76th/Irving | 1999 | | | | \$54,762 | | \$54,762 | | \$54,762 | |
| 22 | Swim & Fitness Locker & Pool Area Improvements | Improvements to locker rooms and swimming facilities | 76th/Irving | | | | | | \$206,000 | \$1,849,830 | | \$1,849,830 | 8 |
| 23 | Terrace Park playground | Install new playground | 71st/Carosa | 2011 | \$1,644,830 | | | | | | | | |
| 24 | Sunset Park Playground | Install new playground | 78th/Stuart | 2002 | \$40,000 | | | \$110,000 | | \$150,000 | | \$150,000 | |
| 25 | Della Villa Park | Acquire 6 acres for development of Della Villa Park | 72nd/Raleigh | 2003 | \$65,000 | | | \$110,000 | | \$175,000 | | \$175,000 | |
| 26 | Skyline Vista Park | Construction of park including baseball fields | 72nd/Zuni | 2001 | \$650,000 | | | | | \$650,000 | | \$650,000 | |
| 27 | England Park playground | Install new playground | 72nd/Raleigh | 1997 | \$1,200,000 | | | | | \$1,200,000 | | \$1,200,000 | |
| 28 | Little Dry Creek Trail | Construction of regional trail | 72nd to Federal | | \$50,000 | | | | | \$50,000 | | \$50,000 | |
| 28 | Little Dry Creek Open Space | Acquisitions | 72nd to Federal | | \$1,500,000 | | | \$1,000,000 | | \$2,500,000 | | \$2,500,000 | |
| 29 | 80th Avenue Open Space | Acquisitions | 80th @ US 36 | | \$250,000 | | | \$250,000 | | \$500,000 | | \$500,000 | 6 |
| 30 | Cobblestone Park | Construction | 82nd/Clay | 2000 | \$50,000 | | | \$500,000 | | \$750,000 | | \$750,000 | |
| 31 | Municipal Park playground | Install new playground | 76th/Irving | | \$250,000 | | | | | \$250,000 | | \$250,000 | |
| 32 | Irving Street Library | Construction | 74th/Irving | 2004 | \$3,800,000 | | | \$120,000 | | \$3,920,000 | | \$3,920,000 | |
| 32 | Irving Street Park | Construction | 74th/Irving | 2004 | \$750,000 | | | | | \$750,000 | | \$750,000 | |
| 33 | Senior Center Parking Lot | Reconstruction | 72nd/Hooker | 1999 | | | | \$375,000 | | \$375,000 | | \$375,000 | |
| 34 | Wolf Run park | Construction | 76th/BNSF RR | 1998 | \$650,000 | | | | | \$650,000 | | \$650,000 | |
| 35 | New Concession and playlot | Construction | | 1996 | \$1,200,000 | | | | | \$1,200,000 | | \$1,200,000 | |
| 36 | Bishop Square Park | Construct balllot | 81st/Hooker | 1998 | \$75,000 | | | | | \$75,000 | | \$75,000 | |
| 37 | Westly Hills Park | Install new playground | 80th/Bradburn | | \$100,000 | | | | | \$100,000 | | \$100,000 | |
| 38 | Faversham Park | Improvements | 73rd | 2001 | \$60,000 | | | | | \$60,000 | | \$60,000 | |
| 39 | Westminster Grange Hall | Exterior restoration and new roof | 73rd/Osceola | 2004 | \$355,000 | | | | | \$355,000 | | \$355,000 | |
| 40 | Rodeo Market acquisition | Acquisition of property for community center | 73rd/Osceola | 2004 | \$485,000 | | | \$43,000 | \$101,000 | \$144,000 | | \$144,000 | 9 |
| 41 | Rodeo Market Park (Harris Park) Phase I | Construction of 1st phase of park | 73rd/Osceola | 2009 | \$45,000 | | | | | \$45,000 | | \$45,000 | |
| | Rodeo Market Park (Harris Park) Phase II | Continuation of park improvements on vacant land north of Rodeo Market building. | 73rd/Osceola | 2013 | | | | 200,000 | | \$200,000 | | \$200,000 | |

SOUTH WESTMINSTER MAJOR INVESTMENTS

1990 - Present

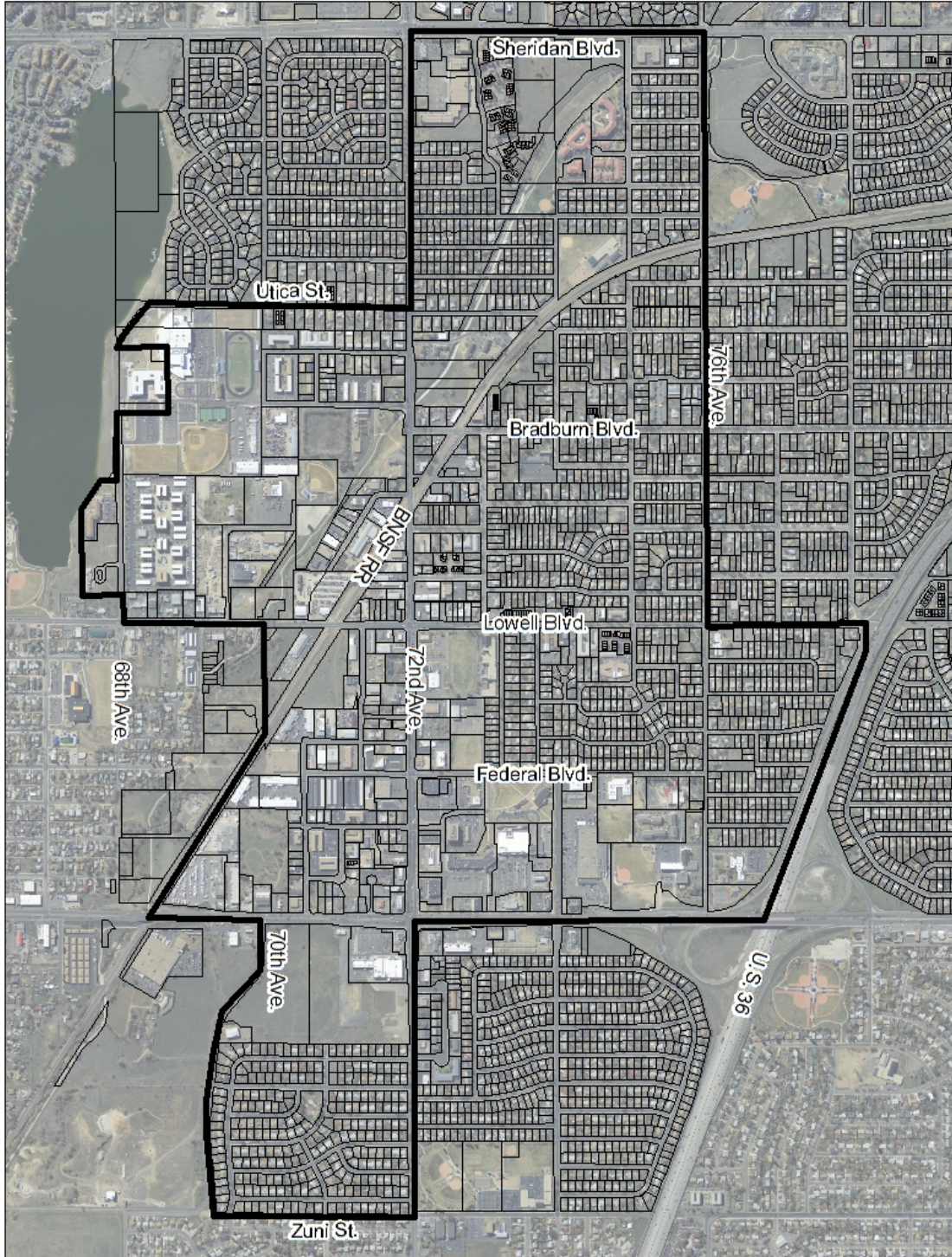
Update 2/13

| Map # | Project | Description | Location | Date Completed | City Funds | Westminster Economic Development Authority (WEDA) Funds | Westminster Housing Authority (WHA) Funds | Community Development Block Grant (CDBG) / HOME Funds | Other Public Funds | Subtotal of Public Funding | Private Funds | Public/Private Funds Total | Fund Items |
|-------|--|---|--|----------------|---------------------|---|---|---|---------------------|----------------------------|---------------|----------------------------|------------|
| 40 | Rodeo Market Restoration | Historic restoration of exterior and interior rebuild | 73rd/Osceola | 2009 | \$110,000 | | | | \$80,000 | \$190,000 | | \$190,000 | 9 |
| 40 | Westminster Granger/Rodeo Market Plaza - West Side | Construct plaza between two buildings as another phase of incremental improvements | 73rd/Osceola | 2011 | \$24,000 | | | | | \$24,000 | | \$24,000 | |
| 42 | Westminster Career Enrichment Park | Construction of public plaza on east side of Rodeo Market building. Reconstruct parking and entry off of 72nd | 73rd/Osceola | 2012 | \$35,000 | | | | \$250,000 | \$360,000 | | \$360,000 | 6 |
| 43 | South Westminster Dog Park | Acquisition of property for open space and demolition of houses | 72nd/Lowell | 2003 | | | | \$110,000 | \$70,000 | \$360,000 | | \$360,000 | 8 |
| 44 | D'Palma Spreser Open Space | Acquisition of property for open space and demolition of houses | 74th/Sheridan | 2011 | \$127,000 | | | | \$70,000 | \$197,000 | | \$197,000 | 8 |
| 45 | Butterfly Sculpture Park | Installation of butterfly sculpture in pocket park | Lowell/78th | 2010 | \$1,160,700 | | | | \$540,000 | \$1,700,700 | | \$1,700,700 | 8 |
| 46 | Bowles House Restoration | Structural stabilization and entry improvements to historic Bowles House porches | 72nd/Newton | 2011 | \$18,800 | | | | \$50,545 | \$93,010 | | \$93,010 | 9 |
| 47 | England Park Softball Field | Improvements to England Park softball field in partnership with ADCO School District No. 50 | Elk Drive between Lowell Blvd. and Raleigh St. | 2010 | | | | | \$1,253,408 | \$1,253,408 | | \$1,253,408 | 6 |
| 48 | Westminster High School | Construction of new Westminster High School | 68th/Utica | 2010 | | | | | \$92,000,000 | \$92,000,000 | | \$92,000,000 | 6 |
| 49 | Tori Square Park Renovation | Improvements to Tori Square Park. | Lowell Blvd./76th Ave. | 2013 | \$197,000 | | | | | \$197,000 | | \$197,000 | |
| 49 | Crown Point Charter School | Building renovations and construction of gym | 72nd/Lowell | | \$700,000 | | | | | \$700,000 | | \$700,000 | |
| | Subtotal | | | | \$17,734,795 | \$0 | \$0 | \$1,670,279 | \$96,049,953 | \$115,455,027 | \$0 | \$115,455,027 | |

| SOUTH WESTMINSTER MAJOR INVESTMENTS | | | | | | | | | | | | | |
|-------------------------------------|---|---|--------------|----------------|--------------|---|---|--|--------------------|----------------------------|-----------------|----------------------------|------------|
| 1990 - Present (Issue 27/11/13) | | | | | | | | | | | | | |
| Map # | Project | Description | Location | Date Completed | City Funds | Westminster Economic Development Authority (WEDA) Funds | Westminster Housing Authority (WHA) Funds | Community Development Dept Grant (CDBG) / HOME Funds | Other Public Funds | Subtotal of Public Funding | Private Funds | Public/Private Funds Total | Fund Notes |
| 50 | Senior Center | Conversion of old Safeway into center | 72nd/Hooker | 1982 | \$900,000 | | | \$350,000 | \$300,000 | \$1,550,000 | | \$1,550,000 | 4 |
| N/A | Panorama Pointe Senior Center | Construction of supporting senior center | 84th/Clay | 2001 | | | | \$1,300,000 | | \$1,300,000 | | \$1,300,000 | |
| 51 | Westminster Commons Renovations | Building improvements | 76th/Irving | 2013 | | | | | | \$0 | \$6,250,000 | \$6,250,000 | |
| 52 | East Bay Senior Housing | Construction of new senior apartments | 68th/Lowell | 1997 | \$100,000 | | | | | \$100,000 | \$5,000,000 | \$5,100,000 | |
| 53 | Della Villa Apartments | Renovation of exteriors | 72nd/Raleigh | 2003 | \$50,000 | | | | \$1,200,000 | \$1,250,000 | | \$1,250,000 | 5 |
| N/A | Panorama Pointe Senior Apartments | Construction of 72 new affordable senior apartments | 84th/Clay | 2011 | | | | \$400,000 | | \$400,000 | \$12,196,000.00 | \$12,596,000 | |
| N/A | Panorama Pointe Senior Housing Project | Construction of new senior housing units | 83rd/Zuni | 2002 | | | | | | \$0 | \$8,000,000 | \$8,000,000 | |
| | Subtotal | | | | \$1,050,000 | \$0 | \$0 | \$2,050,000 | \$1,500,000 | \$4,600,000 | \$31,446,000 | \$36,046,000 | |
| | GRAND TOTAL | | | | \$56,280,643 | \$11,894,000 | \$4,260,000 | \$7,712,674 | \$155,304,111 | \$237,419,428 | \$61,906,000 | \$299,325,428 | |
| Notes: | | | | | | | | | | | | | |
| 1 | \$6.46 Million from City sale of bonds and another \$3.1 City Utility Fund loan | | | | | | | | | | | | |
| 2 | WEDA rebate to developer from TIF revenues backed by City | | | | | | | | | | | | |
| 3 | Federal funding through Colorado Dept. of Transportation | | | | | | | | | | | | |
| 4 | Hyland Hills Park and Recreation District | | | | | | | | | | | | |
| 5 | Adams County Housing Authority | | | | | | | | | | | | |
| 6 | Adams County School District No. 50 | | | | | | | | | | | | |
| 7 | Urban Drainage and Flood Control District | | | | | | | | | | | | |
| 8 | Adams County | | | | | | | | | | | | |
| 9 | Colorado Historic Preservation Fund | | | | | | | | | | | | |

ATTACHMENT "D"

Proposed NRSA Boundary





W E S T M I N S T E R

Staff Report

Information Only Staff Report
March 3, 2014



SUBJECT: Information Technology Department Strategic Plan 2014

PREPARED BY: David Puntteney, Information Technology Director

Summary Statement

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

In January 2003, the Information Technology Department compiled a comprehensive strategic plan that helped the City succeed in the selection, implementation, management and advancement of technologies needed to assist Departments responsible for achieving City Council strategic goals. The IT strategic plan is reviewed and updated on an annual basis. The 2014 update has been completed and includes the following information:

- Trends in Information Technology
- Guiding Principles for the Information Technology Department
- Performance Measures
- Workload Indicators
- Technical Project Planning
- Technology Standards
- Information Technology Services
- Environmental Sensitivity and Sustainability
- System Security and Disaster Recovery
- Technology Acquisition
- Major Technology Projects Scheduled for 2014 – 2016
- Technology Awards and Recognitions
- Staffing Projections (subject to City Manager's Office review and City Council authorization)

A hard copy of the plan is attached to this staff report. Council members and others may also access an electronic version of this document on the City's web site at

<http://www.ci.westminster.co.us/CityGovernment/InformationTechnology.aspx>

Background Information

Over the past 27 years, the Information Technology Department (the Data Processing Division prior to 1999) has established technology plans and policies that have been instrumental in helping all City departments achieve City goals and objectives. In 2003, the Department established a formal strategic plan to provide Departments, City Council and others with a clear, comprehensive document to communicate the City's technology direction, priorities, standards and strategy.

The Information Technology Department updates the strategic plan on an annual basis to reflect changes in goals, objectives and technologies. The attached document is the updated IT Strategic Plan for the City. The IT Strategic Plan supports all of the City Council's Strategic Plan goals: Strong, Balanced Local Economy; Financially Sustainable City Government Providing Exceptional Services; Safe and Healthy Community; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

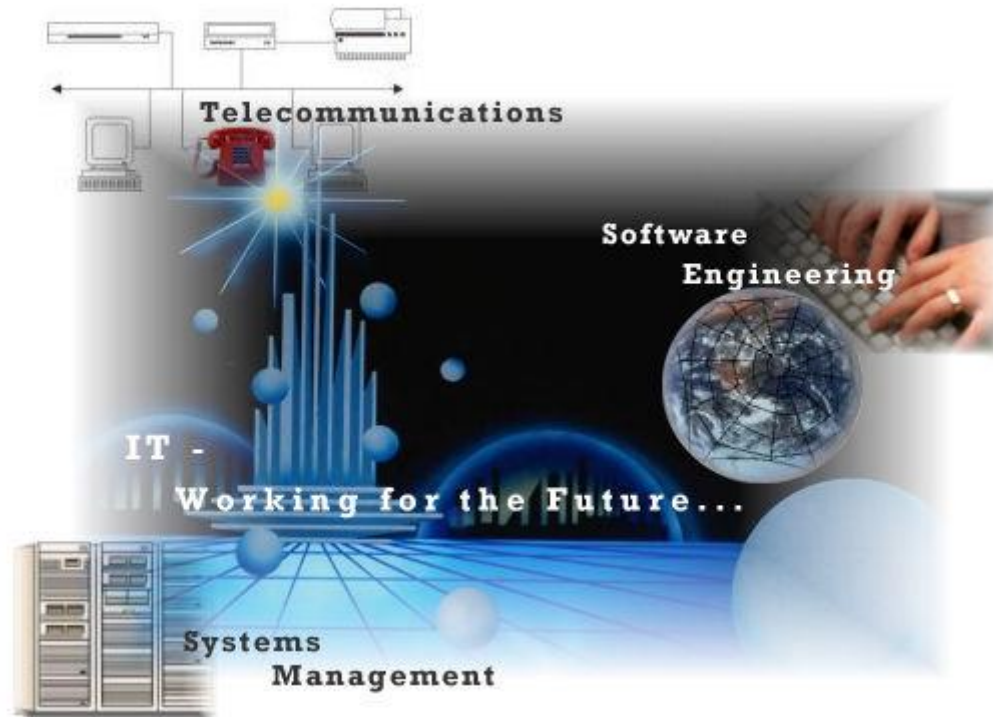
J. Brent McFall
City Manager

Attachment (City Council only)



WESTMINSTER
COLORADO

Information Technology Department Strategic Plan March 2014



*Prepared by:
David Puntenny
Information Technology Director*

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PLAN PURPOSE, BACKGROUND AND INTRODUCTION

The purpose of establishing a formal strategic plan for the City of Westminster Information Technology Department is to provide a clear, comprehensive document to effectively communicate the City's technology direction, priorities, strategy and policies. Furthermore, this plan serves to recognize and demonstrate the connection between the City's Mission Statement, City Council goals and Information Technology strategies.

The Information Technology Department successfully established tactical and strategic plans; standards and processes that have been instrumental in advancing the effective use of technology throughout the organization and helping Departments reach goals established to support City Council's Strategic Plan. Beginning in 2003, the Information Technology Department Strategic Plan was fully documented and published. Tactical plans have been established both within the department and in collaboration with user departments throughout the City. This strategic plan includes system upgrade and replacement strategies and schedules.

The Information Technology Department developed guiding principles for the department and has included those principles as part of this document. Performance measures and formal evaluation tools have been developed and implemented to help staff focus on guiding principles. These tools are also discussed within this strategic plan.

The success that the Information Technology Department has achieved since 1985 is closely coupled to the emphasis the department has placed on hiring, training and retaining the highest quality, dedicated technical staff. This plan includes discussion of the strategy that will continue to be used in hiring and retaining human resources.

Also included in this strategic plan are vital fundamentals such as technology acquisition and approval process, major system prioritizing and systems disaster recovery.

While this plan does not include tactical plans, it does include several attachments that highlight current technology standards, major two-year technology projects and five-year staffing projections. This plan, as well as the attachments, is reviewed and updated annually.

CITY OF WESTMINSTER INFORMATION TECHNOLOGY AWARDS AND RECOGNITIONS

The City of Westminster is honored to be recognized by leading state and national organizations for success in planning, selection, deployment and support for innovative technologies used to enhance services and efficiencies within the City.

Digital Cities Survey Awards:

The Center for Digital Government conducts a nationwide annual survey of cities to examine how local governments are utilizing digital technology to better serve their citizens and streamline operations. The City of Westminster has placed in the top ten cities in the nation within the population category of 75,000-125,000 for the last nine out of ten years. Westminster's ranking for each year are:

| | | |
|------------------------------|------------------------------|------------------------------|
| 2002 – 5 th place | 2007 – 4 th place | 2013 – 4 th place |
| 2003 – 7 th place | 2008 – 7 th place | |
| 2004 – 7 th place | 2009 – 7 th place | |
| 2005 – 6 th place | 2011 – 8 th place | |
| 2006 – 5 th place | 2012 – 6 th place | |

Colorado Information Management Association “2007 IT Infrastructure”:

The Colorado Information Management Association (CIMA) conducts an awards program to recognize governmental agencies who have demonstrated significant accomplishments in several categories. In 2007, the City of Westminster was selected as the winner in the IT Infrastructure category, recognizing the City for its proactive efforts in technology risk assessment and security enhancements.

Colorado Information Management Association “2009 IT Team of the Year”:

In 2009, the City of Westminster's Information Technology Department was selected as the winner of the “2009 IT Team of the Year” by the Colorado Information Management Association. This award recognized the City for the innovative, low cost and secure strategy the City used to deploy and provide wireless services to employees, visitors, and contractors across 30 City facilities.

International City Managers Association (ICMA):

The City of Westminster participates in the ICMA performance measures program and reports annual results of performance measures in order to compare Westminster performance with other government agencies. In 2008, the ICMA highlighted the City of Westminster's Information Technology Department in their national “What Works” publication to share the City's success in IT Customer Service. ICMA reported that 90% of Westminster's IT Department customers reported receiving excellent services, as compared to a national average of 49%. Westminster IT customer satisfaction is measured on a monthly basis through customer surveys. Reasons for the City success include careful IT staff recruitment, monthly surveys; including survey results in employee recognition and appraisals, and reporting of results to City officials were included in the ICMA publication.

Colorado Government Association for Information Technology (CGAIT):

In 2013, the City of Westminster was selected as the winner of the CGAIT 2013 Customer Service Award recognizing the Information Technology Department for the vision and development of an in-house technology forum. This new tool enables employees from across the organization to connect with and learn from one another when technology questions arise.

ESRI Special Achievement Award:

In 2013, the Information Technology, Community Development and Public Works and Utilities Departments were awarded the distinguished Special Achievement in GIS (SAG) Award from ESRI and were recognized for their outstanding work with Geographic Information Systems (GIS) technology. The City stood out from more than 100,000 others during the selection process and illustrates some of the tremendous accomplishments the City has had with GIS over the years. The award focuses on specific successes achieved by using ArcGIS Online when in the field. This allows field crews to gain efficiencies by always being connected to mapping data even when outside of the office.

Internal Awards and Recognition:

The Information Technology Department has also been formally recognized by other departments within the City for outstanding commitment to service, teamwork and success of technology projects. Some of these awards and recognitions include:

Website Redevelopment Team
City Council audio broadcast project
Content Management selection and implementation project
Accela Automation Team
Court system implementation project
Computer Disaster Recovery/Business Continuity Team
Unified voice message system implementation project
Electronic Timesheet and Employee/Manager Self Service Implementation Team
Electronic Appraisal Team
ILeads/RMS/Computer Aided Dispatch Upgrade Team
Emergency Response Time Improvement Team
ERP (JD Edwards) System Upgrade and Enhancement Team
Zebra Mussel Team
2009/2010 Budget Team
Intergraph Project Team
GIS Upgrade Team
Fire Station Remodel Team
Westminster Sports Center Renovations Team
2009 Grant Administration Policy Project Team
Wireless Network Planning & Deployment Team
Code Enforcement Automation Process Team
Rerouting of 3200 Commercial Water Accounts
MSC Facility Renovation Project Team
Performance Measures Team
Development & Implementation of NEOGOV Integrated Recruitment Tracking Software
Electronic Pay Stub Team

Backup Replacement Evaluation and Implementation Team
System Wide SCADA Enhancements Project Team
2011/2012 Budget Team
Apply Yourself Recruitment Slide Show Team
Westminster Public Library Online Access Expansion Grant Team
Web Content Management System Technical Evaluation and Implementation Team
Westminster Mall Demolition
IT Service Center / IT Service Request System Team
City of Westminster Centennial Legacy Award Winner – Westminster Website
Full Court Enterprise System Upgrade
2012 Golf Expo Team
Accela Maintenance Management System Upgrade Team
Centralized Phone System Replacement Team
Fire Station 1 Broadband Enhancement Team
WPLin Touch Mobile Application Team
2012 Bank Conversion Team
Ambulance Billing and Collection Team
Disaster Recovery Facility Construction and Relocation Team
Office 2013 Team
Comprehensive Plan Update Team
Payroll Team
Online Subscription Manager Development Team

CITY MISSION, STRATEGIC PLAN AND CITY COUNCIL GOALS

The Information Technology Department Strategic Plan is established with a clear understanding of the City Mission and strategic goals established by the City Council.

Department Heads, City Manager, Deputy City Manager and City Council engage in an annual strategic planning session to review and update the organization's mission and goals. The results of that process are listed below and are included within this plan to use as a guide to align the Information Technology Strategic Plan with that of City Council and the City Executive Team.

Mission Statement:

We deliver exceptional value and quality of life through SPIRIT.

S t r a t e g i c P l a n

2013-2018

Goals and Objectives

STRONG, BALANCED LOCAL ECONOMY

- Maintain/expand healthy retail base, increasing sales tax receipts
- Attract new targeted businesses, focusing on primary employers and higher paying jobs
- Develop business-oriented mixed-use development in accordance with Comprehensive Land Use Plan
- Retain and expand current businesses
- Develop multi-modal transportation system that provides access to shopping and employment centers
- Develop a reputation as a great place for small and/or local business
- Revitalize Westminster Center Urban Reinvestment Area



SAFE AND HEALTHY COMMUNITY

- Maintain citizens feeling safe anywhere in the City
- Public safety departments: well equipped and authorized staffing levels staffed with quality personnel
- Timely response to emergency calls
- Citizens taking responsibility for their own safety and well being
- Manage disaster mitigation, preparedness, response and recovery
- Maintain safe buildings and homes
- Protect residents, homes and buildings from flooding through an effective storm water management program



FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING EXCEPTIONAL SERVICES

- Invest in well-maintained and sustainable city infrastructure and facilities
- Secure and develop long-term water supply



- Focus on core city services and service levels as a mature city with adequate resources
- Maintain sufficient reserves: general fund, utilities funds and self insurance
- Maintain a value-driven organization through talent acquisition, retention, development and management
- Prepare for the next generation of leaders; managers and employees.
- Institutionalize the core services process in budgeting and decision making
- Maintain and enhance employee morale and confidence in City Council and management
- Invest in tools, training and technology to increase organization productivity and efficiency

VIBRANT NEIGHBORHOODS IN ONE LIVABLE COMMUNITY

- Develop transit-oriented development around commuter rail stations
- Maintain and improve neighborhood infrastructure and housing
- Preserve and restore historic assets
- Have HOAs and residents taking responsibility for neighborhood private infrastructure
- Develop Westminster as a cultural arts community
- Have a range of quality homes for all stages of life (type, price) throughout the City
- Have strong community events and active civic engagement



BEAUTIFUL AND ENVIRONMENTALLY SENSITIVE CITY

- Have energy-efficient, environmentally sensitive city operations
- Reduce energy consumption citywide
- Increase and maintain green space (parks, open space, etc.) consistent with defined goals
- Preserve vistas and view corridors
- A convenient recycling program for residents and businesses with a high level of participation



INFORMATION TECHNOLOGY MISSION STATEMENT

In 1998, the City of Westminster recognized that Information Technology was serving an increasingly important role in the efficient and quality delivery of information and services to businesses and citizens. As a result, a change in the organization structure was made to further promote strategic technology planning to support organizational objectives and expanded technology use. Effective January 1999, the Data Processing Division (a division of the Finance Department) was repositioned as the Department of Information Technology reporting to the City Manager. This change successfully achieved a more strategic and balanced use of technology resources throughout all departments within the City and provided opportunity for the IT Director to participate in short and long-range planning with the City's Executive Team. The Information Technology Department Management Team established a new mission in 2007 that reads:

“Our job is to deliver exceptional value and quality of life through the deployment and support of innovative technologies and SPIRIT.”

This mission statement has been the foundation for performance measures and customer's service standards that are included within this plan.

GUIDING PRINCIPLES

Principle 1 – Sustained success in the use of any technology can only be achieved through the ability to hire, train and retain the most knowledgeable, dedicated technical staff.

Principle 2 – Customers are first priority, and will always be treated in a timely and professional manner.

Principle 3 – New technology acquisition will be completed through a standard process and will comply with established hardware and software standards developed by the IT Department.

Principle 4 – A standard replacement schedule and budget for hardware, software and network infrastructure will be maintained to prevent obsolescence and reduced organization efficiency.

Principle 5 – Emerging technologies are continually evaluated by the IT Department to identify opportunities to enhance delivery of core services, increase organizational efficiencies, decrease cost, and support new City Council priorities.

Principle 6 – Access to and availability of systems is crucial to providing services. The Department will monitor and report system availability as one of the core performance measurement goals.

Principle 7 – Customers will have an efficient method to submit technology service requests and have opportunity to provide formal feedback on services provided by the Information Technology Department.

Principle 8 – City Staff use IT resources in accordance with formally established policies.

Principle 9 – The City’s Executive Management Team will be consulted to review, discuss and agree on implementation priorities and schedule for new major systems, as needed, on an annual basis.

Principle 10 – Technology staff continually evaluate new and creative ways to use current and emerging technology to support organization goals and objectives.

Principle 11 – IT staff will assist departments in evaluating new software application requirements and options, and use off the shelf software solutions or cloud SAAS for major applications as opposed to developing custom software when such solutions meet the majority of the City’s functional, business fit and security requirements.

Principle 12 – Data integration and sharing throughout the organization is a key evaluation factor in selecting and developing applications.

Principle 13 – Systems support and application development are centralized within the Information Technology Department, eliminating the need for departments to hire or convert existing staff within departments into technology specific positions to support hardware or database applications. This centralized approach enhances organization efficiency by eliminating potential for islands of information, promoting opportunity for data sharing between applications and maintaining adequate depth of support for systems.

INFORMATION TECHNOLOGY DEPARTMENT CUSTOMERS

Until 1996, the Information Technology Department provided services for internal customers only. In March 1996, the City's customer base expanded rapidly as the City unveiled the Westminster City Web site. Businesses and citizens frequently choose and depend on the web site as an alternate avenue to gain access to information and services, as well as to become more involved in their local government.

Information Technology Department internal customers include:

City Council – responsible for serving as the legislative and governing body of the City. City Council appoints the City Manager, City Attorney, and Municipal Judge; adopts laws, ordinances, and resolutions instituting City policy; provides policy direction and guidance through adoption of a strategic plan; holds public meetings on a variety of community issues, meets with groups and businesses, and attends local, county, regional, state and national meetings on issues that have municipal impact.

City Manager's Office – responsible for supporting the Westminster City Council, helping them achieve the City's strategic goals through progressive management, effective communication, and creation and maintenance of a vital local economy.

City Attorney's Office - responsible for the general legal affairs of the City. This office provides legal representation and counsel, and prepares contracts, ordinances, and other legal documents. The office also prosecutes all City Code violations.

Community Development Department – responsible for planning, actively promoting and sustaining an attractive, high quality living and working environment, facilitating appropriate land use decisions, and ensuring that the community is safely built and well maintained.

Finance Department - responsible for the financial activities of the City, including administration of sales tax and all account functions such as payroll, accounts payable, accounts receivable and financial reporting. The Department also manages the City's debt issuance, investment portfolios and pension plans, procurement process, and utility billing operations.

Fire Department – responsible for timely emergency and response to all hazards and emergency medical calls. The Fire Department strives to ensure the safety of the Fire Department personnel, citizens, and visitors to the community through utilizing extensive firefighter training and by educating residents, business owners, and visitors on fire safety, health, fire prevention and emergency preparedness.

General Services Department - responsible for providing internal services and serving as a strategic partner with all City Departments in providing human resource services, City Clerk operations, municipal court operations, building operation and maintenance services and fleet management services for the City.

Parks, Recreation and Libraries Department - responsible for providing the physical, social and cultural needs of the community, including park services, library services, Standley Lake operational services, recreation facilities and programs, and design and development of new parks, open space and trails.

Police Department – responsible for enforcing all State laws and Westminster Municipal Ordinances through patrol operations, code enforcement activities, crime investigations and crime prevention. The Department also educates the community about drugs, traffic safety, graffiti and pet ownership.

Public Works and Utilities – responsible for maintaining and enhancing the safety and well-being of the community by providing exceptional water and wastewater service and maintaining the City’s extensive network of street infrastructure.

TRENDS IN INFORMATION TECHNOLOGY

The Director of Information Technology and staff monitor trends in the technology field and purchase, evaluate and implement new technologies that have potential to enhance services to internal or external customers or improve organization efficiency. This document does not describe all trends and emerging technologies, but does highlight several key trends that may provide opportunities to improve services and efficiency within the City of Westminster. Some of the major trends and advances being monitored within the Information Technology Department include:

- Information Technology Department Roles

The role of Information Technology Departments will likely be changing over the next ten years to what Gartner refers to as Hybrid IT, in which IT acts as: 1) an Advisor; 2) a Service Broker; and 3) a Service Provider. Hybrid IT will change the overall roles and services provided by Information Technology in the following ways:

Advisor: As a user facing advisor, IT will help facilitate business decisions, provide front end mobile app stores and services, deliver enterprise mobile apps and cloud services, provide internal portals and service catalogs and more.

Broker: As service facing broker, IT will emphasize its role as a broker and integrator. The broker role will assess private cloud services, public cloud services and traditional services to determine best source of services to meet future needs of the organization.

Provider: As a provider of service, IT may offer private cloud services or traditional services including data centers and custom on premise software applications.

- Expanding capabilities of web based technology

Advancing web technologies will continue to provide opportunity for the City to enhance delivery of information and services to residents, businesses, other government agencies, economic development prospects and visitors. Video, blogs, wikis, RSS feeds, social networking and other web based services will be expanded as deemed appropriate and beneficial for the City in meeting objectives. Emphasis will continue to be placed on providing efficient mobile device access to City web information and services.

- Cloud Computing

Cloud computing models fall into three categories as listed below. The City of Westminster is using cloud computing today, and anticipates significant growth in cloud computing to meet City Council and Department technology needs and objectives over the next five years.

Public Cloud: A public cloud computing platform is one in which a service provider makes resources such as applications, storage and servers available to the general public or businesses over the Internet. Cloud computing benefits include easy and inexpensive setup and scalability to address future needs, and a model that reduces wasted resources since computing expenses are tied to service utilization.

Public Cloud computing includes:

- **SaaS (Software as a Service)** delivers a single application through the browser to thousands of customers using a multitenant architecture. On the City side, it means no upfront investment in servers or software licensing; on the provider side, with just one app to maintain, costs for some apps may be lower compared to City hosting.
- **Utility computing** provides virtual data centers that IT can access on demand. With the ability to provision servers in a matter of minutes, and the ability to distribute resources to workloads, this trend may potentially replace parts of the existing Westminster datacenter over the next 5 years.
- **Web services** in the cloud offer interfaces that enable developers to exploit functionality over the Internet, rather than delivering full-blown applications, such as APIs offered by Google Maps, ADP payroll processing, the U.S. Postal Service, Bloomberg and even conventional credit card processing services.
- **Platform as a service** – In the future, the City may build custom applications that run on the provider's infrastructure and are delivered to City employees via the Internet from the provider's servers.
- **MSP (Managed Service Providers)** such as a virus and spam scanning service for e-mail (Postini). Westminster uses managed service providers to a limited extent today.

Private Cloud: A cloud computing environment that is implemented within the corporate firewall under the control of the IT Department. Private cloud is designed to offer some of the same features and benefits of the public cloud systems, but can benefit organizations that desire to maintain full control of security, accessibility, and regulatory compliance.

Hybrid Cloud: A hybrid cloud is a cloud computing environment in which an organization provides and manages some resources in-house and has others provided externally. For example, an organization might use a public cloud service, such as Amazon Simple Storage Service (Amazon S3) for archived data but continue to maintain in-house storage for operational customer data.

The hybrid approach allows a business to take advantage of the scalability and cost-effectiveness that a public cloud computing environment offers without exposing mission-critical applications and data to third-party vulnerabilities.

- Bring your own device (BYOD) and Mobile Device Management

Enterprises are experiencing surging demand to allow personal device access to corporate applications and data. Enterprise mobile device management of corporate and personal owned devices is becoming increasingly important to protect employees and corporate data. The City of Westminster has established minimal personal device access and management, and is currently assessing comprehensive mobile device management solutions for personal and City owned mobile devices.

- Flash/Solid State Memory Advances

Flash memory is not new, but it is moving up to a new tier in the storage echelon. Flash memory is a semiconductor memory device, familiar from its use in USB memory sticks and digital camera cards. It is much faster than rotating disk, but considerably more expensive, however this differential is shrinking. At the rate of price declines, the technology will enjoy more than a 100 percent compound annual growth rate during the next few years. As a result, this technology may become more strategic in City IT areas as it will offer a new layer of the storage hierarchy in servers and client computers that offer key advantages including reduced space requirements, energy efficiency, lower heat output, improved performance and ruggedness.

- Mobile Technology and Applications

In 2014, the Information Technology Department will be creating a next generation mobile strategy to identify needs, prioritize, determine integration requirements, and formulate a comprehensive approach for City-wide mobile application development, deployment, management, security and support. The City will also be assessing the benefits of establishing a future enterprise (private) mobile app store as may be needed for internal mobile apps.

- Application Virtualization and System Management Appliances

Application virtualization includes software technologies that improve portability, manageability and compatibility of applications by encapsulating them from the underlying operating system on which they are executed. A fully virtualized application is not installed in the traditional sense although it is still executed as if it were. While not new technologies, recent and developing advances in application virtualization and system management appliances may help the City to streamline deployment and management while reducing support costs associated with the more than 1,000 computers used for City operations.

- Software Defined Networks

Provides a new way to operate networks, in which control of the networks moves into an OS. It moves control from individual devices to a central controller and allows configuration of the network from one place.

- Internet of “Things”

The Internet of Things (IoT) is a scenario in which objects, animals or people are provided with unique identifiers and the ability to automatically transfer data over a network without requiring human-to-human or human-to-computer interaction. IoT has evolved from the convergence of wireless technologies, micro-electromechanical systems (MEMS) and the Internet.

A thing, in the Internet of Things, can be a person with a heart monitor implant, a farm animal with a biochip transponder, an automobile that has built-in sensors to alert the driver when tire pressure is low -- or any other natural or man-made object that can be assigned an IP address and provided with the ability to transfer data over a network. So far, the Internet of Things has been most closely associated with machine-to-machine (M2M) communication in manufacturing and power, oil and gas utilities. Products built with M2M communication capabilities are often referred to as being smart. According to Gartner, there will be nearly 26 billion devices on the internet of things by 2020. IoT opportunities will be assessed and leverage to continue to advance services and efficiencies within the City organization.

- IT Demands

Gartner research projects that enterprises will see server workload demand increases of 10%, network bandwidth demand increases of 35%, and storage capacity requirements will grow by 50%. The City of Westminster anticipates similar increases. The Information Technology Department is continuing to evaluate options and technologies to optimize capacity through virtualization, data deduplication, and cloud services.

- 3D Printing/Copying

Additive manufacturing or 3D printing is a process of making three dimensional solid objects from a digital model. 3D printing is achieved using additive processes, where an object is created by laying down successive layers of material. 3D printing is considered distinct from traditional machining techniques (subtractive processes) which mostly rely on the removal of material by drilling, cutting etc.

3D printing is usually performed by a materials printer using digital technology. Since the start of the twenty-first century there has been a large growth in the sales of these machines, and their price dropped substantially.

The technology is used in the fields of jewelry, footwear, industrial design, architecture, engineering and construction (AEC), automotive, aerospace, dental and medical industries, education, geographic information systems, civil engineering, and many others

PERFORMANCE MEASURES

CUSTOMER SERVICE PERFORMANCE MEASURE

In 1989, the Information Technology Department implemented an ongoing service evaluation system to provide all internal IT customers with the ability to provide specific project-related feedback on the quality of services received from department staff. This evaluation system has evolved to: 1) encourage customers to provide formal feedback on services received; 2) promote the guiding principle of outstanding customer service; 3) identify opportunities for continued improvement of IT delivered services by meeting with customers when service levels are rated average or below and; 4) to monitor trends in service levels. The Information Technology Department has enhanced the feedback process on several occasions and now uses an electronic form to collect and maintain user evaluations. Evaluations from customers are recorded and monthly reports are run to determine if customer service standards are met or exceeded.

Customers rate the department, after completion of service requests, on a scale of 1-5 with 1 representing POOR and 5 representing EXCELLENT in the categories of Technical Knowledge, Communication, Cooperation, Responsiveness and Overall Satisfaction with services. The department typically achieves ratings exceeding 4.6 overall in all categories. These high ratings are accomplished through IT staff's commitment to build personal relationships and to provide service in a timely, professional fashion. Follow-up with customers after completion of projects or resolution of problems is also a key component of the outstanding service provided by Information Technology. Individual and overall customer service evaluations will continue to be reviewed and monitored to ensure that the minimal performance standards of 4.1 are exceeded.

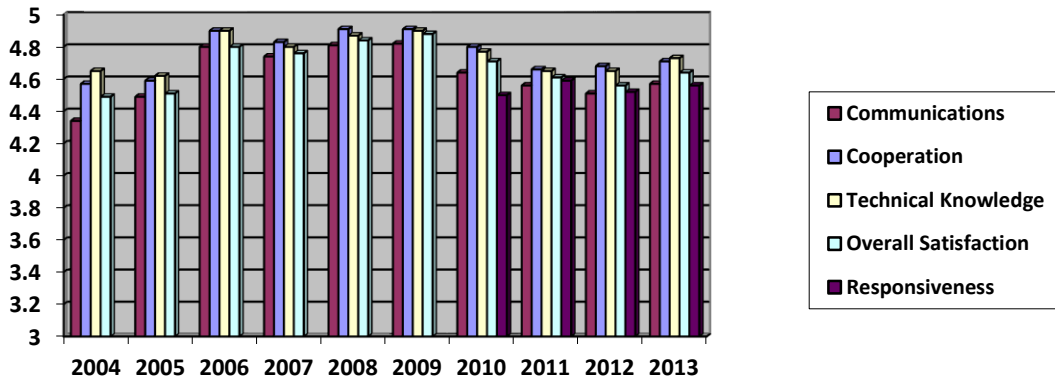
While the majority of customer ratings are excellent, the department occasionally receives ratings that are fair or poor. IT uses these opportunities to meet with customers to evaluate and improve service strategies and processes. These meetings were conducted on several occasions during 2012. This process has helped the department increase the overall ratings as shown in the historical trend graph below.

Relationship to Westminster Strategic Goals/Objectives:

- *Financially Sustainable City Government Providing Exceptional Services:*

The performance measure is crucial to those employees who depend on such exceptional technical services to successfully accomplish City strategic goals and objectives.

Historical Trend Data



SYSTEM AVAILABILITY PERFORMANCE MEASURE

The Information Technology Department supports numerous computer servers hosting applications for all City employees as well as external customers. The availability of networks and servers is crucial to these customers in accomplishing their goals and is a high priority for the Information Technology Department. The department has implemented several policies and procedures to help ensure maximum system availability for its customers. Performance standards measuring system availability were established in 1992 and continue to be monitored and reported on a quarterly basis. Developing, monitoring and reporting of system availability statistical data has been key to maintaining a focus on developing and supporting procedures to minimize down time.

System availability performance measure standards are as follows:

- Telephone and voice mail system availability – 99% uptime
- Windows based systems (Police/Fire Computer Aided Dispatch, Utility Billing, Sales Tax administration and collection, Recreation Point of Sale and Registration, Enterprise Resource Planning (ERP), Geographic Information (GIS), Office Automation, Finance) - 99%

The Information Technology Department always exceeds these performance standards and typically achieves system availability between 99.1% – 99.9%.

Relationship to Westminster Strategic Goals/Objectives:

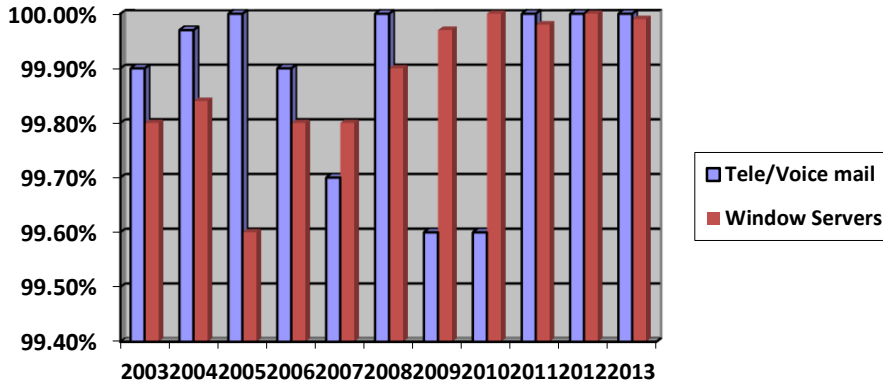
- *Safe and Secure Community: Timely response to emergency calls*

Through an ongoing commitment to high availability standards for all systems, including Public Safety/Computer Aided Dispatch systems, the City is better positioned to provide timely response for emergency calls.

- *Financially Sustainable City Government Providing Exceptional Services: Investing in tools, training and technology to increase organizational efficiencies and productivity*

- *Maintain sufficient reserves: general fund, utilities funds and self insurance*

When computer and phone systems are not available, employee productivity suffers and costs to provide services increase. Additionally, the ability to collect, record and track City revenues from Sales Tax and Utilities is difficult without availability of computer systems.



Information Technology be adding new performance measures in 2014 to measure the effectiveness of Information Technology services in meeting City Council and department goals. Beginning in 2014, Information Technology performance measures include:

1) Increase organizational productivity and efficiency through Information Technology systems and services.

- Supports City Council Objective: Invest in tools, training and technology to increase organizational productivity and efficiency
- Quantitate Measure: City staff hours saved through deployment of new technology solutions
- How will IT use the data: To gauge the department’s success in helping the organization leverage technology

2) Enhance service to citizens, businesses, and others through Information Technology.

- Supports City Council Objectives: Indirect support for multiple objectives
- Quantitative Measure: In some cases, it will be possible to gauge the time saved by citizens or businesses. For example, if IT improves a process or implements new software such as recreation registration, and reduces the time required to complete a registration from 5 minutes to 2 minutes, the time saved would be 3 minutes multiplied by the number of registrations per year. In other cases, measuring the result will be more subjective.
- How will IT use the data: To gauge the department’s success in helping enhance services through information technology

3) Provide exceptional internal customer services to those employees served by the Information Technology Department

- Supports City Council Objectives: Indirect support for multiple objectives
- Quantitative Measure: Ongoing customer survey ratings in the categories of technical knowledge, communications, cooperation, responsiveness, and overall satisfaction with services
- How will IT use the data: To monitor customer service trends by individual/division/department, allocate staff resources, determine training needs, staff recognition, address employee performance deficiencies, performance appraisals, budget requests for new staff or tools, etc.

TECHNOLOGY STANDARDS

Technology standards are critical in order for the City to achieve high productivity in the use of technology and for the Information Technology Department to provide a high level of customer service with a reasonable level of technical support staff. The IT Department implemented technology standards in 1986 and updates those standards annually to adjust for new technologies, needs and strategies. Deviation from standards may be approved by the Information Technology Department to meet a selected vendor requirement or when a department's need clearly demonstrates that conformance to technology standards will negatively impact their goals. Policies and technology purchase approval processes have been established to ensure compliance with standards. Attachment A details the current year architecture, standards and security in the areas of server hardware, operating system software, database software, office productivity software and network hardware.

INFORMATION TECHNOLOGY DEPARTMENT SERVICES

The Information Technology Department is comprised of two divisions responsible for support of City technology. Attachment D provides more specific detail on current systems supported and the scope of division responsibilities. The divisions include:

Software & Web Engineering Team

The Software & Web Engineering Team (SWET) provides technology solutions to customers within the City of Westminster to enhance their performance and productivity. Activities range from the simple task of directing an employee to appropriate tools, all the way through researching, developing, implementing and maintaining major applications. The Team is prepared with the technical expertise and tools to provide technological assistance to give Westminster an edge in delivering exceptional services to its citizens.

This Team works specifically on Web development (Internet and Intranet (COWnet)), major system applications (Utility Maintenance Management, Building Permit, Sales Tax, JDE EnterpriseOne ERP, Utility Billing, Police/Fire CAD, GIS, Police and Fire Records Management, Court Systems), and many standalone databases. The Team also develops interfaces to enable data sharing between applications, provide single data entry points to reduce errors and save staff time. The Internet-based applications, developed by this Team, focus on empowering internal and external customers to complete transactions independently without employee interaction. The power of the Internet and the development of online solutions provide customers with the ability to access information and conduct business with the city 24 hours a day, 365 days a year.

Systems Management Team

The Systems Management Team is responsible for the administration, security and data integrity of centralized Windows servers. These servers are home to applications that support the City's Emergency Services, Municipal Court, ERP, Document Management, Utilities, Library, Parks and Recreation, Community Development, Office Automation, Internet, Intranet (COWnet) and Geographic Information Systems. This Team also provides installation, configuration and troubleshooting services for all personal computers

at more than 30 City facilities. Furthermore, this Team provides hardware, software and consulting services for all departments on existing technologies and provides strategic direction for the acquisition and use of new technologies. This Team also operates a Service Center that provides troubleshooting services to departments for the efficient utilization of computerized systems.

As part of the Systems Management Team, the **Telecommunications / Networking Team** is responsible for managing all City-owned and leased voice and data communications equipment and networks within and between more than 30 City locations. This Team handles maintenance, upgrades, configuration and support of data communications and telephone hardware and software. Network monitoring and security, capacity planning and network expansion, including new City fiber networks, all fall under this Team's responsibilities.

HUMAN RESOURCES FOR INFORMATION TECHNOLOGY

Successful technology staff recruitment, selection, training and retention are vital to advance the use of technology and achieve long-range strategic plans within the City of Westminster.

Recruitment of Technology Staff – The City of Westminster uses a recruitment and selection process for technology staff that includes application screening, comprehensive job-specific testing, experience verification and situational interview process that assist management in selecting the most qualified, best fit candidate for technology positions. Past employer references and full criminal background checks are completed and considered prior to extending an offer for a technical position. Newly hired technology staff is given specific 30, 60 and 90-day objectives to provide employee direction and serves as an assessment tool for management to determine additional training needs.

Training – Technology training helps employees to maintain and increase productivity and serves as a motivator and retention tool for those who strongly desire to advance their knowledge and skills. To the extent possible, on-line training provides a means to maximize training opportunities and reduce the expense associated with training. Full-time employees are required, at a minimum, to complete 10 hours of City general training and 30 hours of job-specific technical training per calendar year. Part-time employees complete a prorated amount of training. Furthermore, the Information Technology Department provides additional IT staff training and educational opportunities through technical conferences and job related college education reimbursement.

Retention – Low staff turnover reduces training expense, helps retain organization specific knowledge and helps the Information Technology Department maintain a high level of productivity and output. The Information Technology Department will provide an environment that promotes competitive wages and benefits, cross-training opportunities, professional growth, empowerment, recognition and teamwork. The department has strived for and achieved a non-retirement annual turnover rate of less than 5% per year for the last 27 years.

A five-year technology staff review is conducted annually to determine staffing levels required to maintain support for current systems and to support future growth and systems. More information may be viewed in Attachment C. Current organization staffing and structure is shown in Attachment E.

SYSTEM SECURITY

Increased reliance on computer technology to support mission critical services, along with an escalating risk of computer infiltration and corruption by outside individuals, has necessitated a heightened focus on securing computer resources. A broad, multi-facility network and Internet connectivity have amplified security risk. The Information Technology Department has been proactive in implementing multiple layers of protection for IT supported technologies. Without a comprehensive security plan and industry best practices in place, even the best systems can be compromised.

All City servers, located at City Hall, are physically secured in an environmentally controlled fire-suppression equipped computer room with controlled access. Access is limited to IT staff and a limited number of other employees who require access to the room to perform their jobs. Individual access cards are assigned and access date and time is recorded for each access. Video surveillance and environmental controls are also in place for protection.

Multiple security tools, practices and procedures have been implemented during the last several years to protect the systems against unauthorized access and viruses. Some of these include:

Security Patches – Security patches for operating systems, applications and databases are reviewed and installed on an ongoing and timely basis.

Third Party Patch Management – In 2011, the City purchased LANDesk Management Suite to help automate patch management for third party applications such as Adobe, Java, etc.

Security Policies - Complete user and technical security policies are reviewed, updated and distributed on an annual basis.

Principle of Least Privileged (POLP) – The City strives for best practices in the area of privileges and permissions. Users and technology staff are granted the minimal access rights needed to get their jobs done efficiently.

Cyber Security - Information Technology staff regularly reviews the US-CERT and SANS Internet Storm Center web sites and other resources to maintain current knowledge of cyber security alerts and product vulnerabilities. This information is used to fortify City systems against threats.

Firewalls - The City uses five firewalls to provide enterprise-class integrated network security services and to establish multi-layered defense for all City computer servers. The main firewall is placed between the internal network and the Internet. A second firewall is in place to secure a data line that allows the Police Department to access the Colorado Bureau of Investigations. The main firewall interacts with content filtering software. In 2009, a new firewall was installed to separate the City Enterprise Network from the SCADA network, which supports Public Works and Utilities services. This firewall prevents PC's and network devices on the SCADA network from connecting to the internet. This security enhancement helps to reduce the risk of unauthorized access and control of the SCADA system.

Virtual Private Networking (VPN) – This VPN feature of the firewall allows a secure 168-bit encryption connection from the Internet to the City’s internal network, providing a secure method for IT technical staff to access internal resources. Users are challenged for a password by the firewall and by the internal servers. All access to systems is logged and reviewed.

Internet Content Filtering – The City uses an integrated comprehensive content filtering system to enhance security and support appropriate Internet use policies. The master database of restricted web sites is automatically updated daily.

Intrusion Prevention System - A feature-rich intrusion detection system is used to detect inappropriate, incorrect or anomalous external activity or internal misuse. The system is necessary to detect and stop potential intruders and to eliminate the exploit from use by future intruders.

Telephone System - All telephone systems are housed in locked rooms within each City facility and all maintenance ports are physically disconnected from the outside network. All maintenance is performed on site and access to outside trunks is restricted from callers outside of the system.

Virus Protection and Detection - The Information Technology Department has multiple levels of virus protection for internal systems. Electronic mail is initially screened and filtered for viruses through an outside service. Second, it is scanned through an anti-virus utility when it enters the City’s gateway. When the email is routed from the email gateway to the Microsoft Exchange Server mailboxes, it is again scanned with anti-virus software. At each workstation, locally installed anti-virus software scans local files and removable media for viruses. Virus definition files are automatically updated continuously on the server and workstations. The City also deploys file and web reputation cloud services to enhance protection and greatly reduce the time required to protect city computers against new virus threats.

Online Transaction Security for Citizens and Businesses – The City subscribes to Verisign’s service to guarantee on-line customers that the website legitimately runs under the auspices of the City of Westminster, and that all information sent to the site under an SSL session is encrypted, protecting against disclosure to third parties.

Wireless Data Encryption - All wireless networks are authorized and installed by Information Technology staff to ensure that the most recent and secure wireless network encryption standards are in place. AES, WPA2 and/or 802.1x for data encryption are required on wireless installations.

Port Security - Each data connection to the City’s network is protected with port security. This security allows only the workstation, assigned to the port, access to the network. All files are protected with NTFS security on the servers and workstations.

Virtual Local Area Networks - VLANs are used to increase network performance, improve manageability, ease network tuning and increase security.

Password Controls - City employee's access to the various software packages is controlled by the use of passwords and specific login menus that provide access only to the applications and services an employee is authorized to use.

Ongoing Security Reviews – Using tools such as Nessus and Microsoft's Baseline Security Analyzer, the City conducts ongoing internal and external security reviews to identify and correct any issues that may result in a security breach.

Annual Comprehensive Security Assessment – The City secures the expertise of an outside security firm bi-annually to assist in conducting internal and external system exploitation testing and to assist the City with fine-tuning security policies and fortifying systems.

Social Engineering Training and Annual Awareness Exercise – The City conducts annual social engineering training and awareness exercises to reduce the risk of successful social engineering attacks.

RSA Two Factor Authentication – RSA two factor authentication is deployed for all IT staff members to eliminate the risk of compromised administrator passwords.

Windows Security on PCs – Windows security features are used to prevent non-administration staff from installing new programs on desktop computers.

Local and Remote Access – Access control is established and maintained by the Information Technology Department. Remote access is provided only through secured, encrypted sessions, using one-time passwords to eliminate the potential risks associated with access by computers with Trojan keystroke loggers.

Email Spam Filtering – All email is screened for spam and viruses prior to delivery to the City network. Questionable mail is quarantined by the service.

Protection of Mobile Data – All laptop computers are deployed with full disk encryption to protect data from unauthorized access.

Automated Email Protection – The City has implemented an industry leading tool to enforce best practices in email content security. This tool provides for outbound content compliance, stopping viruses and other malware and ensuring that all inbound, outbound and internal email traffic complies with policy and external regulations.

Automated Email Archiving – In 2010, the City implemented a cloud based email archiving service. This service provides email archiving for inbound and outbound email as well as internal email for a retention period of three years.

Change Management – All changes to the domain and email environment are proactively tracked, audited and real-time alerts of configuration changes are sent to key staff.

Disaster Recovery/Business Continuity – The City has a dedicated warm facility for disaster recovery. Critical applications and virtual servers are replicated to this facility on a daily basis.

As dependence on technology for service delivery and internal operations has expanded, so has the need for a comprehensive disaster recovery/business continuity plan. Recovery plans are fully documented and updated each year. Comprehensive testing is conducted annually. In 2003, uninterrupted power supplies, network hardware and servers were set up at a City-owned disaster recovery/business continuity site to provide for rapid recovery following a disaster or damage to the computer facility and equipment at City Hall. In 2007, the disaster recovery equipment and servers were relocated to a safer and more appropriate location providing the physical space, environmental controls and security needed for the future. Additional internet access is also provided to the disaster recovery data facility to provide redundant access for basic inbound and outbound web traffic. In 2012, the City constructed a new disaster recovery site at another City facility to expand data center size, enhance physical security, and provide for emergency generator power. The high speed connection between the City's data center and the disaster recovery data center allow for rapid recovery of critical system in the event of a disaster. Virtual copies of critical servers are copied to the disaster recovery data center and can be powered on to quickly restore access to systems. Applications available for rapid recovery at the new disaster recovery location include Sales Tax System, Utility Billing, Accela maintenance management, JDE ERP, and Courts JSI System.

TECHNOLOGY ACQUISITION PROCESS

The Information Technology Department provides consulting, advisory and project management services to assist departments in learning how technology can support their goals, and to assist them as they plan for and deploy new technology projects. In 2002, a technology budget form was created to be used by departments considering new technology projects. In 2008, that form was combined with the general capital improvement project budget request form which is used in all budget preparation packets. It requires departments, in collaboration with the Information Technology Department, to consider and document several important aspects of a proposed technical project including: project scope, business need/justification for the project, project team members, on-going user and technical staff support requirements, training requirements and cost.

In most situations, departments contact Information Technology staff prior to initiating any purchases of hardware or software that exceeds \$100 in cost. All purchase orders containing computer hardware, software or related technology are forwarded to the Information Technology Department for final review and approval. Compliance with standards and ease of integration with existing technology and data is achieved and enhanced through this approval process.

In 2000, the City established a lease purchase program and four year replacement schedule for all City personal computers. In 2004, the City converted to a "replacement fund" model where departments pay a fixed amount per computer and new or replacement computers are purchased rather than leased. In 2009, the City modified and extended the desktop computer replacement schedule to five years in order to reduce costs and extend the useful life of assets.

NEW SYSTEMS STRATEGIC IMPLEMENTATION PLANNING AND PRIORITIZING

Prior to 2001, the Information Technology Department independently prioritized the order in which approved major new systems would be implemented. In 2001, a new process was established in which the City's Executive Management Team was gathered to serve as a Technology Advisory Group with the responsibility of establishing priority order for the implementation of new major systems. This group is consulted to assist the Information Technology Department in establishing priorities for new major system implementations on an as-needed basis.

DIGITAL DIVIDE AND OPPORTUNITIES

The City of Westminster participates in providing training, Internet access and computer hardware for citizens who may otherwise lack such opportunity. This is accomplished through several direct and indirect channels.

The City provides 29 desktops and 7 laptop public access computers with broadband internet access at the College Hill Library and Irving Street library. The computers are available to citizens and other library patrons during all normal hours of operation.

The City has also partnered with the local 7:10 Rotary Club to support the "Computers 4 Kids" (C4K) program. The purpose of this Rotary sponsored program is to refurbish and prepare used computer equipment for distribution to nonprofit agencies and eligible students for use in their homes or schools. Over the last eleven years, the City has contributed more than 2037 decommissioned desktop and laptop computers to the program for distribution to students in Westminster and surrounding communities. .

Additionally, the City of Westminster Parks, Recreation and Libraries Department offers free ongoing educational Internet and computer classes, taught in both English and Spanish. 2013 classes include: "Basic Computer Skills", "Computers for Absolute Beginners- for Spanish Speakers", "Just for Brand New Beginners", "What I Need to Know About My Computer", "Welcome to Windows", "Where Did that File Go", "Word Processing Made Simple", "Internet Essentials", "Organizing the Mess in Your Computer" and "Introduction to Facebook".

Citizens wishing to further advance their computer skills have access to convenient fee based classes available through the City of Westminster, Front Range Community College and local businesses.

ENVIRONMENTAL SENSITIVITY AND SUSTAINABILITY

The City of Westminster City Council has defined one of the City's goals as being a "Beautiful and Environmentally Sensitive City" that has energy efficient, environmentally sensitive City operations. The Information Technology Department has established the following specific objectives, standards and practices to support environmental sensitivity and sustainability.

Energy Conservation in Information Technology

Reducing energy requirements and carbon footprint

- Computer monitors used on networked PCs throughout the City are set to enter sleep mode after a period of 15 minutes. Additionally, the City is evaluating third party power save software tools and Microsoft Server 2012 R2/Windows 7 power management options to further reduce energy usage.
- In 2009, the City replaced all CRT monitors with energy efficient LCD monitors to reduce energy consumption required for monitor operation by more than 50%. Since July 2009, all purchased LCD monitors are Energy Star 5 rated.
- During product evaluation, the City will use EPEAT (www.epeat.net) to assist in identifying and evaluating electronic products based on their environmental and energy star attributes.
- Through server virtualization technology, the City has reduced server energy requirements by 50% by reducing the number of physical servers from 82 to 43. The City will evaluate and identify future virtualization opportunities with the intent to further reduce the number of physical servers and maximize utilization of production servers.
- Since July 2009, all servers, desktops and laptops purchased by the City are Energy Star 5 rated.
- In 2010, the Information Technology re-evaluated environmental requirements for centralized servers, network and telecommunications equipment to determine if the central computer room temperature could be increased to reduce cooling costs. As a result of this study, the temperature was increased by two degrees resulting in energy savings.
- In 2011, the City further increased operating temperature in the computer room from 68 to 72 degrees in an effort to reduce energy consumption associated with cooling.
- In 2012, the City updated computer server purchase requirements to include "outside air" cooling capabilities. This will enable the City to reduce energy consumption by further increasing the operating temperature in the data center.
- In 2012 the City conducted a city-wide printer inventory project and identified opportunities to strategically reduce the number of standalone printers over the

next several years. As a part of the project, the City implemented a managed print services agreement to monitor printer usage and reduce the cost of maintenance and consumables.

- In 2013, the City installed a new, more energy efficient Uninterrupted Power Supply (UPS) for the primary data center, and replaced the Storage Area Network (SAN) with more energy efficient hardware.

Environmentally Sensitive Practices in Information Technology

Contained within the Westminster City Council strategic goal of “*Beautiful and Environmentally Sensitive City*” are two objectives supported by the Information Technology Department. Those objectives include; Have *energy-efficient, environmentally sensitive city operations*, and *Reduce energy consumption citywide*. Several current and future IT initiatives and activities supporting these objectives are listed below:

Increasing utilization of resources and reuse of equipment

- Consistent with the City Council strategic plan, and other initiatives such as those outlined by www.step-initiative.org, the City of Westminster implemented practices to extend the useful life of current computing equipment. Beginning in 2009, the City modified the desktop computer replacement schedule from four years to five years, extending the City use of computers by one additional year. When City desktop and laptop computers are decommissioned, all data is wiped using industry best practices and computers are donated to a local rotary club where they are refurbished and distributed to eligible students and non-profit agencies in the community to further extend the useful life of the computer.

Eliminating use of environmentally harmful agents in Information Technology

- The Information Technology Department previously used Halon gas containing chlorine, bromine and fluorine elements for fire suppression in the City’s central computer room. Studies have indicated that these elements are not broken down easily and have a harmful effect to the ozone layer. Supporting the City goal of being an environmentally sensitive City, the Halon system was replaced with Ansul Inergen, an environmentally-friendly, people-safe agent that boasts zero ozone depleting potential.

Implementing environmentally sound recycling practices for decommissioned electronics

- In support of environmental sensitivity, the City selects and uses only those recycling firms that meet or exceed the U.S. EPA standards for electronic recycling and comply with all State of Colorado and federal laws pertaining to electronic recycling and destruction of sensitive data.

Reducing printing costs and paper wastes

- In 2009, the City reduced printing costs and reduced paper consumption through eliminating unnecessary printing, providing more capacity for storage of electronic documents, and standardizing on duplex printing on capable printers throughout the City. Additionally, all new printers are required to support duplex printing and provide for shared use to reduce the number of standalone printers.
- Through the use of new technology (Apple iPad2s and software), the City implemented electronic council packets in 2011. This project reduced printing and paper waste by more than 49,000 pages per year.

Future Initiatives

- Upgrade the central computer room incorporating new energy efficient design such as the possible use of outside air for cooling to significantly reduce energy costs associated with A/C cooling. (2015)

INTER AND INTRADEPARTMENTAL TECHNOLOGY COMMITTEES AND TEAMS

Success in the use of technology and software applications requires more than an effective strategic for selection and deployment. Ongoing committees and teams have been established to insure that the City is using the technology securely, effectively and taking full advantage of application capabilities. Furthermore, these teams are instrumental in helping the Information Technology Department in planning for software application upgrades and establishing priorities.

Some of the committees and teams with Information Technology chair or participation include:

CIS Planning Team

This team meets on a monthly basis to discuss items affecting the operation or configuration of the software application, including billing issues, consumption, meter fees and City accounts. Furthermore, this team identifies and plans for upcoming changes that will impact the Utility CIS system and performs evaluation, testing and deployment of new software releases. Members include representatives from Information Technology, Public Works and Utilities and Community Development Departments.

AA Planning Team

This team meets on a monthly basis to discuss items affecting the operation or configuration of the building permit software application, integration with other major applications and evaluation and testing of new software releases. Members include representatives from Information Technology, Public Works and Utilities and Community Development Departments.

IT/Police/Fire (IPS) Planning Team

This team meets weekly/monthly to discuss application issues or problems that need to be addressed by Information Technology or the application vendor. This team is also responsible for defining application integration needs, evaluating new products and technology, evaluating and testing upgrades and revisions to the application software and working with other agencies using IPS to learn new ways to exploit the capabilities of the software. Members include representatives from Information Technology, Fire and Police Departments.

Change Management Team

This team meets on a monthly basis to discuss and test operating and application patches from vendors and to determine if those patches will have any negative impact or incompatibility with existing systems. After the evaluation period, this team schedules and deploys the patches and updates. The team is comprised of members from all of the divisions in the Information Technology Department.

The Network and Systems Security Team

This team meets on a quarterly basis to discuss and test internal and external security vulnerabilities by using various security tools like Nessus. If vulnerabilities are discovered, this team works with the responsible party to ensure the appropriate patches or upgrades are applied and tested. The team is comprised of members from the Systems and Telecommunication teams in the Information Technology Department.

JDE EnterpriseOne ERP Planning Committee

The Committee meets on a bi-weekly basis to discuss and plan for ERP system needs and upgrades, and works together to evaluate new application releases, implementation and testing of new releases and training for users. This committee is also responsible for identifying opportunities to enhance application usability and integration with other City applications. This committee is comprised of staff from Finance, General Services and Information Technology Departments.

Green Team

The Green Team was given the responsibilities of increasing employee awareness on how employees can implement environmentally sensitive practices in their daily activities, making recommendations on practices to reduce the impact of City operations on the environment, serving as a resource to City departments in their efforts to adopt more environmentally sound approaches to their operations, and educating the community on the City's current and new greening efforts. The eighteen-member Green Team is comprised of staff from every City department, including Information Technology.

Jefferson County Fiber Optic Network (J-FON)

J-FON is a high speed data network designed to connect various public safety and governmental entities, including public safety answering points ("PSAPs"), in an effort to improve communication, information sharing, and interoperability. This board is responsible for the direction and configuration of this network build out. The Board consists of several local municipalities.

Attachment A: Technology Architecture, Standards and Security

For security purposes, some specific hardware and configuration information is excluded from this document.

Data Networking and Transport Standards

LAN Switches - LAN devices will be intelligent network “switches” that are capable of 10/100/1000 Mbps speeds, with Gigabit uplinks. Each of these devices will have the port security enabled.

City-wide Backbone - Switches are connected with gigabit speed Ethernet fiber. If fiber is not available, a category 5 Ethernet cable is used to deliver 10/100/1000 mbps throughput. The primary backbone providing services between 24 City facilities is single mode fiber supporting gigabit speed. Remaining remote City facilities are connected to the network using City-owned encrypted wireless technology.

Wiring – All facilities are wired with plenum rated Category 5 cable. Computer room wiring was upgraded to Category 6 in 2005.

Telephone Services

The City has standardized on Avaya VoIP telephone systems. The size and mission of the facility to be served determine the make and model of these switches. Use of voice mail and auto attendants is also determined by the needs of the facility.

The telephone system is continuously upgraded by timely upgrades of the main Avaya switch. The City uses Voice Over IP (VOIP) and has standardized on the Avaya solution for this technology.

Servers

The City has standardized on the Dell Power Edge line of servers for use throughout the City. This standard allows the Information Technology Department to carry an inventory of spare parts available for use in most of the servers, decreasing downtime following system failures. The Department also carries vendor maintenance contracts on servers hosting mission-critical applications to further reduce downtime. The standard operating system for servers is Windows 2008 R2, 2012 and 2012 R2. The department installs standard anti-virus software on each server for protection and administration. Some servers require additional software such as Microsoft Office and application specific software. Servers are replaced on a four to five year replacement schedule. Funds for all server replacements are authorized by City Council and included in the Information Technology Department operating budget.

Workstations

The City has standardized on the Dell line of tower desktops and laptop personal computers. The standard operating system is Microsoft Windows 7. The standard suite of office productivity tools is Microsoft Office 2013. Also, every PC installed within the City includes standard anti-virus software, Microsoft Internet Explorer 9.0, Adobe Acrobat Reader 11 and LANDesk Desktop Manager. Additional applications are installed as

required for specific job-related requirements. Personal owned and unapproved software is not permitted on City workstations.

Handhelds

The City has standardized on the Apple iTouch, iPhone and iPad handhelds. The standard operating system for the iTouch, iPhone and iPad is iOS 7.

Databases

The City has standardized on Microsoft SQL server 2005 and 2008 as the database for all new custom and purchased software applications if compatible. Oracle 9i, 10g and 11g will remain an alternate database when Microsoft SQL Server is not an option for off-the-shelf software applications. Support for legacy databases such as Universe, Informix or Microsoft Access databases will continue until applications using these databases are replaced. New applications are not developed in Universe, Informix or MS Access.

Internet/Intranet (COWnet)

The City has standardized on the current version of Microsoft IIS as the Web server software and a combination of ActiveX, JavaScript, ASP and .NET for interactive applications and backend database access. The Information Technology Department installs and maintains web servers used to host all City information and services. DotNetNuke software is used to provide content contributors with the ability to update departmental information on both the Internet and Intranet (COWnet).

Application Development Tools

The City uses several tools for developing or supporting custom software applications and reports, including Microsoft Visual Basic, Universe Studio, VB Script, VB.Net, C#.net, JavaScript, SQL, Crystal Reports, SQL Reporting Services and other development tools as provided by application software vendors. Additional development languages or tools will only be introduced when one of the current standards is not suitable or available to develop or support a new application.

System Hosting and Support

The Information Technology Department serves all departments by hosting, maintaining and supporting all 100% City owned computer servers and applications. Applications and services including Internet, Intranet (COWnet), calendaring, email and automated payment services are centralized on IT supported servers. The Information Technology Department also assists City departments with the evaluation and selection of new or replacement software applications that will conform to established organization technology standards.

ATTACHMENT B: MAJOR PROJECTS – TWO YEARS

The Information Technology Department management team has developed a detailed work plan for each functional area. The major projects identified include:

Security Audit – Information Technology Staff will work with an outside vendor to conduct the annual comprehensive network and server security audit and implement changes to systems, policies and practices as required to further fortify City systems. This audit will be conducted during 2014. Supports City Council goal “Financially Sustainable City Government Providing Exceptional Service”

Enterprise Resource Planning System Upgrade – The Information Technology Department received City Council budget approval for a three year CIP project involving upgrades and updates to the City’s JDE ERP system. The first phase was completed in 2013, and second phase upgrades are scheduled for completion in 2014. Supports City Council objective “Invest in tools training and technology to increase organization productivity and efficiency”.

Document Management – The Information Technology Department will continue efforts with customers and the General Services Department Records Administrator to research requirements and implement, as appropriate, integration between the City’s Laserfiche document imaging system and other major applications in the City (i.e. JDE, I-Leads, Courts, etc). Supports City Council objective “Invest in tools training and technology to increase organization productivity and efficiency”.

Mobile Computer Strategy – The Information Technology Department will be establishing a formal organization wide next generation mobile strategy. This strategy will include needs inventory, development platforms, standards, etc. New mobile hardware technology and applications are planned for 2014. Supports City Council objective “Invest in tools training and technology to increase organization productivity and efficiency”.

Major Application Upgrades – Several major software upgrades will be performed in 2014, including the upgrades to the Intranet (COWnet) and Accela maintenance management system, JD Edwards tools upgrade, and report writing application for JDE CreatForm. . Supports City Council objective “Invest in tools training and technology to increase organization productivity and efficiency”.

City-Wide Wireless Network Upgrade – In 2014, the City will replace all wireless network access points throughout the City with new technology to enhance performance and reliability, simplify administration, and reduce cost. Additionally, wireless network coverage will be installed at water and wastewater treatment plants to provide for future mobile application connectivity. Supports City Council objective “Invest in tools training and technology to increase organization productivity and efficiency”.

Data Center Updates – The computer room, constructed in the City Hall building in 1988, will be updated to more current needs, while incorporating energy efficient design such as possible use of outside air for cooling. Staff will begin research in 2014, and complete this project in 2015 as part of the planned Capital Improvement Project program. Supports

the City Council objective “Have energy efficient, environmentally sensitive City operations”.

Email System Evaluation – In 2014, the Information Technology Department will conduct an assessment to determine the best platform and service for City email. Currently a Microsoft Exchange Environment, the City will compare and identify pros and cons of several solutions, including hosted cloud based Exchange services, cloud based alternatives such as Google Mail, and onsite upgrade of Exchange to Exchange 2013. Supports City Council objective “Invest in tools training and technology to increase organization productivity and efficiency”.

CMMS (maintenance management system) – This project, scheduled for 2014, involves collaborating with the Public Works and Utilities Department and General Services Department in the evaluation, negotiation and selection of a maintenance management program with the goal of improving productivity, controlling operations and maintenance costs, maximizing asset uptime, preventing mistakes, being more proactive, assuring standards and procedure requirements, and avoiding liabilities. Supports City Council objective “Invest in tools training and technology to increase organization productivity and efficiency”.

Police Records System Upgrade or Replacement – This project involves working with the Police Department staff to assess the current records management system, future upgrade cost, and possible replacement of the application to provide for required functionality and to control future costs association with the maintenance and support of the application. Supports the City Council goal of “Safe and Secure Community”

Replace Ruggedized Units for Public Safety Vehicles – This project involves the evaluation, testing, purchase, configuration and deployment of 100 mobile devices to replace those used in public safety vehicles.

3D Printing Evaluation – This project involves evaluating 3D copy/printing technology and how such technology may help the organization in reducing cost or improving internal efficiencies.

ATTACHMENT C: ANTICIPATED FUTURE STAFFING NEEDS

During each budget preparation period, the Information Technology Department will prepare a comprehensive staffing assessment to determine future staff requirements to maintain current levels of support for existing systems and to support additional new systems and customers. Projections are based on historic trends as well as scheduled projects and upgrades. Some of the variables and trends used to project future staffing requirements include:

- Number of employees using IT supported technology
- Total PCs supported
- Total mobile devices supported
- Scheduled PC and server replacements
- Number of desktop supported applications
- Total Windows accounts supported
- Number of network nodes supported
- Number of Internet connections provided
- Number of major software applications supported
- Number of Internet and Intranet (COWnet) pages, languages and applications supported
- Number of remote locations supported
- Number of Web based services and cloud computing used

Based on this model, the department will review existing staff levels, assignments and evaluate staffing needs for the next five years. Staff additions and reclassifications are subject to City Manager's Office review and City Council authorization.

ATTACHMENT D: SUPPORTED TECHNOLOGY ENVIRONMENT

Software and Web Engineering Team

Web Development and Statistics

- Over 102,016 citizens, businesses and others visit the City's web site each month, representing more than 267,000 viewed pages and images (hits) monthly.
- City Web site job postings and applications, library, utility billing payment pages, city park rec center, parks and rec, police, and golf online services continue to be the most popular areas of the site.
- The Intranet (COWnet) (Employee Information Center) has over 34,571 visitor sessions per month.
- The most frequently accessed pages on the employee Intranet (COWnet) are Phone Listings, General Leave, IT Service Center, Jobs, Employee Information, classifieds, training, database applications, and the link to the Credit Union.
- The Web Software Engineers support over 8,840 pages, 2,360 associated programs, over 17,210 graphic images and 5,337 pdf's.
- The utility billing web pay interactive page gives applicants the ability to save a trip to City Hall and allows our employees better workflow with less interruption. An average of 8,882 customers per month use the electronic services offered though the Web and IVR system to pay on their utility billing account.
- Other interactive services offered on the City's Web site include: job applications, recreation class registration and payment, Access Westminster online crime report, report code violations, traffic complaint, park pavilion reservation, F. A. S. T. Filing (for businesses to file and pay sales tax returns online), GIS, Permits, Library services, Maps, Photo Galleries, Police Forms and Channel 8 scheduling providing online scheduling information.
- Parks, Recreation and Libraries Activity Guide, City Code, Council Agendas, Council Meetings Webcast, Public Meetings, Community Event Videos, Business Listings, Historic Westminster and other reference information are also available to users of the City's Internet site.

Major System Applications Supported by Software Engineers

- Some of the City's major IT Software Engineer supported applications include content management system DotNetNuke, Intergraph Police web applications, CAD and RMS, Alpine Fire Records System, JDE EnterpriseOne ERP, Accela Automation Asset management, Service Request and Permitting, Justice Systems Court Administration, Advanced Utility Billing, GIS, Cashiering, and Sales Tax systems. Software Engineers are responsible for developing interfaces and custom modules to operate with these applications.

Stand Alone Applications Supported by Software Engineers

- The Interactive Voice Response system (IVR) allows citizens and businesses to call and schedule building inspections and also call for information on utility bills or retrieve the same information from the City's Web site. Citizens can also pay their

- utility bills over the phone or over the Web. All calls and payments are tracked for analysis using a Microsoft SQL database. An average of 39,627 calls and Web access is processed through this system every month. Approximately 8,882 monthly credit card transactions and E-Checks are settled.
- An internally developed Service Center application routes and tracks Information Technology (IT) Service Requests. All IT service requests are entered and tracked through this system. The Service Center System is capable of accepting email and Intranet (COWnet) generated requests also.
 - Other developed databases include Police Shift lineup and Vacation bidding, Police Recruit Database, Online Jobs Database, Technical Service Database, Victims Advocate Database, Fire Inspections, Emergency Medical Services, On-Line Code Enforcement Violation Reporting, Police Department Training Database, a Label Maker Database for the City Manager's Office, Citywide Training Registration, Environmental Services Tracking Programs, Law Library, Economic Development's One View Business Database, Citywide PC Inventory, Classifieds and various city surveys.

Both the IVR system and the City's Web site directly supports the mission of the IT Department by providing alternate, cost effective, innovative methods for citizens and businesses to access information and conduct business with the City.

Systems Management Team

This team's responsibilities include:

- Install, configure, administer, troubleshoot and provide security and data integrity for over 100 Windows servers and 1060 Windows computers and laptops in over 30 City facilities.
- Provide consulting services for all departments on existing technologies and strategic direction and project management services for the acquisition, implementation and use of new technologies.
- Administer 1176 Windows user accounts and 1241 Exchange email accounts.
- Maintain a warm site disaster recovery/business continuity facility.
- Support for wireless hardware and software used by the City's Public Safety departments for all mobile applications including Dispatch, Field Reporting, LPR (License Plate Reader) and AVL (Auto Vehicle Locator).
- Administration of the Lease/Purchase Program for the replacement of City personal computer hardware.
- Manage software compliance and licenses.
- Manage Systems security including virus protection, content screening and spam filtering.
- Provide an IT Service Center for all City employees who access any of the City's computerized systems.
- Support for mission-critical systems, 24 hours a day, 7 days a week, 365 days a year.
- Perform data backups and recovery services for all centralized systems.
- Track and handle an average support calls volume in excess of 1200 requests per month.

Major Self-Hosted Applications Supported by Systems Analysts

- Citywide email and scheduling system and SMTP gateway
- Police/Fire Computer Aided Dispatch, Records Management, Field Reporting and AVL
- JDE EnterpriseOne Financial, Payroll and Human Resources
- Court Case Management
- Parks & Recreation Point of Sale, Facility Scheduling, Inventory Management and Class Registration
- Geographic Information Systems
- Fleet Management System
- Interactive Voice Response System
- Building Permit and Inspection System
- Microsoft Office for office productivity
- Microsoft SQL Server, Oracle, Informix, Progress and Universe for various database applications
- Cash Receipt Systems
- Utility Maintenance Management
- Document Management
- Email content filtering system
- Citywide Anti-virus
- Automated deployment and assets management system
- Security Application

Telecommunications / Networking Team

The telephone system consists of two large Avaya IP PBXs, four smaller standalone Avaya IP PBX systems, twenty-one Avaya Remote gateway systems, a Microsoft Unified Messaging and Auto Attendant System and a combination of a City-owned fiber optic and wireless systems and Liberty Bell services at some remote sites. The telephone system currently has 1382 extensions and 764 Unified Messaging enabled mailboxes serving every department in the City. The wiring system transports both voice and data transmissions to all these users. All systems are very reliable with major downtime averaging less than one half day per year. The expansion, maintenance and repair of the systems are performed by the Telecommunications / Networking Team or contracted out to the private sector.

Westminster's LAN/WAN

The City of Westminster's computer network supports approximately 2050 nodes (devices). Of these 2050 nodes, there are 1076 networked personal computers. The Information Technology Department monitors the connection to the Internet to ensure good performance and secure connections. The City's networks are protected by a two tiered security check. All networked PCs have access to the Intranet (COWnet).

The Local Area Network (LAN) at City Hall is a three tier hierarchical design with redundant –high speed switches at the core. All of the City's servers are connected to these

switches. The uplinks to the access switches, located in the telephone closets on various floors, are also connected to this core environment.

All of the devices at City Hall communicate at 100 megabits per second or more.

The City also has a Wide Area Network (WAN) to connect more than 30 City facility locations to the computers at City Hall. These facilities include the Westminster Public Safety Center (PSC), the Municipal Court and the Municipal Service Center (MSC) as well as all of the City's fire stations, recreation facilities, water treatment facilities and libraries. The core of the WAN consists of two Cisco Nexus backbone switches and 4 core routers. Single-mode fiber-optic cable provides the connection between City Hall, the PSC and the MSC. Twenty-two additional buildings are also connected to City Hall through a single mode fiber optic cable system. Data speeds on the network are at gigabit rate. The network also supports the reclaimed water system, the SCADA water control system and traffic control system. The remainder of the facilities are connected to the computers at City Hall through City-owned wireless networks. Information from these sites pass through the wireless network at a rate of at least 54 Mbps (megabits per second).

Types of Cabling

Within buildings and to the desktop:

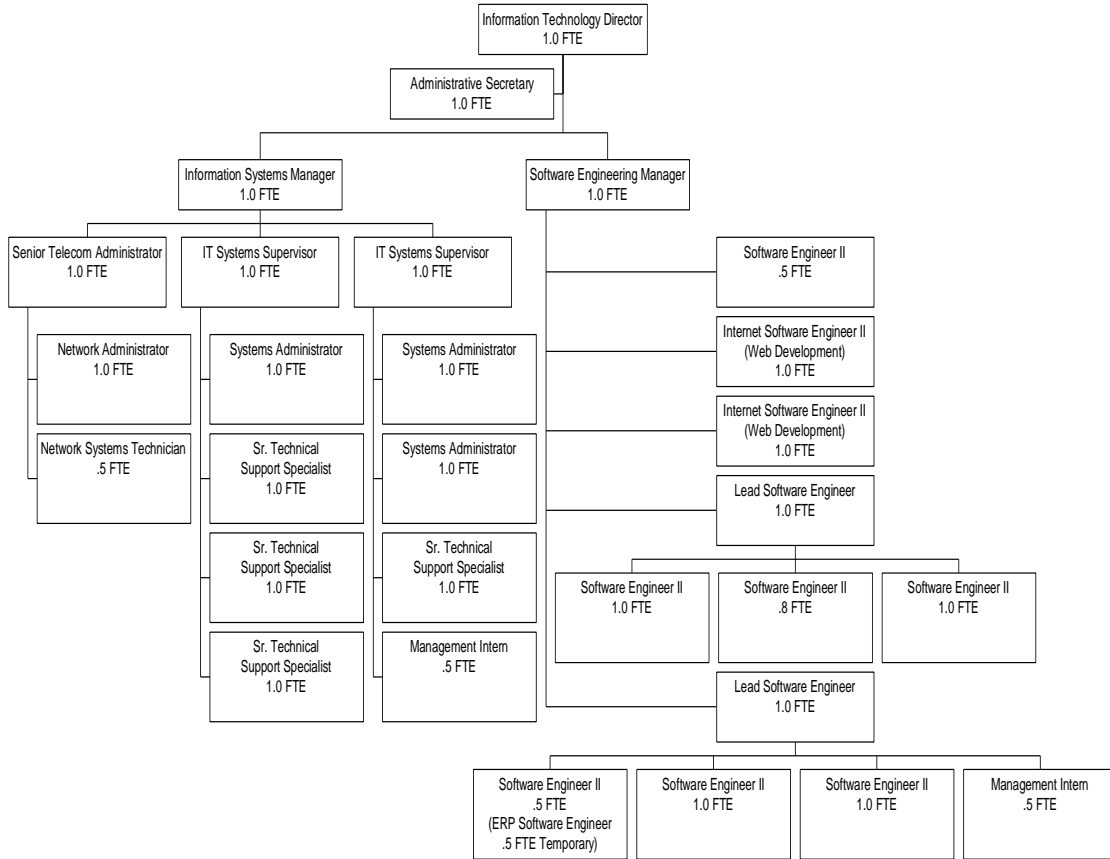
Category 5 Unshielded Twisted Pair (UTP) cable is used to connect the end-user devices to the network. The links between the equipment on each floor and computer room are comprised of multi-mode fiber. Category 6 UTP cable is used to connect the City backbone switches with all centralized servers within the computer room at gigabit speeds.

Between buildings:

The connections between buildings are currently made using single mode fiber-optic cable or wireless backhauls. The City owns the fiber-optic cabling between buildings and the wireless system.

Attachment E: Information Technology Department Organization Chart

City Of Westminster
 Information Technology Department
 2014



ATTACHMENT F: WORKLOAD INDICATORS AND RESOURCES

The following table shows historical workload indicators for growth areas, staffing levels and annual operating budget for the prior three plus current year.

| Indicator | 2011 | 2012 | 2013 | 2014 |
|---|-------------|-------------|-------------|-------------|
| Number of E-mail users supported | 1,140 | 1215 | 1216 | 1241 |
| Number of PCs supported | 1,029 | 1091 | 1060 | 1076 |
| Number of network nodes supported | 1,395 | 1374 | 1902 | 2050 |
| Number of web pages and scripts supported | 19,269 | 17,914 | 16,200 | 16,200 |
| Annual approved operating budget | 2,821,595 | 2,708,185 | 2,868,926 | 2,992,253 |
| * Total Authorized IT Department FTEs | 25.3 | 26.3 | 26.3 | 26.3 |

*includes 1.0 FTE IT Management Intern

**ATTACHMENT G: INFORMATION TECHNOLOGY DEPARTMENT
OPERATING BUDGET SUMMARY**

| Budget Account Description | 2014 Budget Amount |
|--|---------------------------|
| Regular Salaries | 2,166,084 |
| Regular Salaries – PST (Public Safety Tax) | 79,017 |
| Salaries Overtime | 6,000 |
| Salaries Temporary | 2,000 |
| Mileage Reimbursement | 3,010 |
| Meeting Expense | 2,000 |
| Career Development | 35,300 |
| Career Development Telecom | 3,400 |
| Professional Services | 107,446 |
| Professional Services Telecom | 37,132 |
| Professional Services PST | 13,000 |
| Fleet Rental Charges | 4,961 |
| Maintenance/Repair Equipment | 172,248 |
| Motor Fuel Charges | 714 |
| Maintenance/Repair Equipment Telecom | 117,649 |
| Postage | 100 |
| Telephone | 22,517 |
| PC Replacement Fee | 27,046 |
| Lease Payments to others | 0 |
| Supplies | 27,629 |
| Training & Reference Materials | 4,000 |
| Office Equipment | 1,500 |
| Computer Software/Hardware | 129,500 |
| Computer Software/Hardware Telecom | 30,000 |
| TOTAL | \$2,992,253 |



WESTMINSTER

Staff Report

Information Only Staff Report
March 3, 2014



SUBJECT: 2014 Street Cut Impact Fees
PREPARED BY: Dave Downing, City Engineer
Dave Cantu, Street Operations Manager

Summary Statement

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

Background Information

City Code (WMC 9-2-8) (attached) provides for Street Cut Impact Fees to be amended by the City Manager when deemed appropriate and upon recommendation by the City Engineer.

The Street Cut Impact Fees effective January 1, 2014 are as follows:

| Street Cut Impact Fees | 2013 Fees | 2014 Fees | Percent Increase |
|-------------------------------|---------------------|---------------------|-------------------------|
| Street Cut Permit | \$50.00 | \$50.00 | 0% |
| Longitudinal Trenches | \$2.22/square foot | \$2.24/square foot | 0.9% |
| Transverse Trenches | \$13.21/square foot | \$13.34/square foot | 1.0% |

Street Cut Impact Fees were established in 2003 to cover the effects of long-term damage to the street pavement created over time by cuts primarily related to utility repairs and service connections. The fees established in 2003 were not adjusted until 2010, resulting in a 54% increase in that year. Staff was subsequently directed to review and adjust Street Cut Impact Fees annually, if warranted, in order to avoid large increases in the future. The 2014 fees reflect no increase to the cost of a Street Cut Permit and approximately a 1% increase over 2013 to reflect current market costs for asphalt.

In accordance with City Code the fees are doubled for streets that have been resurfaced within the current year and the past four calendar years, or sealcoated within the current year and the past two calendar years. In addition, the fees are waived for streets scheduled for total pavement reconstruction within the current year and the following two years.

Fee collections over the past five years have ranged from \$640,000 in 2009 to \$213,675 in 2013. Annual fees collected are dependent on the number of street cut permits issued, and the size and number of open cut projects in a particular year.

The makeup of 2013 Street Cut Impact fees collected consisted of \$124,887 from City of Westminster Utilities projects including water line replacements and water breaks and sewer repairs; \$7,066 from Xcel Energy, \$1,603 from CenturyLink/Qwest, and \$80,119 from 57 private contractors performing a variety of projects, for which 131 street cut permits were obtained.

2014 Street Cut Impact Fees

March 3, 2014

Page 2

The 2014 fee increase supports the City Council's goal and strategic plan, "Financially Sustainable City Government Providing Exceptional Services" by investing in well-maintained and sustainable City infrastructure and facilities.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment: City Code (WMC 9-2-8)