



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: August 12, 2015

SUBJECT: Study Session Agenda for August 17, 2015

PREPARED BY: Don Tripp, 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)

CITY MANAGER'S REPORT

PRESENTATIONS

6:30 P.M.

1. Westminster Legacy Foundation Presentation
2. Communication and Outreach Division Overview
3. Westminster Station Area Specific Plan – Key Issues
4. Amendment of City Council's Rules and Regulations

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY ITEMS

1. City Council Chambers and Boardroom Renovation Status Update

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,

Donald M. Tripp
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](tel: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
August 17, 2015



SUBJECT: Westminster Legacy Foundation Presentation

PREPARED BY: Jason Genck, Director of Parks, Recreation and Libraries

Recommended City Council Action

Listen to the presentation of the Westminster Legacy Foundation Board of Directors. Discuss and agree to accept the Foundation's resolution to support a City of Westminster project that supports the vision of the City and the mission of the Foundation.

Summary Statement

This Staff Report is intended to provide City Council with background information on the Westminster Legacy Foundation (WLF) in preparation for the Study Session Meeting with the foundation's Board of Directors scheduled for August 17, 2015.

Representatives of the Westminster Legacy Foundation Board of Directors will provide a brief overview of the agency's accomplishments and a vision for strengthening their partnership with the City through an iconic civic project that supports both the vision of the City and the Foundation.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

Does City Council wish to support the Foundation's desire to partner on a project?

Alternatives

1. City Council could choose to agree to partner on a civic project.
2. City Council could inform the WLF of its desire to have the foundation choose a project separate from any City project.

Background Information

In 1999, Westminster City Council directed the Parks and Recreation Advisory Board to develop the criteria for forming a nonprofit, tax-exempt public foundation whose goal would be to support various City projects, programs and to generally improve the quality of life for Westminster residents.

One of the main missions of the foundation was to raise funds to contribute to a wide scope of good community causes. Since its formation, this goal has been pursued with successful fundraising efforts that include a wine tasting event, a City championship golf tournament, the Holy COW 10K Race and the Hard as Nails Mud Obstacle Race. Approximately \$665,000 has been awarded in grants or capital projects supporting open space and parks, social services and programs, culture and education, public safety, and youth and senior programs.

Originally, City Council appointed foundation representatives from the Council, the Parks and Recreation Advisory Board, the Library Board, the Open Space Advisory Board, and the City Manager appointed a staff representative to the Board. In 2001, Council provided the foundation with \$5,000 in seed money to help establish a financial base for the foundation. The foundation responded that year by raising an additional sum of \$8,000 to match the City's grant. No additional City funds have been contributed since then. The foundation has successfully secured its 501(c) 3 status as a not-for-profit organization and has established a working fund balance. Since inception, administrative support of the foundation has been provided by the Parks, Recreation and Libraries Department (PRL). In 2004, the City Manager authorized the PRL Management Assistant (1.0 FTE) to assume the role of Executive Director of the WLF. As the need for administrative support increased with the growth of the program, the PRL Management Assistant absorbed those responsibilities and currently, a substantial portion of the Management Assistant's workload is devoted to the foundation.

The foundation has recently grown to include new business leaders in the community with a strong desire to create a larger impact in Westminster. They are in the process of evolving to become a more recognizable and active foundation. A major component of this transformation includes a shift to focus on one high-impact capital project. To help with this process, the foundation is seeking the input of City Council to help choose an appropriate, iconic civic project and further the partnership of the City and the Foundation. Foundation Board members and Executive Director will be in attendance at the August 17, 2015 Study Session to answer any questions City Council may have on the City's past involvement in forming and participating with the foundation.

The Westminster Legacy Foundation supports all the City's Strategic Plan goals: Visionary Leadership, Effective Governance and Proactive Regional Collaboration; Vibrant, Inclusive and

Engaged Community; Beautiful, Desirable, Safe and Environmentally Responsible City; Dynamic, Diverse Economy; Financially Sustainable Government Providing Excellence in City Services; Ease of Mobility. “The Westminster Legacy Foundation is a 501(c)3 non-profit organization that enriches the lives of Westminster residents by supporting youth and senior programs, open space and parks, education and library services, public safety, cultural arts, social services, and historical legacy. The foundation accomplishes its mission with donor gifts from generous individuals and corporation who believe in making a difference in their community.”

Respectfully submitted,

Donald Tripp
City Manager

Attachments: Westminster Legacy Foundation Resolution to Support City of Westminster Project
Background Powerpoint presented to Council October 6, 2014



WESTMINSTER

Staff Report

City Council Study Session Meeting
August 17, 2015



SUBJECT: Communication and Outreach Division Overview

PREPARED BY: Joe Reid, Communication and Outreach Division Manager

Recommended City Council Action

Provide guidance to the Communication and Outreach Division on how to achieve the City Council Strategic Plan action item to “Develop a more robust community multimedia communications program and council outreach program.”

Summary Statement

City Council on July 27 adopted its 2015 Strategic Plan. Under the goal of “Visionary Leadership, Effective Governance and Proactive Regional Collaboration” there is an action item to “Develop a more robust community multimedia communications program and council outreach program.”

The Communication and Outreach Division is looking for direction from Council on where to focus resources in order to successfully deliver on this action item.

The Communication and Outreach Division is providing an overview of the division’s current communication and outreach program, including the strategy that guides it and the analytics that measure it.

Following a brief presentation, all of Communication and Outreach Division Staff will be on hand to receive feedback and direction from Council.

Expenditure Required: Unknown at this time - Determined by Council direction

Source of Funds: General Fund - Communication and Outreach Division Adopted 2016 Budget

Policy Issue

Does City Council wish to make changes to the current Communication and Outreach Division program to better achieve its action item as stated in the 2015 Strategic Plan?

Alternative

City Council could recommend no modifications to the current Communication and Outreach Division program.

Background Information

City Council on July 27 adopted its 2015 Strategic Plan. Under the goal of “Visionary Leadership, Effective Governance and Proactive Regional Collaboration” there is an action item to “Develop a more robust community multimedia communications program and council outreach program.”

While this specific action item aligns closely with the current Communication and Outreach Division Strategic Plan, Staff is looking for direction from Council on where to focus resources in order to successfully deliver on this action item.

To help guide the discussion, the Communication and Outreach Division is providing an overview of the division’s current communication and outreach program, including the strategy that guides it and the analytics that measure it.

Following a brief presentation, all of Communication and Outreach Division Staff will be on hand to receive feedback and direction from Council.

Reviewing and providing feedback on the Communication and Outreach program supports the City’s 2015 Strategic Plan goals of Visionary Leadership, Effective Governance and Proactive Regional Collaboration and Vibrant, Inclusive and Engaged Community.

Respectfully submitted,

Donald M. Tripp
City Manager

Attachments:

- A - Communication and Outreach Program Overview
- B - Communication and Outreach Strategic Plan

Communication and Outreach Program Overview

The Communication and Outreach Division (COD) provides primary communication and outreach services to core citywide services, programs and functions coordinated through the City Manager's Office.

The main functions staffed within COD are external communication, internal communication and outreach and engagement. Each of those functions has a lead staffer assigned to provide strategic direction and consistent oversight.

The primary communication functions in COD are based on centralized digital platforms (websites) that act as a hub of consistent, reliable, easily accessible information that can be repurposed through a variety of city media channels (e-newsletters, social media, print, cable channel 8, etc.) to address the wide demands of our audiences.

This strategy was launched in 2012 as part of a reorganization from the Public Information Office into the Communication and Outreach Division. The digital-first strategy is in direct response to communication trends that are measured through a variety of city sources (citizen survey, website statistics, social media analytics) and nationwide best practices. These same trends prompted COD to formalize a strong outreach component by requesting an additional staff person to lead outreach and engagement efforts.

Following is a brief overview of the three primary functions within COD.

External Communication

The external communication function is responsible for all communication targeted toward external audiences. This function is responsible for the main city website, The Weekly (email newsletter), City Edition (bi-monthly print newspaper), Cable Channel 8, and the main city social media presence on Facebook, Twitter and YouTube.

In addition to providing primary oversight and content support for the city website, this function trains and coordinates a team of 54 content contributors from throughout the city. These contributors are responsible for maintaining website content in their specific areas and their updates, additions and revisions are done through the website's content management system (CMS). The CMS provides a workflow process where content is reviewed for clarity, consistency and AP style by COD before being allowed to "go live" on the website.

As a central clearinghouse for all information on city programs, services, news and events, the website then serves as the launching point for repurposing the content through a variety of city media channels. For example, a news story on the website's news page will then be used as an item in The Weekly, pushed out as posts on our Facebook and Twitter pages, and even promoted as a slide on Cable Channel 8. If appropriate, the story could also be published in the bi-monthly City Edition.

This function also oversees all external video production, including managing a video contractor for larger video projects (Westminster's Best, Employee Orientation, etc.) as well as special events (Westy Fest, etc.).

In addition this function is responsible for the following:

- Speeches for mayor and council
- Backup media relations
- Emergency communication
- Communication and media relations training
- Telephone Town Hall (this function will be transitioning to Outreach)
- Council candidate communication during elections
- Department liaison for specific communication needs

Internal Communication

The internal communication function is responsible for all communication targeted toward internal audiences (city staff). This function is responsible for the employee intranet (COWnet), Tuesday Tidbits (email newsletter) and COW Talk (quarterly print publication).

In addition to providing primary oversight and content support for the employee intranet, this function coordinates a team of 51 content contributors from throughout the city. These contributors are responsible for maintaining website content in their specific areas and their updates, additions and revisions are done through the website's content management system. The CMS provides a workflow process where content is reviewed for clarity, consistency and AP style by COD before being allowed to "go live" on the website.

This function coordinates closely with major stakeholders within the city, especially Human Resources, with key information about benefits, training, personnel policies, payroll, processes, etc. Departments with internal customers (like HR, Finance and IT) work closely with COD to plan and implement internal communication strategy to effectively reach city employees. COD encourages consistency across departmental communication efforts by ensuring communication is consistent with the city's strategic plan goals, the city's vision, the City Manager's voice and our internal SPIRIT values.

Additionally, this function leads an internal, cross-departmental committee to produce social content for COWnet, which is also shared in the quarterly printed magazine, COWTalk. This group works to engage employees on a social level to build community and strengthen communication across departments. Community-building activities organized by the group include employee contests and social events to bring employees together beyond the work environment.

Video is an important internal communication tool, and these are shared with employees on COWnet. The internal communication function plans, scripts, produces and edits videos for departments across the city. Examples of internal videos include:

- Behind the Scenes - features employees in various departments talking about their jobs and showing what they do as an employee to make a difference each day in the city.
- City Manager video blog – a regular video where Don Tripp discusses a variety of topics of interest to employees.
- Employee events and activities – highlights of employee events, features on city services employees can take part in, etc.

In addition this function is responsible for the following:

- Communication training and consultation for employees
- Communication support for employee events
- Working with employees on implementing WestyConnect to solicit public feedback on projects or ideas; providing city responses to citizens' ideas and questions on WestyConnect.
- Graphic design support

Outreach & Engagement

The outreach function is responsible for managing all primary outreach and engagement activities for the city, including developing the council outreach program, supporting the city's inclusivity efforts, collaborating to develop a citywide social media plan and overseeing WestyConnect as well as providing support for other city departments with outreach needs.

This is a new function in COD (position added in May 2015), so some priorities are still being established.

Already work has begun to develop an effective Council Outreach program that meets the needs of City Council. This program, while still in the development stage, is rooted in two fundamental goals that focus on accessibility of the City Council and engagement of Westminster residents. The proposed program has clear, measurable goals/objectives/actions that use a variety of avenues to engage with residents. This program includes a strong social media component, along with community events and other elements.

Providing staff support for the city's inclusivity efforts is another important responsibility for the outreach function. This position has served since May as staff liaison for the Inclusivity Task Force, providing guidance to a citizen group charged by City Council with making recommendations to address community inclusivity issues. The Task Force has until September to finalize its recommendations and those will then be presented to City Council for consideration. This position is also going to be responsible for staffing the Human Services Board, starting with the 2016 funding cycle.

Another primary charge for outreach is developing, in coordination with External Communications, a comprehensive program to enhance the city's effectiveness on social media platforms. A core component of this will be tightly integrating the Council Outreach program with social media platforms. In addition, a new citywide social media plan, coordinated with

other social media users such as Parks, Recreation and Libraries, will be developed and implemented.

Lastly, this position will be assuming responsibility for WestyConnect, the city's web-based engagement site, is seen as a key tool for ongoing outreach and engagement on a variety of levels, from Council Outreach to specific city projects. The city's current platform is MindMixer, but that company is changing its software in a way that does not align with the city's needs, which have matured since its launch in 2012. COD is evaluating alternative platforms for effectiveness and future alignment with our growing outreach objectives.

Strategic Communication Plan

COD takes a strategic approach to its communication and outreach efforts in order to prioritize limited resources and achieve maximum success for defined objectives.

This approach is formalized in the COD Strategic Plan, which is revised annually:

- to address changes to the City Council Strategic Plan;
- to respond to developing needs throughout the city; and
- out of necessity due to a constantly changing communication environment.

The plan (please see Attachment B) provides broad guidance for objectives in all three core COD functions, as well as specific strategies for achieving those objectives.

Measuring Performance

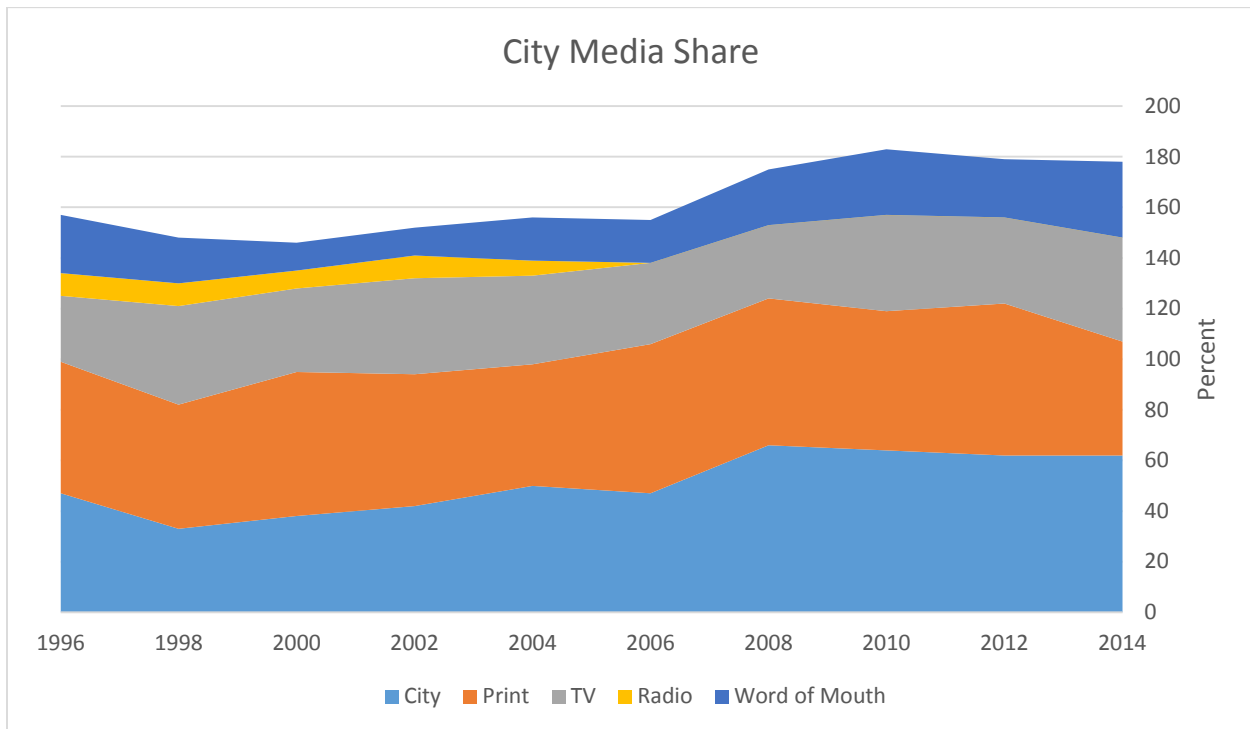
Measuring the performance of activities implemented as part of the COD Strategic Plan is a key element when determining relative success for communication and outreach efforts. It's also key to deciding relative priorities within the COD program.

One core objective for COD is ensuring the city itself is the primary source of information about the city. The main measure COD uses for this is the results of the bi-annual Citizen Survey. In the survey, residents are asked to rank their top 1 or 2 sources of city information, choosing from a variety of different sources.

The latest survey (2014) continued to show the strength of the city website as a number one or two information source for people, with a 28 percent share. This ranking was third behind perennial leader TV news (41 percent) and the surprising Word of Mouth (at an all-time high of 30 percent).

But most importantly, when all city media are combined (website, City Edition, The Weekly, Cable Channel 8, social media), people name them as their preferred first or second choice 62 percent of the time. This far exceeds any other media in the survey.

This is a trend that has been slowly rising since 1996 (see figure below).



This trend has been seen nationwide as traditional media channels (TV, newspapers) have declined and new media channels (websites, social media, e-newsletters) have replaced them.

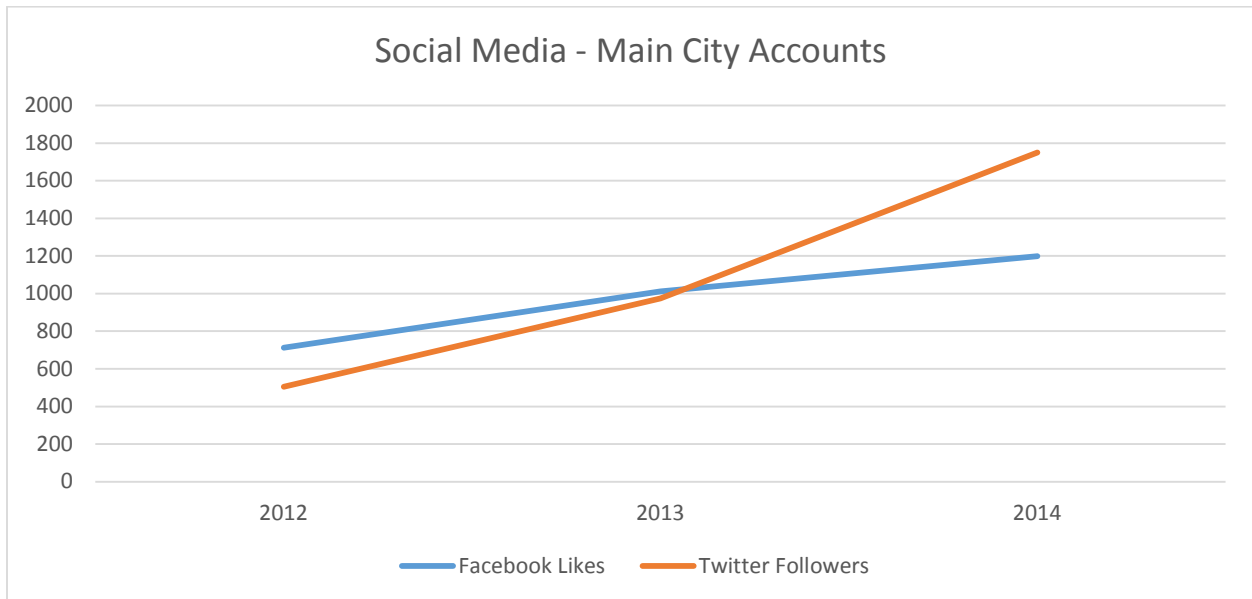
This is both a challenge and an opportunity for the city communication function. The opportunity is to connect directly with the audiences who are seeking city information. The challenge is being able to serve the wide range of channels that now exist in a more fractured media environment. The city's centralized digital platform strategy is designed to leverage that opportunity and meet the challenge. The city's various audiences can essentially choose the mode by which they wish to receive the information they seek, whether that's print or social media, whether it's e-mail or online video.

Another opportunity presented by the shift to digital communication is the chance to engage an audience directly. Traditional mass media, by its very nature, does not allow a robust feedback or response mechanism. Digital platforms can provide outreach and engagement experiences that are much richer and authentic.

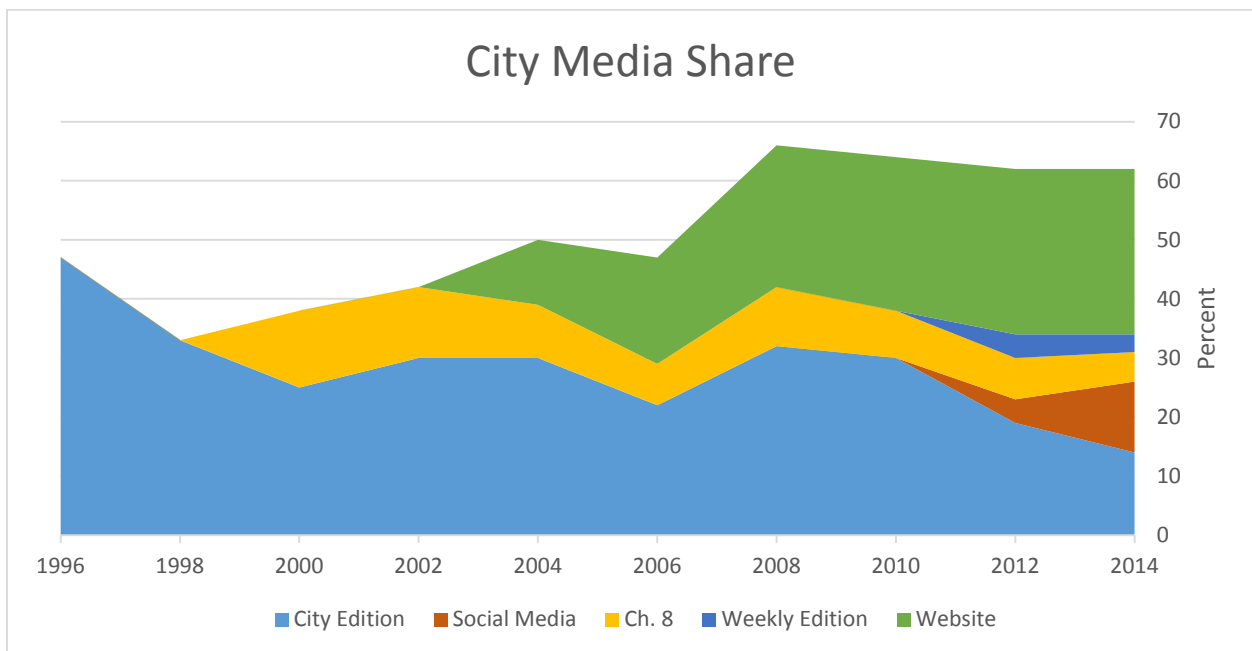
Social media platforms such as Facebook and Twitter are prime examples of systems where residents can consume, share and comment on information provided by the city. Since launching in 2012, the city social media presence has grown to 7 active Facebook pages, 5 Twitter accounts, one Instagram account and one YouTube channel (which hosts videos for the city website).

In keeping with its centralized digital platform strategy, the COD uses the city's social media platforms as publication channels, steadily feeding the same news and information that is also

supplied to other channels. This allows those who wish to consume city news via their social media feed to do so, and has resulted in slow but steady growth for our main Facebook and Twitter accounts.

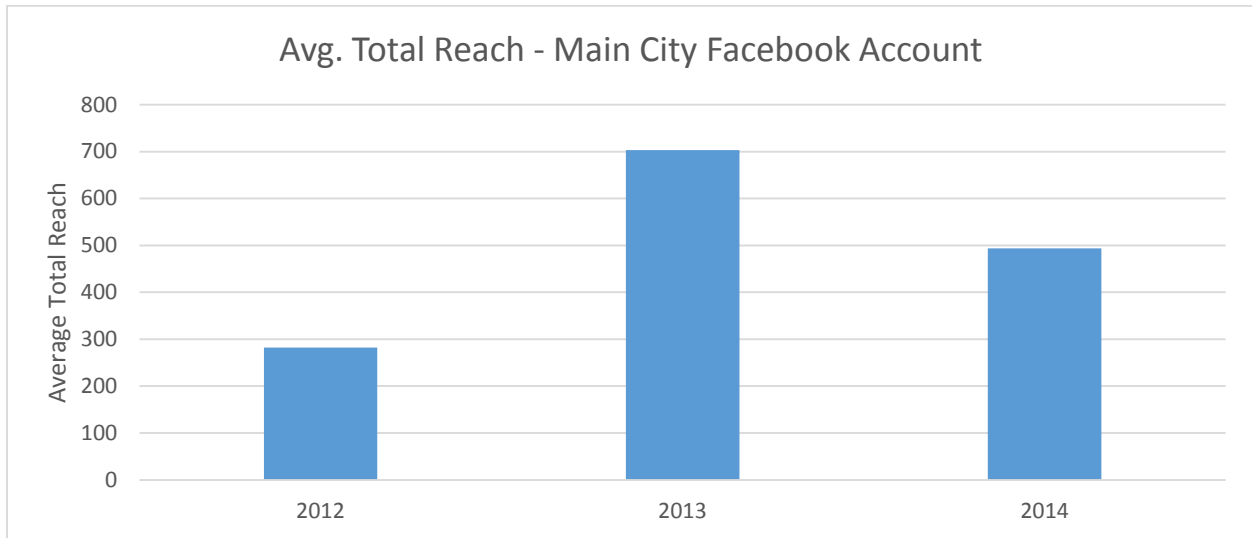


This strategy has been effective to some degree, as shown via the citizen survey, where the city’s social media channels are the fastest growing segment of the city’s media share.



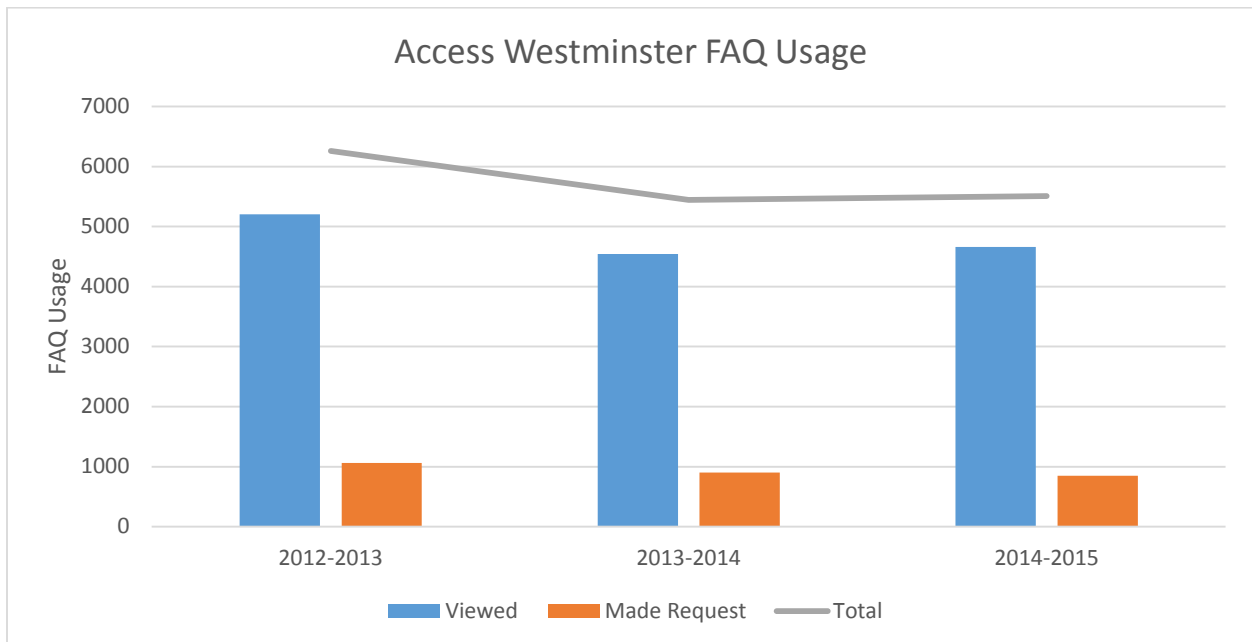
But simply using social media as a publishing channel is missing the true opportunity of more authentic engagement. Communication programs seeing greater levels of success in social media are devoting more time and resources to reach specific, segmented audiences. As platforms

mature, they are requiring more carefully crafted content to achieve higher levels of engagement. It is also an increasingly competitive space, as seen by the “Total Reach” figures below.



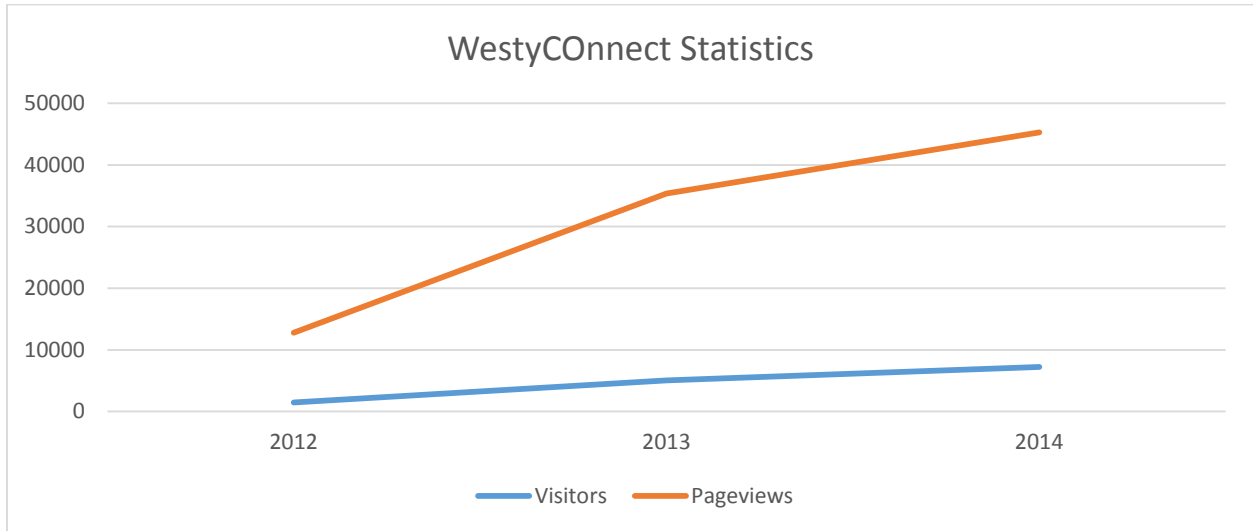
In response, the city is devoting more resources, in the form of staff and programming, to more fully take advantage of this growing area. Expanding the city’s social media effectiveness is a key objective in the COD Strategic Plan.

In addition to social media, COD oversees other important digital platforms such as Access Westminster, which provides 24/7 access to city information and services in a convenient manner that has never been possible before. Since its launch in 2012, Access Westminster has provided useful information to answer citizen questions and fulfilled thousands of requests for city services.

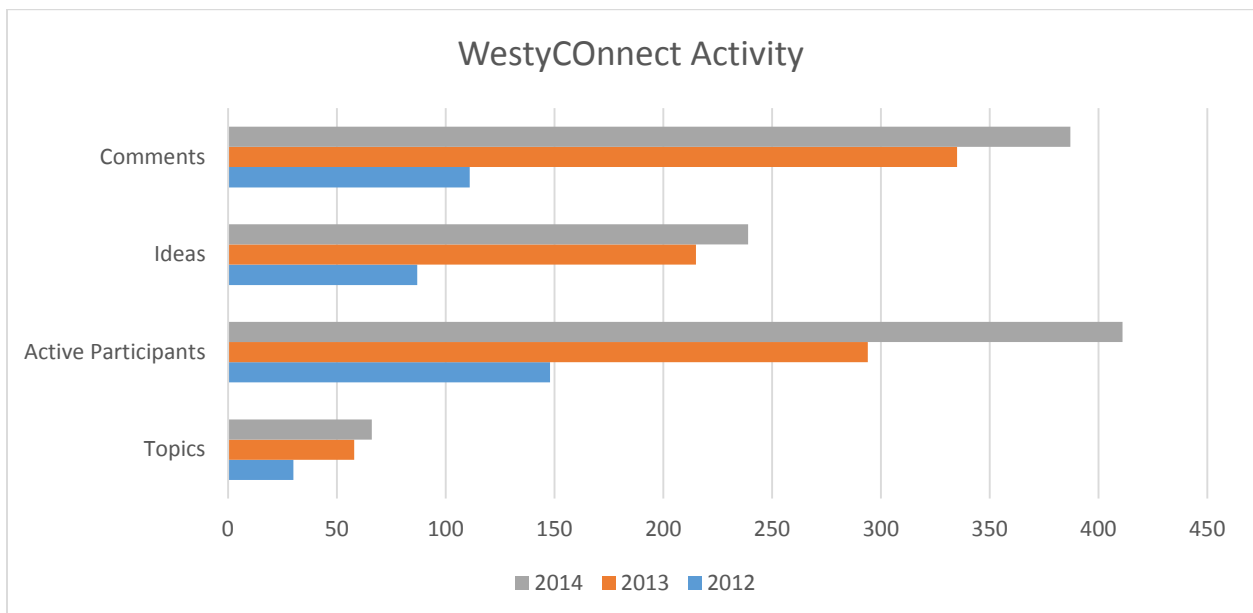


Of note is the fact that nearly 85 percent of the time, Access Westminster FAQs are able to answer residents' questions simply by providing information, rather than requiring a phone call or email response from staff. For the remaining 15 percent, a service request is routed directly to the appropriate person for efficient response and resolution.

Another digital engagement platform is WestyConnect, an online engagement platform that launched in 2012. WestyConnect has been used to engage the public on topics such as the Downtown Westminster project, FasTracks and Northwest Rail, and chickens and bees.



WestyConnect has seen success, and its user base and engagement activity has continued to grow. While not succeeding on all fronts, it has provided an important way for citizens to engage on important issues in a way that is convenient to them.



As noted before, alternative platforms for WestyConnect are under review. Based on analysis by COD staff, a new more effective platform for WestyConnect will debut later in 2015.

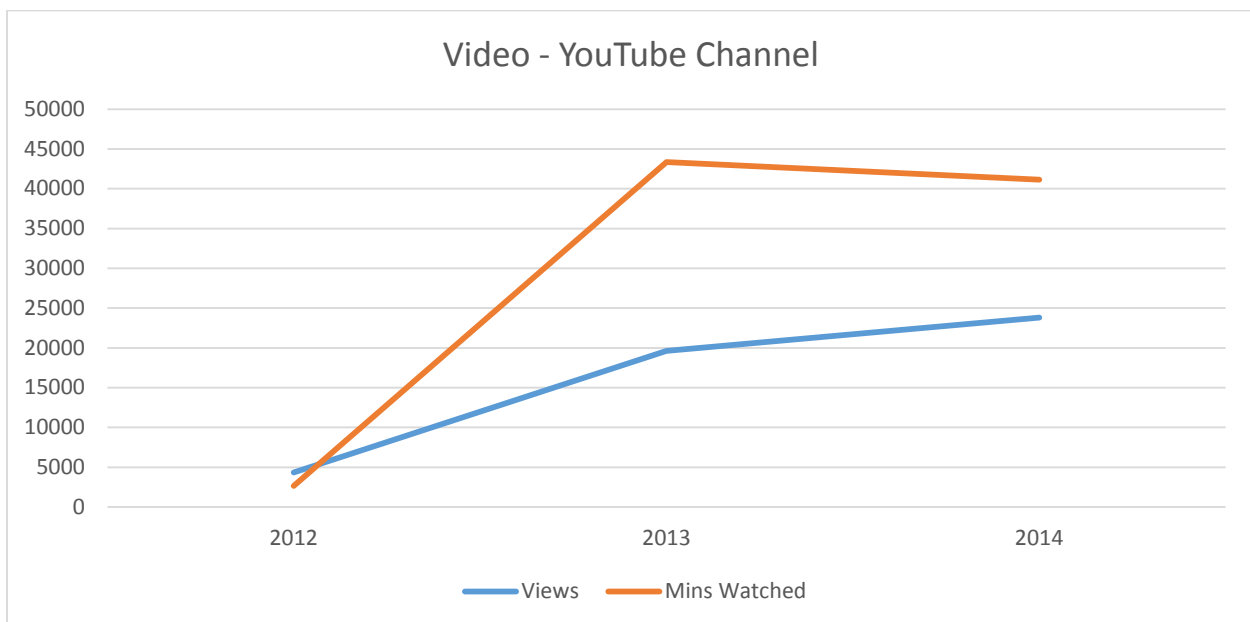
Strategy and Analytics Driving Performance in COD

COD's approach combines strategic focus with constant measurement and evaluation to bring meaningful results. Two examples are in the areas of video and mobile communication.

Video - The importance of video as a communication tool has been growing for years, but with the rise of social media, its profile has risen even faster. Communication functions in other municipalities rely on staffed video production teams, but Westminster is not staffed to provide that level of video support. Faced with that challenge, in 2013 COD made video a strategic priority, moving resources away from other areas and into developing video capacity both within existing staff resources and with outside contractors.

COD purchased its own video equipment, staff trained themselves on basic video editing and went into the field to create targeted video shorts to more effectively tell the stories of city programs and services. Priorities were also changed for the city's contract videographer, with a new emphasis on original programming and promotions for upcoming events.

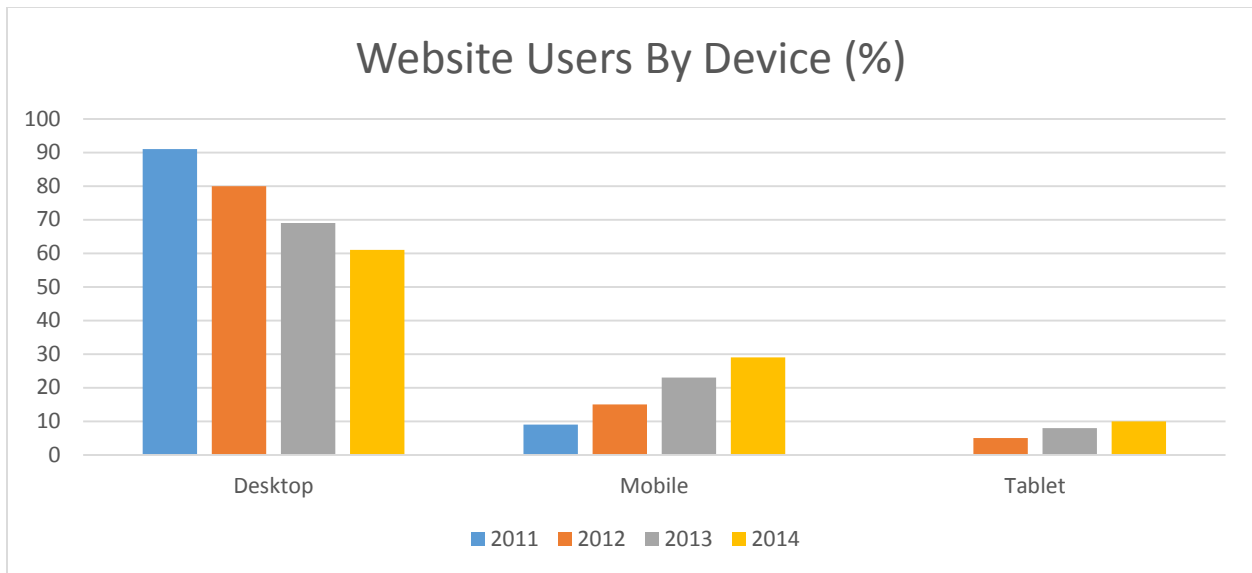
The result was a substantial increase in the number of videos posted on the city's YouTube channel, which grew from 43 in 2012 to 71 in 2013 and 128 in 2014. Most importantly, the number of views and minutes watched also saw strong increases.



Just as importantly, this emphasis was placed on internal communications, and video is a core element of the employee intranet. In fact, the city manager's weekly video blog on COWnet is one of the most popular items on the entire site.

Mobile - The growth of mobile devices being used to access information and services on the city website has been tracked since 2011 using Google Analytics. Although the city website, which was designed in 2008, was not mobile friendly, the trend was clear and COD partnered with the city Information Technology Department to develop and implement a solution.

In 2013, COD worked closely with IT to develop and implement current best practices on website design with a more mobile-friendly “responsive” design. Responsive design means the city website is optimized for presentation on all devices, including smartphones and tablets. In coordination with the software fix from IT, COD and IT provided extensive training to the city website content contributors so they could modify their content pages accordingly to accommodate the new responsive design.



COMMUNICATION AND OUTREACH DIVISION STRATEGIC PLAN 2015-2016

EXTERNAL OBJECTIVES

1. To use innovative communication methods to reach our audiences.
2. To deliver consistency, clarity and simplicity in all messaging.
3. To be the primary source of information about the city.
4. To foster a positive perception of government with our residents.
5. To enhance multi-lingual communication.

STRATEGIES

1. **RESEARCH AND IMPLEMENT COMMUNICATION TOOLS AND RESOURCES**
 - a. Professional development to increase effectiveness and efficiency
 - b. Mashable, Ragan Communications, DNN, GovLoop, 3CMA, DRCog, PIO groups, NAGW
2. **EMPHASIZE VISUALS TO PROMOTE CITY SERVICES**
 - a. Video, pictures, infographics
3. **LEAD CITY'S COMMUNICATION EFFORTS ON HIGH PROFILE PROJECTS**
 - a. Downtown Westminster
 - b. Westminster Station/TOD
4. **REDESIGN THE CITY'S WEBSITE**
 - a. Ensure that it remains the hub of information for the city
 - b. Inclusive of information
 - c. Ease of navigation
 - d. Mobile friendly
 - e. Enhance online customer services
 - f. Online tools to improve the customer's experience and ease of access to city services (Access Westminster)
5. **CONTINUE TO SUPPORT EXISTING NEWSLETTERS AND INCREASE NUMBER OF NEWSLETTERS WHERE APPROPRIATE**
 - a. Work to increase subscribers to the city's newspaper, "City Edition," by sending an issue to every household with instructions on how to subscribe (do this every 3 years).
 - b. Ensure we are sending our e-newsletters in a timely manner with up-to-date information.
 - c. Create new e-newsletters for specific areas of services as the need arises.
 - d. Promote our e-newsletters through various media channels to gain subscribers.
6. **ENHANCE SOCIAL TOOLS**
 - a. In collaboration with Outreach, use Facebook, Twitter and YouTube in a more interactive way.
7. **ASSESS CURRENT MULTI-LINGUAL COMMUNICATION NEEDS**
 - a. Form a task force to assess current conditions, establish short- and long-term goals, and implement action plan.
 - b. Build partnerships with Spanish-language media.
8. **CONSULT WITH DEPARTMENTS ON ISSUES MANAGEMENT ON A CASE-BY-CASE BASIS**

- a. Encourage openness and transparency in all issues
 - b. Identify potential points of difficulty and consult with departments
 - c. Conduct media trainings and consult on media relations
 - d. Consult with departments on issues management
- 9. PURSUE BRANDING INITIATIVE**
- a. Consult with PRL and ED to leverage in-house expertise
 - b. Develop plan based on Council input and current city efforts
 - c. Align branding with new Strategic Plan vision
- 10. MEDIA RELATIONS**
- a. Respond to all media inquiries promptly as needed
 - b. Develop ad hoc media strategies as part of issues management
 - c. See 7b, 8c
- 11. SPECIAL EVENTS**
- a. Support Outreach with the promotion of special events

OUTREACH & ENGAGEMENT OBJECTIVES

1. To develop a City Council outreach plan to increase engagement.
2. To increase the growth of citywide inclusivity efforts.
3. To expand the city's civic engagement platform for City Council outreach and city projects.
4. To develop expanded social media strategy (w/ External Communications).

STRATEGIES

- 1. DEVELOP A CITY COUNCIL OUTREACH PLAN**
 - a. Meet with each member of the City Council and synthesize meeting notes.
 - b. Develop goals and objectives focused on City Council meeting feedback that emphasized accessibility and engaging an "uninterested" or "unreached" public with city government.
 - c. Develop Council outreach calendar.
 - d. Develop social media strategy and guidance for those not familiar with or engaging in social media outreach.
 - e. Work with staff and Council to edit and finalize the plan.
- 2. STAFF THE INCLUSIVITY TASK FORCE**
 - a. Coordinate speakers and meeting logistics.
 - b. Develop recommendation process guidance.
 - c. Support the task force through drafting staff reports and presenting to Council on recommendations.
- 3. INCLUSIVENESS EFFORTS AND COMMUNITY PARTNERSHIPS**
 - a. Identify and develop opportunities to expand and build.
 - b. Conduct stakeholder meetings with community service agencies working on inclusiveness in Westminster.
 - c. Increase communications to and engagement of under-served populations in Westminster.
- 4. STAFF THE HUMAN SERVICES BOARD**
 - a. Shadow Ben through the 2015 funding process and meetings and reports to Council.
 - b. Facilitate 2016 meeting and funding process.
- 5. ENHANCE SOCIAL TOOLS**

- a. In collaboration with External, use Facebook, Twitter and YouTube in a more interactive way.
- b. Develop social media strategy and an analytics plan, combining outreach & external.
- 6. WESTYCONNECT REDESIGN**
 - a. Assess current civic engagement platforms and do demos with those that have features we need.
 - b. Identify platform that best meets our needs and work collaboratively with staff and the company to redesign WestyConnect.
 - c. Re-launch WestyConnect and provide support and training to departments and Council on how to use the new system.
 - d. Enhance web-based communications with effective use of WestyConnect.
- 7. SPECIAL EVENTS**
 - a. Support outreach opportunities and special events for city departments, as needed.

INTERNAL OBJECTIVES

- 1. To provide leadership to all departments in internal communication needs.
- 2. To enhance/improve communication from the City Manager and Department Heads
- 3. To encourage socialization and community building within the organization.
- 4. To break down silos and connect employees with the city's mission and improve communication between and among departments.

STRATEGIES

- 1. CREATE AN INTERNAL COMMUNICATIONS STRATEGY**
 - a. Form a cross-departmental team to discuss internal communication needs
 - b. Conduct an internal communications audit
 - c. Based on findings, make recommendations
 - d. Implement short- and long-term strategies based on recommendations
- 2. COWNET DEVELOPMENT/ENHANCEMENT**
 - a. Movement toward social and workgroups functionality
 - b. Yearly survey (February) and assessment of current platform
 - c. Implement off-site and mobile access
 - d. Offer additional training opportunities for content producers
- 3. EMPLOYEE ONBOARDING/NEW EMPLOYEES**
 - a. Develop strategy to introduce new employees to internal communication channels and features of each
- 4. WORK AS COMMUNICATION LIAISONS WITH CITY DEPARTMENTS**
 - a. Help with messaging and communication needs, including the introduction of new technologies and innovative concepts to improve communication
 - b. Seek opportunities to help with projects and to facilitate communication with internal and external audiences
 - c. Evaluate, on an annual basis, the liaison roles and impacts on workloads
- 5. COW TALK ENHANCEMENT**
 - a. Explore additional video opportunities for COW Talk
 - b. Continue to focus on employee events/contests/community building
 - c. Conduct a recruitment campaign to grow membership

- d. Rebrand COW Talk when off-site and mobile access is available to make it more consistent with the process for City Edition (COW Talk Connections?)
- 6. EXPLORE OUTLYING FACILITIES TO ADDRESS ISSUES OF SEPARATION/SILOS**
- a. Share video tours of facilities/employee profiles on COWnet
 - b. Share interesting facts/stories about division/departments/projects (possibly infographics)
 - c. Relate all communication to aspects of the city's mission and how each person impacts city services
- 7. DEVELOP FOCUSED INTERNAL COMMUNICATION PLAN WITH THE CITY MANAGER AND SET EXPECTATIONS MUTUALLY**
- a. Video opportunities (Q&A, get to know you, information sharing) and blogging
 - b. Include DH group, if appropriate, to talk about big projects within the city (large construction projects, CIP projects, etc.) to keep all informed.
 - c. Asking employees what they want to hear about, what they want more info on, and from whom.



Staff Report

City Council Study Session Meeting
August 17, 2015



SUBJECT: Westminster Station Area Specific Plan - Key Issues

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Recommended City Council Action

Staff will provide an overview of the Westminster Station Area planning process to date, a schedule of milestones and deliverables towards adoption of a new Specific Plan for the area, and key issues and potential strategies for plan implementation. Staff is requesting City Council input on the proposed timeline and planning process and preliminary input on plan implementation strategies.

Summary Statement

- Planning for the Westminster Station Area began in 2002 with the identification of Westminster Station as the first station along the FasTracks Northwest Commuter Rail line.
- In 2011, City Council formulated a clear vision for the Station Area as a mixed-use, transit-oriented neighborhood. A conceptual plan was developed to illustrate the City's desire for higher-intensity development close to the station with a mix of residential, retail, and office uses with ample park space and civic amenities.
- Subsequent planning and design efforts for the Westminster Station Area have included the design of the station platform and North and South Station Plazas, the 40-acre Little Dry Creek Park/Open Space.
- In 2014, the City created a new zoning category, called Specific Plan District that paves the way for creation of a Specific Plan, and thus, new zoning and development standards to implement the City Council's vision for the Station Area.
- The Westminster Station Area Specific Plan will regulate land use; the form and design of buildings, streets, and public spaces; and parking. The plan will also address implementation and development review, and will be similar in format to the Downtown Specific Plan.
- Completion of the Westminster Station Area Specific Plan is anticipated for March 2016. The planning process will include several rounds of public outreach as well as several study sessions with the City Council and Planning Commission.
- Public outreach has been a priority for the Westminster Station Area, beginning with a significant effort in 2012 that was focused on the vision and station infrastructure. Outreach has continued into 2015 and has included follow-up with individual stakeholders and neighborhood meetings.
- As work on the Specific Plan begins, outreach will be focused on key issues of plan implementation, including land use, urban form, and parking. Potential policy approaches and strategies towards nonconformance of land use and structures, parking, and the plan's impact on ensuring a wide range of housing options will be vetted through this process.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issues

Does Council support the planning process proposed for the completion of a Specific Plan for the Westminster Station Area? Of the specific implementation issues identified for public and decision-maker outreach, are there strategies that should be considered or removed from consideration? Are there any other key issues that may be of concern to the public our Council as part of the implementation of a Specific Plan?

Alternatives

As the Specific Plan for the Westminster Station Area is a high priority for the City Council's Strategic Plan, it is assumed that completion of the plan is not in question. However, the Council may want to consider the extent of decision-maker involvement presented in the proposed timeline. Several Study Sessions are proposed throughout, both with City Council and Planning Commission. Council may want to consider joint study sessions with the Commission.

With respect to the plan implementation strategies presented in this report, the Council may want to add additional strategies to be considered and evaluated by staff and the public. Council may also want to eliminate potential strategies. However, complete elimination of proposed strategies before a full vetting process with the community and without significant consideration of impacts to other City goals of economic development, provision of community amenities, or implementation to the vision for the Station Area, is not advised at this stage of the planning process.

Background Information

The Westminster Station Area (Station Area) is a 135-acre area bounded by Lowell Boulevard, Federal Boulevards, 72nd Avenue, and the Little Dry Creek Open Space south of the BNSF rail corridor. The Station Area is located southeast of the Harris Park district. Irving Street, a long-established civic corridor in South Westminster bisects the site, connecting the future Westminster Station to the MAC, Irving Street Library, Swim and Fitness Center, and the municipal courthouse to the north. The improvements and regional trail connections underway in the Little Dry Creek Open Space just to the south of the station—along with the direct 11-minute rail connection to Denver Union Station—make the Westminster Station Area an important regional and citywide destination. The vision for the station area builds on the site's potential as a regional connection for the City as well as its local influence and role as a civic and cultural hub in the south of Westminster.

The following background provides an overview of planning efforts for the Station Area, the City's established vision, the next steps in the planning process, and strategies for plan implementation. Additional detail of the project background can be found in the February 3, 2014 staff report on the Westminster Station Transit Oriented Development Area Overview and Update. This staff report is attached at the end of this report as **Attachment G**.

Existing Context and Planning Background

The Station Area is situated at the southeastern end of the City, just north of unincorporated Adams County. Existing development in the area occupies land north of the rail corridor (with the Little Dry Creek drainage basin to the south). Development is comprised primarily of single-story commercial and industrial uses, with smaller-scale development located along the periphery and larger-scale uses and lot sizes closer to the rail corridor. Uses in the Station Area are mostly non-residential and include light industrial (18 acres), retail and general commercial use (16.4 acres), and auto and service-oriented use (15.1), and light industrial use. Almost 16 percent of the developable land in the northern

portion of the Station Area is occupied by high- and low-intensity residential development (7.9 and 3.8 acres, respectively). The remaining developable land north of the rail corridor is vacant (13.2 acres, including City-owned property and the site of the Westminster Station parking structure). Major property owners in the area include the City of Westminster, JDRE Holdings (Nolan RV), Adams County Housing Authority and KEW Realty Corporation—most of these larger, more significant land holdings are located along the rail corridor adjacent to the station.

Planning for infrastructure in the Westminster Station Area began in 2002 with the identification of Westminster Station as the first station along the RTD FasTracks Northwest Commuter Rail Corridor. Based on the opportunity to establish a transit center and build community and economic capital, an initial concept plan for the area was developed in 2006. The plan illustrated a vision of a mixed-use, higher-intensity neighborhood around the station (**Attachment A**). Refinement of this concept continued into 2011, at which time a vision and clear objectives for transit-supportive, mixed-use development in a cohesive district were approved by City Council (**Attachment B**). The project objectives established with this vision include:

- Opening Day Success of the South Westminster Station;
- Circulation and Access;
- Stormwater Management;
- Urban Density/Walkability;
- Open Space;
- Mix of Uses;
- Grow and Enhance Opportunities; and
- Successful Implementation.

The land uses proposed with this plan include high-intensity mixed-use development with office and residential over retail, live/work, creative commercial uses, and multifamily and townhome development. The intent of this vision was reflected in the 2013 Comprehensive Plan Update through Focus Area policies for the Westminster Station Area, as shown in **Attachment C**. The area was also designated as Mixed Use Center to convey the City's intent to foster higher-intensity, transit-supportive development in the area.

Key to the success of this vision is the City's commitment to designing and building an exemplary station and facilities that will act as a catalyst for future development. The station and its surroundings are designed as a civic amenity and gathering space, with a large amphitheater, gathering space for formal and informal public events, and provision of pedestrian and bicycle amenities. Likewise, the Little Dry Creek Park and Open Space will further establish the Station Area as a regional and civic destination, with approximately 40 acres of open space, drainage area and park amenities planned. (Both the station and park are illustrated in Attachment C.)

Public Outreach

A significant amount of outreach has been conducted for the Station Area, including community-wide open houses, multiple neighborhood group meetings, and several rounds of focused stakeholder outreach. (See **Attachment D** for the 2012 Public Outreach Summary.) The focus of these efforts has been to attain buy-in on the overall mixed-use, transit-oriented vision for the area. The input received from the community overall supports a desire to see change and new development in the area. However, some landowners and business owners have expressed concern over their future operations in the area. Key concerns expressed in the past have included questions of eminent domain, ability to continue to operate (businesses), and station- and construction-related traffic impacts.

Westminster Station Area Specific Plan

The City's vision for a transit-oriented district around the future Westminster Station requires a cohesive approach to allowing the mostly built-out area to change over time. Facilitating and supporting this change at the regulatory level, a new zoning district will be established that will provide opportunity for higher-intensity mixed-use development. The district will also regulate land uses to ensure that as new development occurs, uses that support transit and a mixed-use environment like higher-density employment and residential uses and neighborhood and local retail are located close to the station.

This new zoning district will be established as a Specific Plan District, utilizing the City's new tool for area planning recently adopted in 2014. Similar to the Downtown Specific Plan, the Westminster Station Area Specific Plan will establish land use and development standards for the Station Area. The scope of the plan will include land use, circulation and streetscape design, built form (development standards and guidelines), green space and public art, and implementation.

Specific Plan Implementation

As mentioned above, a regulatory framework must be established in order to move the City's vision for the Station Area forward. The resulting regulations will provide benefits to landowners while also potentially impacting some aspect of their existing function in the area. Key regulations that may impact existing development, along with options for how they may be implemented, are discussed below.

- **Adopted land uses that are transit-supportive.** The land use vision for the Station Area emphasizes retail, office, and higher density residential uses—all of which intensify day and evening population in the area to increase ridership at the Station and support a mixed-use environment. Existing light industrial, auto-oriented service and sales, storage and warehousing uses could become nonconforming upon adoption of the plan.

As outlined by section 11-4-15 in the Zoning Code, nonconforming uses may continue to operate. Operators may change as well, as long as they are conducting the same land use. If the use is discontinued for more than one year, subsequent uses on the site must be conforming. (I.e., if a nonconforming business is abandoned for more than one year, the same use may not reoccupy the site.) It has been the City's policy for many decades to not allow physical expansion of a nonconforming use. This means that existing uses that have been made nonconforming by the Specific Plan would not be allowed to expand. Staff has researched how many properties would be allowed to expand under their *current* zoning. Due to nonconformance of structures or other site conditions, only nine properties would have the ability to expand, including the Nolan property (see **Attachment E**). Staff has made contact with each of these property owners. Of the property owners consulted, only one owner identified the desire to physically expand in the future: All Around Auto (formerly Import Auto, owned by Skeet Hartman). The remainder of property owners envisioned remaining as is, selling or redeveloping, or consolidating and rehabbing existing buildings for conforming uses.

Implementation strategies that can be considered with respect to nonconforming uses include:

(1-a) Allow some or all auto-related uses within a defined geographic area within the Station Area. This area could be a specific street or frontage, such as along Lowell Boulevard, or properties located outside of a quarter-mile radius from the station (reserving the area closest

to the station for higher-intensity transit-supportive uses). Light manufacturing and warehousing uses would not be permitted.

(1-b) Do not allow auto-related uses or light manufacturing/warehousing uses, resulting in those uses becoming nonconforming to the plan.

- **Adopted design standards that emphasize urban form and pedestrian scale and orientation.** In order to encourage walkability and establish a well-defined, attractive public realm throughout the Station Area, new design standards will be proposed. For example, standards will require buildings to be located at and front onto the street edge, have a certain amount of window area and entries at the ground level, and achieve massing and articulation guidelines. As a result, many existing structures in the Station Area will likely become legally nonconforming structures upon adoption of the design standards.

As outlined in section 11-4-15, nonconforming structures may be repaired, maintained and restored (in limitation). It has been the City's policy to not allow physical expansion of a nonconforming structure for many years.

Implementation strategies that can be considered with respect to nonconforming structures include:

(2-a) Do not allow expansion of nonconforming structures. This could impact almost every building and potentially inhibit opportunities for creative reuse of buildings.

(2-b) Allow expansion of nonconforming structures, requiring expansion to be consistent with the design standards and guidelines of the plan to the extent possible. Potentially create a set of design standards for adaptive reuse.

(2-c) Allow expansion of existing nonconforming structures with similar allowances as (2-b), but limit allowable area with a maximum equal to a to-be-determined proportion of the existing building. This option would ensure that all major new development in the planning area is conforming to the standards of the plan.

- **Parking strategy that fosters higher intensity development, more efficient use of land, and incentivizes reuse of existing structures.** Much of the Station Area is comprised of smaller parcels (typically 0.5 – 1.0 acres) with limited ability to accommodate required parking on-site, particularly for reuse of existing buildings and small-scale redevelopment. Already, staff has had to turn away several potential uses based on their inability to meet the current parking requirements. This inability to accommodate unique uses at the small, incremental level is problematic as they could have an immediate impact on the area's identity as a destination and neighborhood. Additionally, as new development occurs on a larger scale, the amount of transit-supportive non-residential uses will be limited by the amount of parking that can be accommodated on-site. In order to facilitate reuse and activity, as well as an appropriate urban form and intensity to development, the Specific Plan must address parking.

The Specific Plan will need to minimize parking in order to facilitate more density and development in the Station Area. The total supply of parking can be reduced by lowering the parking requirement for all development as well as through introducing a mechanism with which to allow parking to be shared across a wider area or district—allowing uses that have peak demand that complement each other to utilize the same spaces. As part of the planning

process, staff hired Fox Tuttle Hernandez (FTH) to develop an overall parking management strategy for the Station Area. An excerpt outlining the proposed strategy for the Station Area is included in **Attachment F**. The strategy presented in the document is two-fold. It includes reduction of parking requirements throughout the Station Area as well as a shared parking strategy that introduces a “pool” of public parking to meet the needs of non-residential parking demand that is not met on-site. This strategy is but one alternative, although preferred, for addressing parking demand and supply in the area. This and other strategies are outlined below.

(3-a) Assume parking is provided only on-site but reduce parking requirements for residential and non-residential uses to 1.25 spaces/unit and 3.0 spaces/1,000 sq. ft., respectively. Two additional options in keeping with this alternative include:

- Allow sharing of parking for non-residential uses on-site, with a reduction up to a certain percentage of the total demand.
- Allow non-residential uses to include on-street parking directly adjacent to their property as part of their meeting their “on-site” requirement. This could be minimally helpful for smaller sites with limited frontage.

(3-b) Allow reuse of existing structures to locate in the Station Area without a parking requirement. This approach may have a sunset tied to a metric such as overall utilization of on-street parking in the Station Area. Note that this alternative only addresses one aspect of the parking challenges, and would not ameliorate the need to provide on-site parking for new development or incremental redevelopment.

(3-c) Reduce parking ratios and establish a mechanism for shared public parking for non-residential uses. (Residential uses would be required to provide parking on-site.) This approach represents the recommended approach in the Parking Management Strategy completed by FTH and staff. Key assumptions of this strategy include:

- Parking requirements are reduced to 1.25 spaces/unit for residential and 3.0 spaces/1,000 sq. ft. for non-residential uses.
- A parking district will be established for management, maintenance and operation of the public spaces. The City will be responsible for management of the parking district, which could be outsourced.
- Participation in the parking district is voluntary. If parking is not fully met on-site, additional spaces (parking space equivalent, PSE) can be purchased from the City for a fee.
- The PSE fee may be a one-time fee-in-lieu or an annual fee. (New development will pay a fee-in-lieu. An annual fee may be more feasible for reuse of existing structures.)
- The City may initially subsidize or rebate parking fees and the district will likely need to access City resources, particularly for purchase of land and construction of lots or structures.
- Management of the parking district will require monitoring and strategic and financial planning for improvements, land purchase for lots and structures, and construction of parking structures.

This parking strategy facilitates immediate reuse of existing structures and incentivizes development in the area. Fees would be set at a subsidized rate and/or rebated and would, over time, be increased in response to the market. The overall amount of parking provided in the Station Area would be significantly reduced by the function of sharing parking for uses spread across many sites.

Options for projects that reuse existing structures that could be tied to this alternative include:

- Rebate of cash-in-lieu or annual fees for a given period of time. This could be used as an economic development incentive and advertised as such.
- Exempting projects of any parking requirement for a period of time, or upon such time as a certain level of utilization of public parking spaces is achieved.
- Exempting projects from any parking requirement in perpetuity, as long as the original building is in use.
- Potential funding sources for this strategy include, but are not limited to, the fees-in-lieu or annual fees, CIP funds, a future GID (could require new development to join as requisite to obtaining entitlements), or TIF money if the urban renewal district is reinstated.

This shared parking district strategy has been utilized throughout the nation in downtowns and transit-oriented districts to minimize parking and maximize development opportunity. Locally, cities like Boulder, Fort Collins, Denver, and Lakewood have all developed successful parking districts.

The Specific Plan may also introduce strategies to address housing affordability in the Station Area to ensure that access to one of the City’s major transit stations is available to all income levels. Specific strategies will be identified in concert with the City’s citywide workforce housing effort to ensure consistency in implementation, monitoring, and resource allocation established for the entire city.

Planning Process and Schedule

Completion of the Westminster Station Area Specific Plan is anticipated for March 2016, as shown in the table below. The planning process will commence with a round of outreach with stakeholders, community members and decision makers, jointly led by the Department of Community Development and Economic Development office staff to ensure participation of residents, public agencies like Adams County and Adams 50 School District as well as the business and development communities. This first round of outreach will be focused on the key issues of plan implementation presented above, including land use, urban form, and parking. Potential impacts and alternative policy approaches towards nonconformance of use and structures as well as parking will be vetted through this process.

A draft of the Specific Plan will be completed based on the input gathered from City Council, stakeholders, residents and agencies, and the Planning Commission. This draft will be reviewed with both the Planning Commission and City Council in focused study sessions, followed by refinement of the plan for a Public Review Draft. The Public Review Draft will be vetted through a second round of outreach anticipated for early 2016, after which a final draft will be prepared for adoption.

| <i>Project Milestones</i> | <i>Date Complete</i> |
|---------------------------------|----------------------|
| CC Study Session | August 17 |
| Stakeholder Outreach | September 15-18 |
| Community Meeting | September 24 |
| PC Study Session | October 13 |
| WSA Specific Plan Admin Draft 1 | October 16 |
| WSA Specific Plan Admin Draft 2 | November 17 |
| PC Study Session | December 8 |
| CC Study Session | December 14 |

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| Public Review Draft | January (2016) |
| Stakeholder Meeting | January 12 |
| Community Meeting | January 20 |
| Hearing Draft | February 10 |
| PC Hearing | February 23 |
| CC Hearing 1st Reading | March 14 |
| CC Hearing 2nd Reading and Final Draft | March 28 |

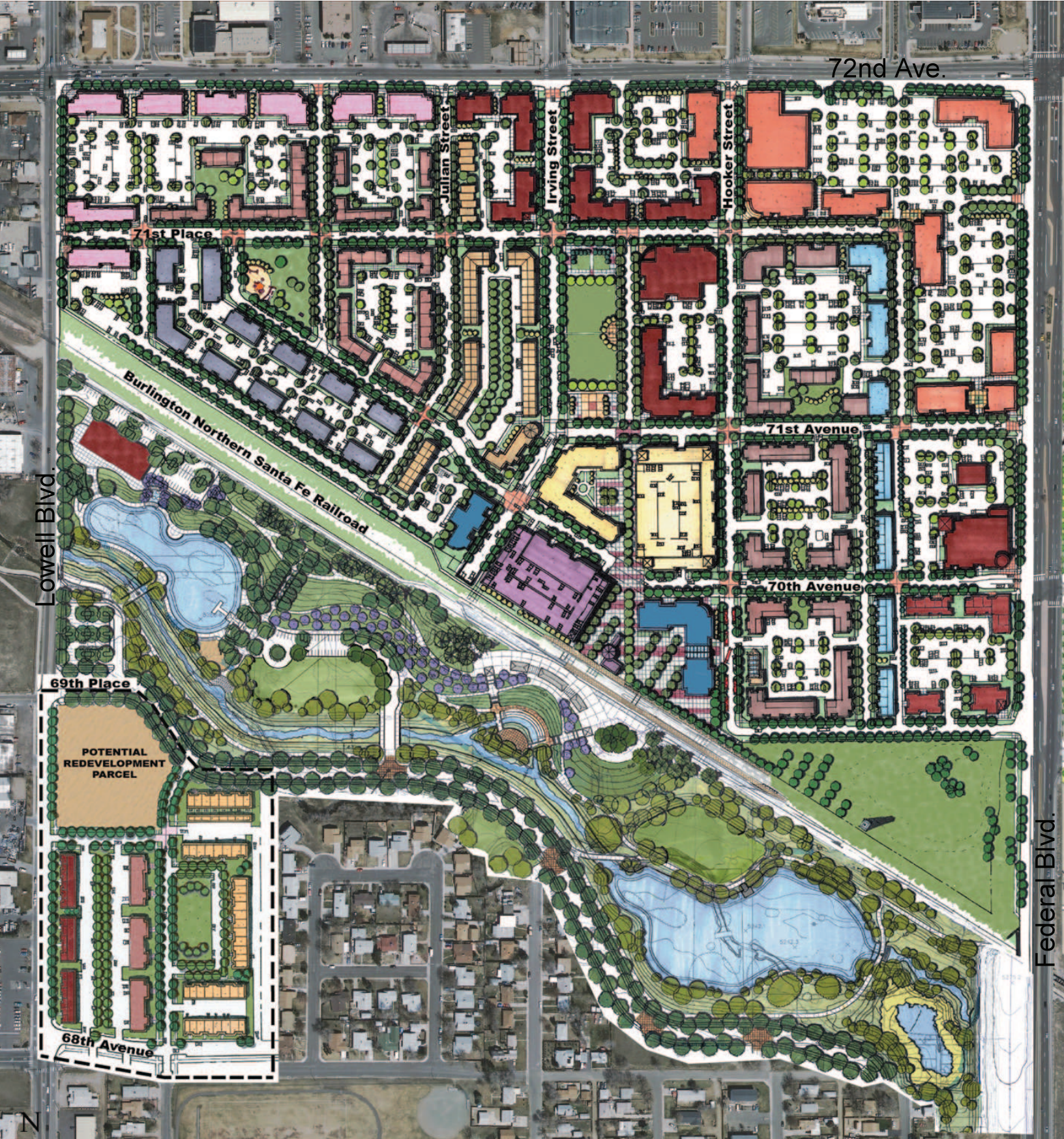
The Westminster Station Area Specific Plan process supports the City Council’s Strategic Plan goals of a *Dynamic, Diverse Economy; Vibrant, Inclusive and Engaged Community; Financially Sustainable City Government Providing Excellence in City Services; Beautiful, Desirable, Safe and Environmentally Responsible City; and Ease of Mobility.*

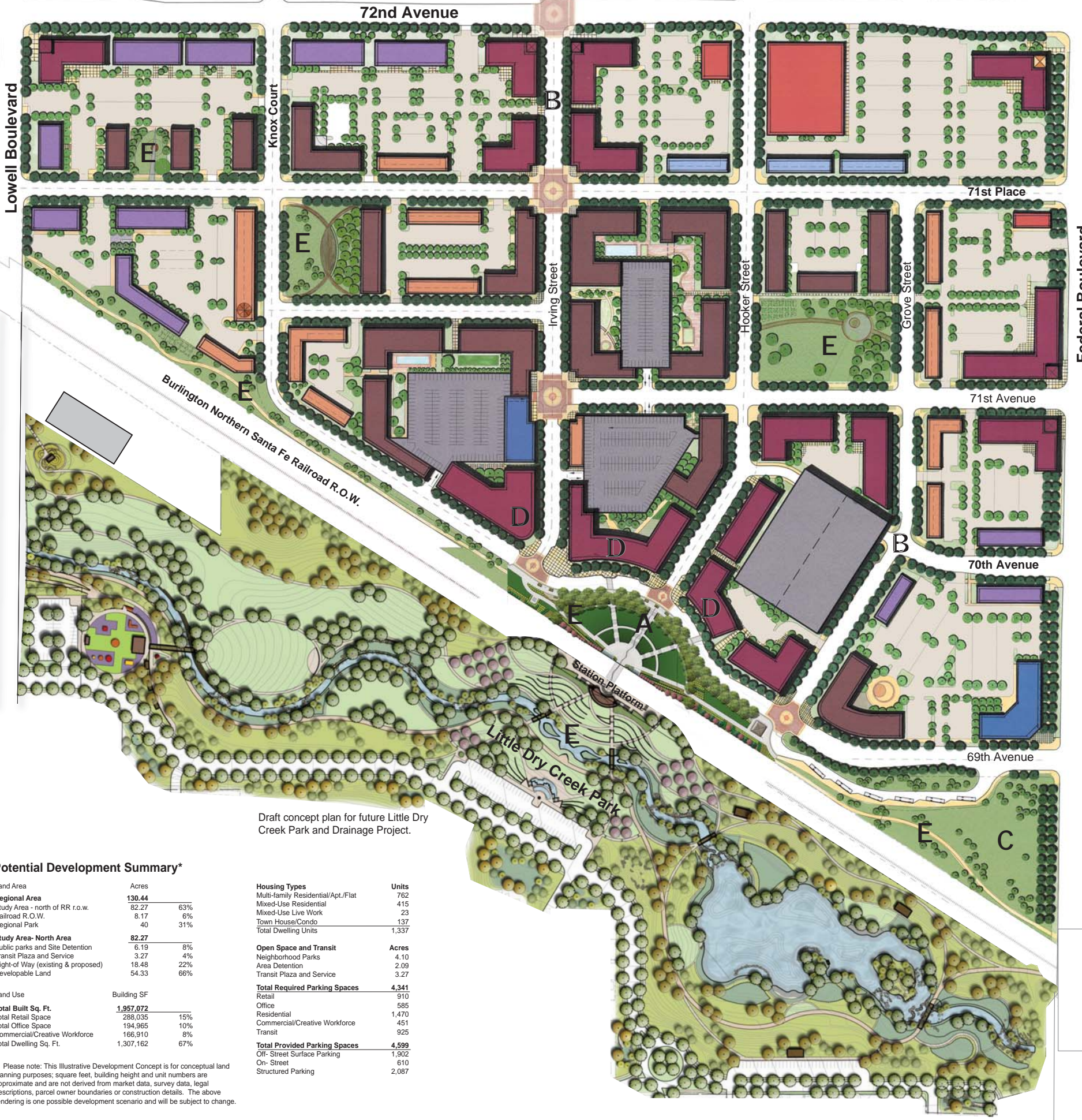
Respectfully submitted,

Donald M. Tripp
City Manager

Attachments

- Attachment A: 2006 Illustrated Vision of Westminster Station Area
- Attachment B: 2011 Approved Council Vision for the Westminster Station Area
- Attachment C: Comprehensive Plan Westminster Station Area Focus Area Excerpt
- Attachment D: 2012 Public Outreach Summary
- Attachment E: Potential Impacted Properties
- Attachment F: Westminster TOD Parking Strategy Excerpt
- Attachment G: Westminster Station TOD Area Overview and Update Staff Report





Draft concept plan for future Little Dry Creek Park and Drainage Project.

Potential Development Summary*

| Land Area | Acres | Housing Types | Units |
|------------------------------------|--------------------|--------------------------------------|--------------|
| Regional Area | 130.44 | Multi-family Residential/Apt./Flat | 762 |
| Study Area - north of RR r.o.w. | 82.27 | Mixed-Use Residential | 415 |
| Railroad R.O.W. | 8.17 | Mixed-Use Live Work | 23 |
| Regional Park | 40 | Town House/Condo | 137 |
| | | Total Dwelling Units | 1,337 |
| Study Area- North Area | 82.27 | Open Space and Transit | Acres |
| Public parks and Site Detention | 6.19 | Neighborhood Parks | 4.10 |
| Transit Plaza and Service | 3.27 | Area Detention | 2.09 |
| Right-of Way (existing & proposed) | 18.48 | Transit Plaza and Service | 3.27 |
| Developable Land | 54.33 | Total Required Parking Spaces | 4,341 |
| | | Retail | 910 |
| Land Use | Building SF | Office | 585 |
| Total Built Sq. Ft. | 1,957,072 | Residential | 1,470 |
| Total Retail Space | 288,035 | Commercial/Creative Workforce | 451 |
| Total Office Space | 194,965 | Transit | 925 |
| Commercial/Creative Workforce | 166,910 | Total Provided Parking Spaces | 4,599 |
| Total Dwelling Sq. Ft. | 1,307,162 | Off-Street Surface Parking | 1,902 |
| | | On-Street | 610 |
| | | Structured Parking | 2,087 |

* Please note: This Illustrative Development Concept is for conceptual land planning purposes; square feet, building height and unit numbers are approximate and are not derived from market data, survey data, legal descriptions, parcel owner boundaries or construction details. The above rendering is one possible development scenario and will be subject to change.

Westminster Station Transit Oriented Development Project

Illustrative Development Concept

August 2011

Goals and Project Objectives

The Westminster Station Transit Oriented Development (TOD) Plan sets forth a vision and framework to guide future land use, infrastructure and redevelopment decisions for the area bounded by 72nd Avenue, Federal Boulevard, the BNSF railroad tracks and Lowell Boulevard. The long term vision is to create a transit oriented pattern of development that draws new residents, jobs and businesses, while creating a new destination for existing residents and providing regional access from the new south Westminster transit station.

Leveraging a transit investment into a vibrant community destination takes years of effort, leadership and cooperation. Supportive regulatory policy, infrastructure and select public improvements illustrate the City's commitment to implementing the vision. The City of Westminster is utilizing the following guiding objectives to support the future envisioned for the Westminster Station TOD area.

A. Opening Day Success. The future Westminster Station is aligned with Hooker Street, with the platform south of the railroad tracks. The City of Westminster is working towards a successful opening day for the Westminster Station. The station will include a plaza, pedestrian tunnel and a ramp or steps to access the train platform. A parking structure will be funded by the City of Westminster, with a portion of the funding coming from RTD. The parking structure will provide for a total of 1,050 spaces, with plans to provide 525 spaces on opening day. The parking structure will be accessed from the full intersection at 70th Avenue and Federal Boulevard. At opening day, and in future phases of redevelopment, the City will work to improve visibility of the station, provide direct bus and auto access and will create safe pedestrian connections from the parking structure, the pedestrian drop-off and the surrounding neighborhood.

The Westminster Station will begin construction in 2012 and is scheduled to open in 2016, providing frequent service to downtown Denver. 70th Avenue will provide opening day auto access close to the station. Pedestrian access to the station, in phase 1, will originate at the southeast corner of the parking structure, run west along a sidewalk on City owned property and connect to the station plaza and tunnel that lead to the station platform on the south side of the railroad tracks. In future phases, the parking structure will double in size and will be surrounded by office and mixed-use buildings. Community events will be hosted at the station to increase awareness of and activity at the new station.

B. Circulation and Access. The proposed street network within the TOD area builds upon the existing street grid. Irving Street is the TOD 'main street' and extends south from 72nd Avenue to the station. Streets parallel to Irving Street carry less traffic, are oriented towards the station, and provide views south to the future regional park. New street cross-sections have been designed and located by the City to provide a network of streets that balance auto and pedestrian access. 70th Avenue will be extended west from Federal Boulevard to the station parking structure by opening day for the Westminster Station.

C. Stormwater Management. Effective stormwater management is a critical element when planning and designing any site development and particularly on redevelopment sites as the existing infrastructure could be deficient or simply nonexistent. This site is no different. In order to reduce the burden on the first developer to analyze the existing and proposed conditions, the City has been proactively working toward a regional stormwater detention and water quality policy. The proposed park area south of the railroad is being designed to handle the 100-year stormwater detention requirements. Additionally, there may be the possibility to incorporate some regional water quality facilities, however, this is still in the early stages of design as of May 2011. Low Impact Development techniques will be encouraged in the TOD area to reduce the potential pollutant load into the regional facilities. A more detailed parcel by parcel analysis will be presented in the "Westminster TOD Drainage Impact Fee Policies and Procedures" document that is currently in draft form. The triangular area in southeast corner of the TOD bounded by the railroad and Federal Boulevard should be reserved for a water quality facility when the parcel is available for redevelopment efforts as this area is not currently incorporated into the regional water quality concept.

D. Urban Density/Walkability. Higher density uses are proposed at the station and along Irving Street to increase the number of people living and working near transit. Buildings are pulled to the streets with minimal or no setbacks to create activity and interest along streets. Parking is located in the rear of buildings and parking access is consolidated to minimize curbs and to create parking lot efficiencies. Quality walkable streets are the standard and are designed with detached sidewalks, pedestrian amenities, lighting, trees and buildings with a ground-floor scaled to pedestrians. Plazas, "outdoor rooms" and balconies are encouraged.

E. Open Space. A range of open space opportunities are provided to enhance livability in the TOD area and to provide outdoor opportunities for residents and visitors of all ages. Two parks, several mid-block plazas and green streets are identified in the TOD Plan. A large 40 acre regional park immediately south of the proposed station provides valued open space, outdoor amenities and regional trail access.

Mix of Uses. Future land uses will accommodate a broad mix of uses including vertical mixed-use buildings with commercial on the ground floor and either office or residential space above. Areas targeted for mixed use are in strategic locations immediately north of the station, south of the Irving Street/72nd Avenue intersection and west of 71st Avenue/Federal Boulevard. Proposed residential uses are organized into three sub-neighborhoods with buildings that face or orient to parks, public streets or the station. Live-work uses are distributed throughout the TOD area to create varied opportunities for small business, retail and office. A 'commercial /creative workforce' area is identified near Lowell Boulevard to create an area where small business owners, artists and service or professional services might share building space.

Grow and Enhance Opportunities. The existing residents, landowners and businesses in South Westminster will benefit most from the rail access, infrastructure investments and transit oriented development opportunities. The City of Westminster will work with existing property owners and businesses to achieve a phased approach to redevelopment and to keep and grow businesses with a desire to be a part of the transit oriented vision. A business development strategy will be pursued by the City to attract developers, investors and businesses to the Westminster Station TOD area.

Successful Implementation. Implementation of the vision for the Westminster Station TOD area will occur in several phases over the next 5-20 years. Current planning, infrastructure investments and the opening of the station will create the first change. Residents, business owners and visitors will create demand for new uses and will fuel additional funding, investments and redevelopment projects for future phases. Proposed improvements will be funded by private developers, the City of Westminster and possibly the Adams County Housing Authority. The City will continue to pursue available local, state and federal funding and will explore the potential of special district funding such as tax increment financing (TIF), general or business improvement districts (GID/ BID), grants and transit related funding. City departments such as the City Manager's Office, Department of Community Development, Department of Public Works and Utilities, and the Department of Parks, Recreation and Libraries will coordinate implementation opportunities as well to create an efficient redevelopment process.

Land Use

- Mixed Use - Vertical
- Mixed Use - Live Work
- Multifamily Residential/Apt./Flat
- Townhome/Condo
- Transit Parking Structure
- Public Park
- Retail
- Commercial/Creative Workforce
- Office





3.2 WESTMINSTER STATION FOCUS AREA

The Westminster Station Focus Area is strategically located in the northwest portion of the greater Denver metro area, just a half-mile south of the US 36 and Federal Boulevard interchange. The 135-acre focus area is anchored by the future RTD FasTracks commuter rail station (Westminster Station), which will provide impetus for transit-supportive mixed-use development within the focus area when it opens in 2016. The 37.5-acre Little Dry Creek Park and Open Space is planned for the southern portion of the focus area, providing a key amenity for the surrounding South Westminster community. The park will also provide connectivity to the regional trail network via Little Dry Creek Trail, which is part of the planned Refuge to Refuge Trail connecting the Rocky Mountain Arsenal and Rocky Flats National Wildlife refuges.

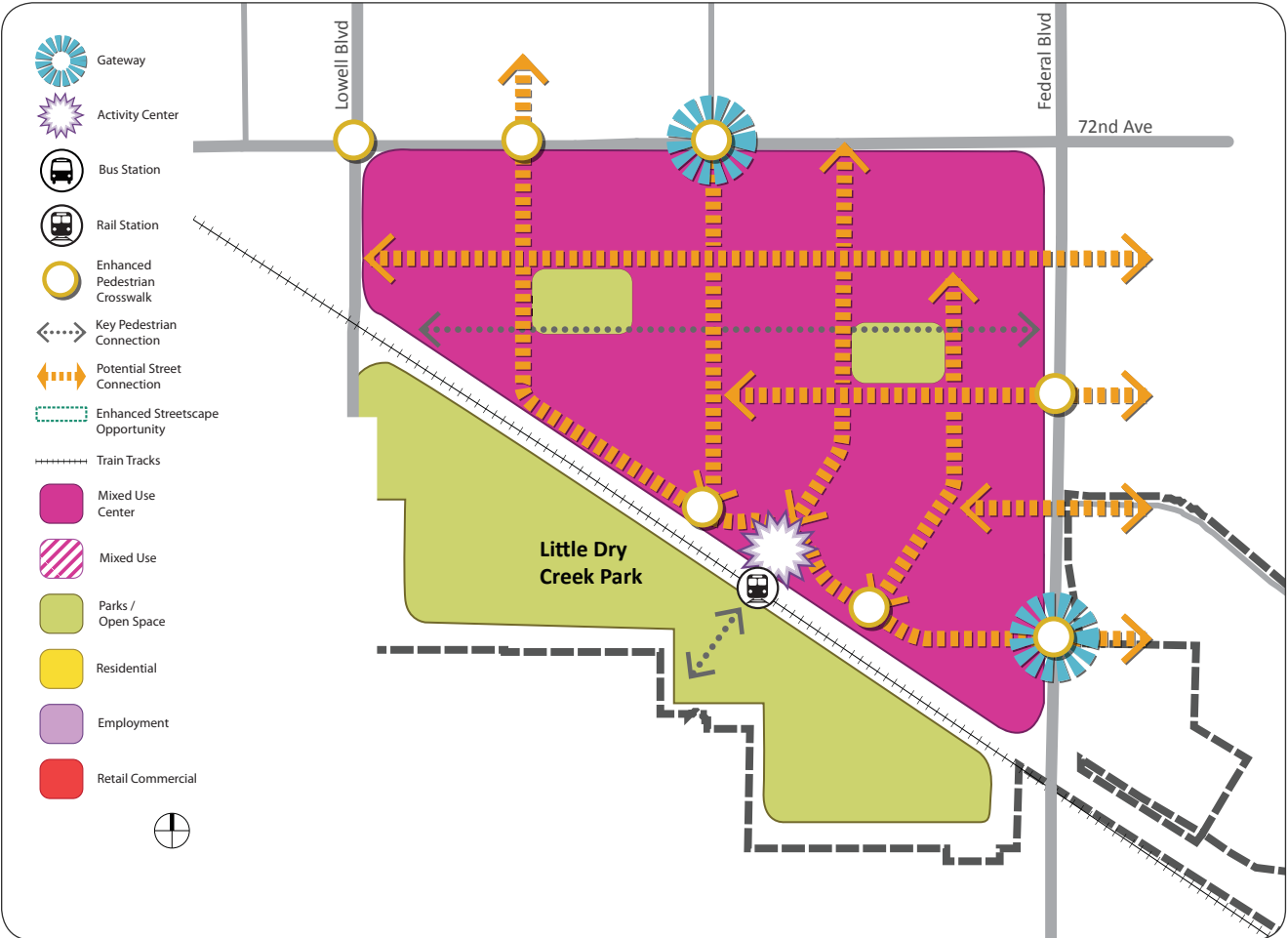


Westminster Station is envisioned as a vibrant district that will act as a node of energy and activity around the station (Figure 3-3). The focus area will comprise a mix of higher intensity retail, office and residential development with an emphasis on active ground floor uses along key connections to the station. A walkable, pedestrian-oriented public realm and appropriately-sized street grid is envisioned to complement this higher intensity of development. Connections to surrounding streets and development, access and circulation by multiple modes, and an attractive, varied public realm are all emphasized. Planning for the focus area is underway, and has included an initial concept approved by City Council in 2011, public outreach in 2012 and a cohesive station area plan that is anticipated to be complete in 2014.

Above, existing views within the site, including, from the top, the view looking south down Hooker Street, development along 72nd Avenue, and industrial and commercial developments in the district. To the right, the view from above shows the extensive open space area that will be located just south of the district.



Figure 3-3: Westminster Station Focus Area Illustrative Concept





Above, an illustrative view of the station looking south into the planned Little Dry Creek Park and Open Space. Transit riders will need to cross south through the tunnel in order to access the train ticketing and platform. Below, an illustrative view of the north transit plaza that will become a community gathering and event space.



Above, an illustrative view looking east of the north transit plaza and development along Westminster Station Drive, showing the scale and orientation of potential new development. Below, an illustrative view showing conceptual development facing onto the north plaza and along Westminster Station Drive and Hooker Street.



Access to both rail and bus transit will be an important component of the Station Area's success.

GOALS

- F-G-3** Establish a vibrant, mixed-use district that acts as a neighborhood and community destination.
- F-G-4** Provide a multimodal circulation network that prioritizes access to transit and connectivity throughout the focus area.
- F-G-5** Create a well-defined, engaging public realm.

POLICIES

- F-P-10** Foster a mix of retail, office and residential uses within the station area, with the highest intensity of use located adjacent to the station.
- F-P-11** Ensure development is designed to foster an active ground floor pedestrian environment, particularly along key connections to the station.
- F-P-12** Provide a range of public spaces, parks and plazas to serve the district and foster community gathering and events.
- F-P-13** Integrate the station into the design and function of the public realm with a station plaza and event space.
- F-P-14** Design the station and platform elements to create a distinctive landmark within the Little Dry Creek Park and Westminster Station Area.
- F-P-15** Provide safe and comfortable connections to the station and to the Little Dry Creek Park.
- F-P-16** Improve internal circulation with a connected street grid. Emphasize connectivity to surrounding streets where possible.
- F-P-17** Emphasize access to the transit station for all modes of travel. Provide adequate parking facilities for vehicles and bicyclists and ensure pedestrian crossings are safe and well-defined.
- F-P-18** Establish clear gateways into the site off of Federal Boulevard and 72nd Avenue designed to attract users to the site and create a unique identity.
- F-P-19** Use streetscape design, public art and wayfinding elements to create a distinct identity for the area.



Westminster Station Transit Oriented Development Area

Community Outreach Summary

April 26, 2012



WESTMINSTER

Public outreach for the Westminster Station Transit Oriented Development (TOD) Area Specific Plan is comprised of four components: stakeholder meetings with business owners, property owners and developers; neighborhood-wide open houses; focused neighborhood and organization briefings; and a project website, www.westminsterTOD.com. Outreach for the plan began in March 2012 with two stakeholder meetings, a community open house, neighborhood organization briefing and an updated project website. This summary provides an overview of comments and concerns raised at each meeting and event.

Stakeholder Meetings

Two stakeholder meetings were held on March 13, 2012. The meetings included over 25 stakeholders, divided into two groups: business and property owners and development and construction industry representatives.

Business and Property Owners

A meeting with 17 business and property owners in and directly adjacent to the TOD Planning Area was held on March 13, 2012. The meeting provided a forum for participants to comment on any opportunities or challenges they observed regarding information presented for the TOD Area plan. City staff presented the key plan concepts for the TOD Area, including the concept plan, land uses and station and park design. Overall, participants concurred that investment in the area is needed and that the train station and resulting development would enhance their property values. Key challenges that were expressed during the meeting included overall development potential in the TOD Area, impacts to existing businesses and properties with implementation of the plan, and station-related impacts. In some cases, specific questions were asked of staff regarding plan implementation and impacts, to which staff will follow up in response.

Concerns for development potential and success were focused on the overall health of the real estate market and how initial development, particularly retail, would fare during the first few years. Several people encouraged the City to provide development incentives and felt that the drainage master plan was a good start.

Issues regarding implementation of the plan were focused on impacts to property values, taxation, and ability to refinance. Several property owners were concerned that implementation of the TOD Plan zoning could raise property

assessment value and consequently, property taxes. Others felt that having the plan show a park or street across their property would be detrimental to property values and the potential for resale or refinancing. Questions regarding implementation also included whether businesses would be able to make improvements and whether property owners would need to comply with new guidelines and standards.

Finally, a few concerns were expressed regarding Station operation and infrastructure. Several stakeholders voiced concern regarding the phasing and impacts of infrastructure improvements in the area. As these improvements would be implemented, there could be significant impact to physical and perceived access to existing uses. Property owners wanted to be well-informed and advised of these types of improvements. An additional issue regarding station operation was that of parking—the Goat Hill residential neighborhood directly to the south of the Little Dry Creek Park and Westminster Station could be significantly impacted by commuters parking within the neighborhood in order to avoid potential parking fees and traffic associated with the City’s planned parking structure.

While many concerns were brought up during the meeting, most stakeholders felt that the potential gain from the planning and new development in the TOD Area would be of benefit to them. Several stakeholders requested “how-to” information regarding sale, redevelopment and improvements of their properties. City staff agreed that this would be a helpful tool to add into the project website.

Developer and Construction Industry Representatives

A meeting with 10 development and construction industry representatives was held on March 13, 2012. Similar to the first stakeholder meeting, City staff presented the key plan concepts for the TOD Area, including the concept plan, land uses and station and park design. Stakeholders expressed interest in the development potential within the Station Area, but also posed several challenges. Stakeholders felt that key opportunities presented in the plan include the area’s urban renewal designation, shared use of the parking structure and the impetus gained by new redevelopment of existing older affordable housing proposed by the Adams County Housing Authority.

One of the primary challenges in the area would be that of land assembly, as many parcels in the TOD Area are smaller. Stakeholders felt that the City needs to be proactive in assembling property and making initial infrastructure improvements to incentivize development. Stakeholders also expressed the need to “clean up” the image of the area along Federal Boulevard in order to attract new development interest. Additional community incentives would include a central community space and nearby recreation and gym space.

Open House

An open house for the Westminster Station TOD Area Specific Plan was held on the evening of March 14, 2012. Approximately 150 people attended the event. Open house stations included Project Objectives, Land Use, Urban Design, Station & Circulation and Parks & Open Space. (Materials from each station are included in the appendix of this document.) City staff members were present at each station to walk community members through the materials and to answer questions about the project and concepts presented.



Overall, community members were very optimistic and expressed support for a mixed-use transit-oriented district surrounding the future Westminster Station. Many felt that improvement to the area and creation of a new mixed-use community would be a great benefit for the South Westminster area. New parks and community gathering spaces, public events and cultural facilities were desired by many. Opportunities for improved shopping in the area were also cited as highly desirable for current residents in the area.

Specific questions and concerns expressed by community members included the phasing and implementation of the plan, as well as station logistics and accessibility. Many community members wanted to understand how the area would transition over time—what would the area look like in five, ten or fifteen years? Many wanted to know if there would be an impact to existing residences and businesses as new development occurred—both during and after construction. Station and roadway construction was also a key concern for many with respect to access to residences and businesses. General concern was also expressed regarding increased traffic resulting from the higher densities planned for the area and the destination nature of the proposed station.

Specific issues regarding the station were focused on logistics and pedestrian accessibility. Some felt that the garage was too far from the station platform, particularly for the elderly. Others voiced concern for lighting and safety for accessing and using the station during evening hours. Additional questions from community members included whether there would be permanent trail access from the Federal Boulevard bridge to the Little Dry Creek trail and station, and whether the planned parking garage would charge a fee for parking.

Neighborhood Briefing

On March 24, 2012, City staff presented plan concepts to the Progressive HOA of South Westminster. Over 30 people were in attendance including State Representative Cheryl Peniston and Westminster City Councilmember Mark Kaiser. Overall, association members were in support of the concepts proposed by the city, including the mix of land uses, urban design and station and park designs. Questions and concerns raised by the group were primarily focused on successful implementation of the plan. Members wanted to see an attractive, high quality destination with viable, active development around the station. Key questions that were raised included whether existing businesses and residences would be subject to eminent domain and how the City would ensure that new uses would be viable in the first phases of development. Additional issues brought up included whether new residential development would impact existing schools and whether the project would have a community gathering space for events.

Appendix

Open House Materials

Project Objectives

Opening Day Success

Westminster Station will be easy to access both visually and physically by foot, bus, car, or bicycle on opening day in 2016.

Improved Circulation and Access

The street network throughout the Station Area will build upon the existing street grid to provide new connections and improved access for cars, pedestrians, and bicyclists.

Effective and Efficient Storm Water Management

A cohesive storm water management framework will be established for the entire Station Area, allowing greater flexibility for development on individual sites.

Dense, Walkable Environment

Higher density uses, buildings that edge the street with active uses, and enhanced street and landscape design will foster pedestrian activity and shape a vibrant public realm.

Connected Network of Open Spaces

A range of open space opportunities will be provided to enhance livability in the Station Area, all of which will connect to both regional and local open space trails and pedestrian connections.

Vibrant Mix of Uses

Future land uses will accommodate a broad mix of uses that will invigorate the Station Area; these will include retail, office, and residential uses as well as opportunities for small businesses and creative industries.

Project Objectives

Sustainable Built Environment

Sustainable land use, urban design, and infrastructure will provide a framework for new development. Land uses will maximize access to transit and increase ridership with higher densities and adjacencies of uses. Urban and landscape design will foster walkability, increase livability, and ensure development is sensitive to the environmental context of the Station Area. Finally, improved infrastructure will increase efficiency in water flow and management throughout the site.

Growth and Enhancement of Opportunities

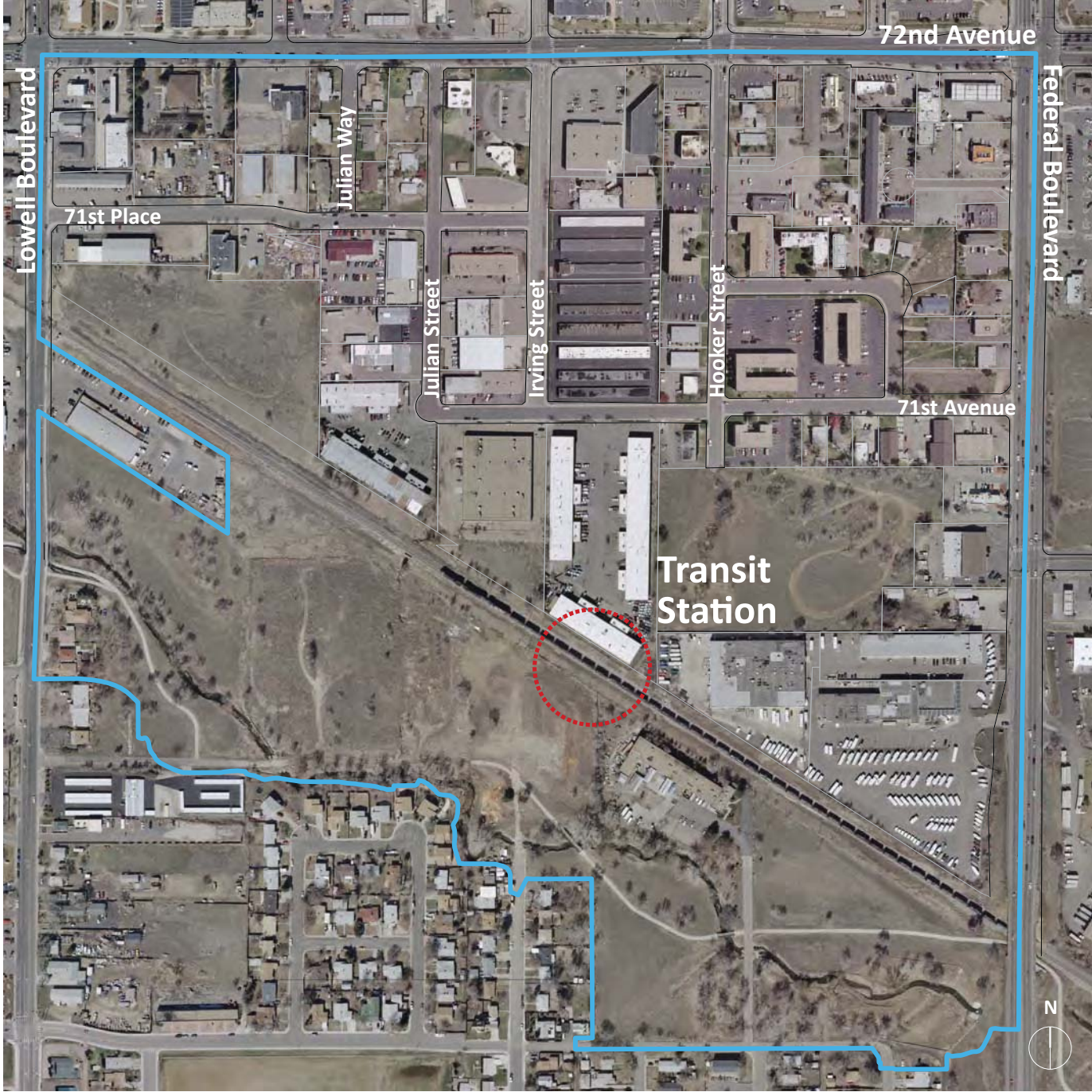
The City of Westminster will work with existing property owners and businesses to achieve a phased approach to redevelopment and to keep and grow businesses with a desire to be a part of the transit-oriented vision of the Station Area.

Successful Implementation

Current planning, infrastructure investments, and the opening of the station will create the first impetus for change. Residents, business owners, and visitors will create demand for new uses and will fuel new development.

Land Use

Existing Planning Context



Land Use

High Density Residential

Intended for a mix of housing types, ranging from as low as 16 dwelling units per dwelling acre for townhomes to as much as 65 dwelling units per acre for multi-family condominium development. Higher densities will be located closer to the station to maximize ridership and activity in pedestrian-oriented areas.



Mixed Use Center

Encourages a vertical mix of residential, retail, office, and hotel uses. Retail stores, restaurants, and other active uses are located at the ground floor, with residential, office, and/or hotel uses located above. Higher intensities will be located closer to the station to maximize transit ridership.



Retail/Commercial Mixed Use

Encourages a synergistic mix of office, retail, and other commercial uses. The use mix may be vertical or horizontal. Residential uses are permitted when a minimum amount of commercial development is provided.



Land Use

Creative/Flex Industry

Uses that encourage a wide variety of creative, small business enterprises, including live/work units with personal services, artist studios, and consulting space, as well as flexible storefronts for a range of soft industrial uses.



Pedestrian-Oriented Ground Floor Retail

Active uses at the ground floor that may include retail stores, restaurants, personal services like spas and salons, galleries, and entertainment--all of which engage the pedestrian through engaging storefront displays and/or occupation of the public realm (sidewalk).



Public/Institutional

Uses that serve a public purpose: including the transit station and plaza, bus depot, and adjacent storm water detention area.

Parks and Open Space

Park land within the Station Area: open spaces are intended for neighborhood parks and recreational facilities that serve the outdoor recreational needs of the community.

Urban Design

Draft Illustrated Development Concept

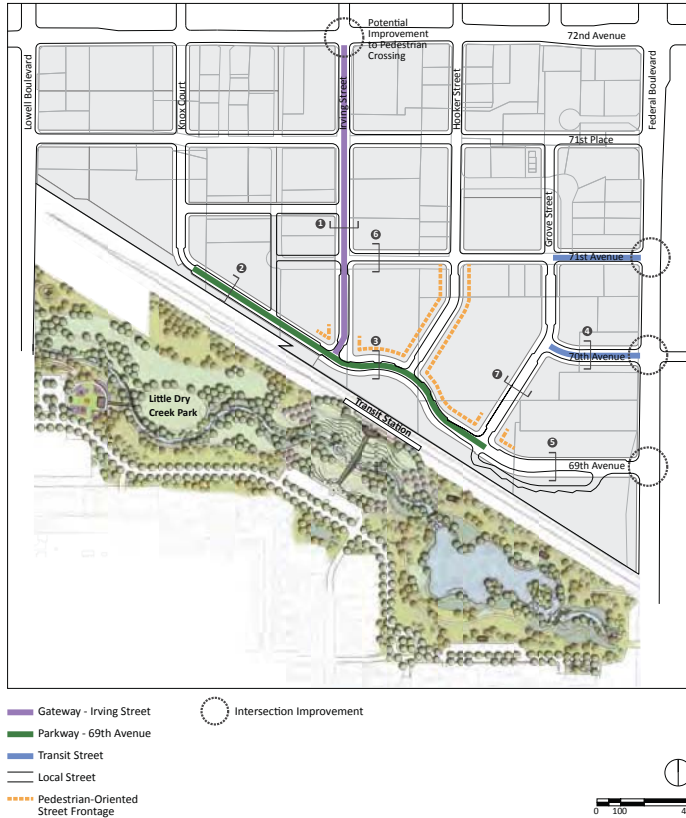


Draft concept plan for future Little Dry Creek Park and Drainage Project.

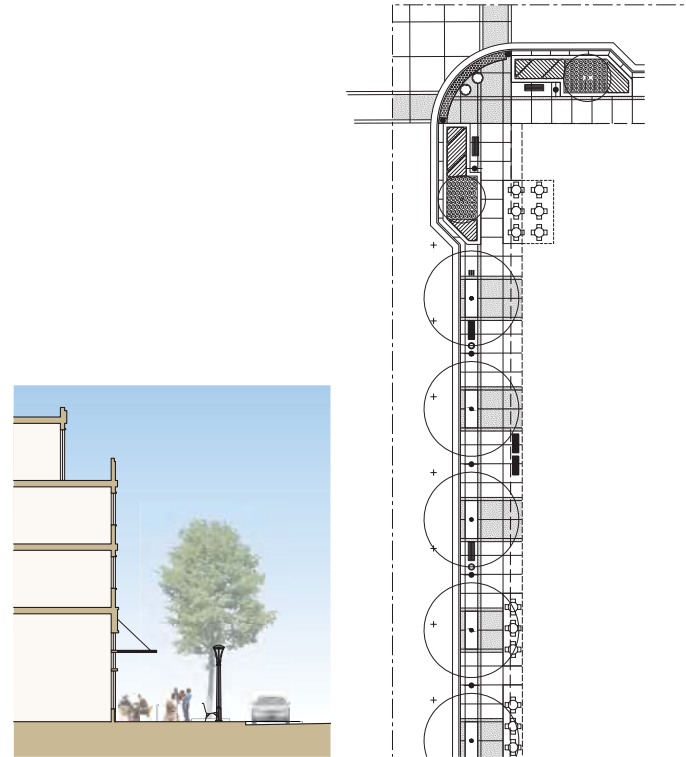
Urban Design

Draft Streetscape Concepts

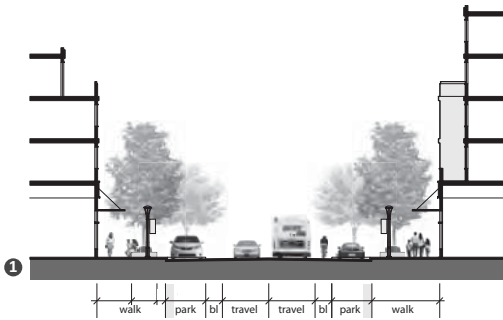
Streetscape Framework



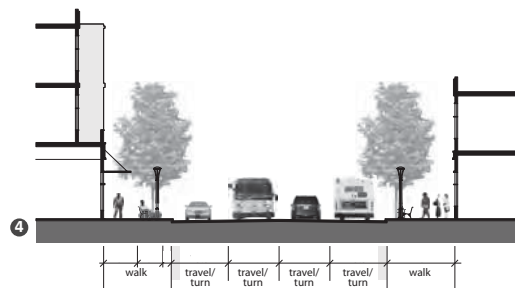
Pedestrian-Oriented Street Frontage



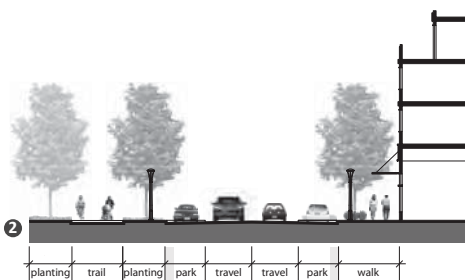
Gateway - Irving Street



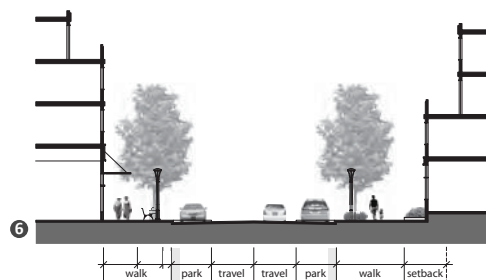
Transit Street



Parkway - 69th Avenue



Local Street



Parks & Open Space

Open Space in and around the TOD Station Area

- Open spaces within the Station Area will provide a variety of passive and active recreation opportunities, from small pocket parks and playgrounds to large community-wide open spaces.
- Approximately 5 acres of park, plaza, and open space with trails is planned for the Station Area north of the rail corridor. These parks will offer:
 - gathering spaces
 - seating and eating areas
 - playgrounds
 - shaded and protected areas for passive use
 - lawns and trails for active use
- Little Dry Creek Park will occupy approximately 40 acres to the south of the rail corridor.
- 14.7 acres of park space is located within a ten-minute walk of the Station Area.

Park Character Images



The 6-acre Irving Street Park and Library facility is just a five-minute walk from the Station Area.

Parks & Open Space

Little Dry Creek Park and Drainage Improvements



Fact Sheet:

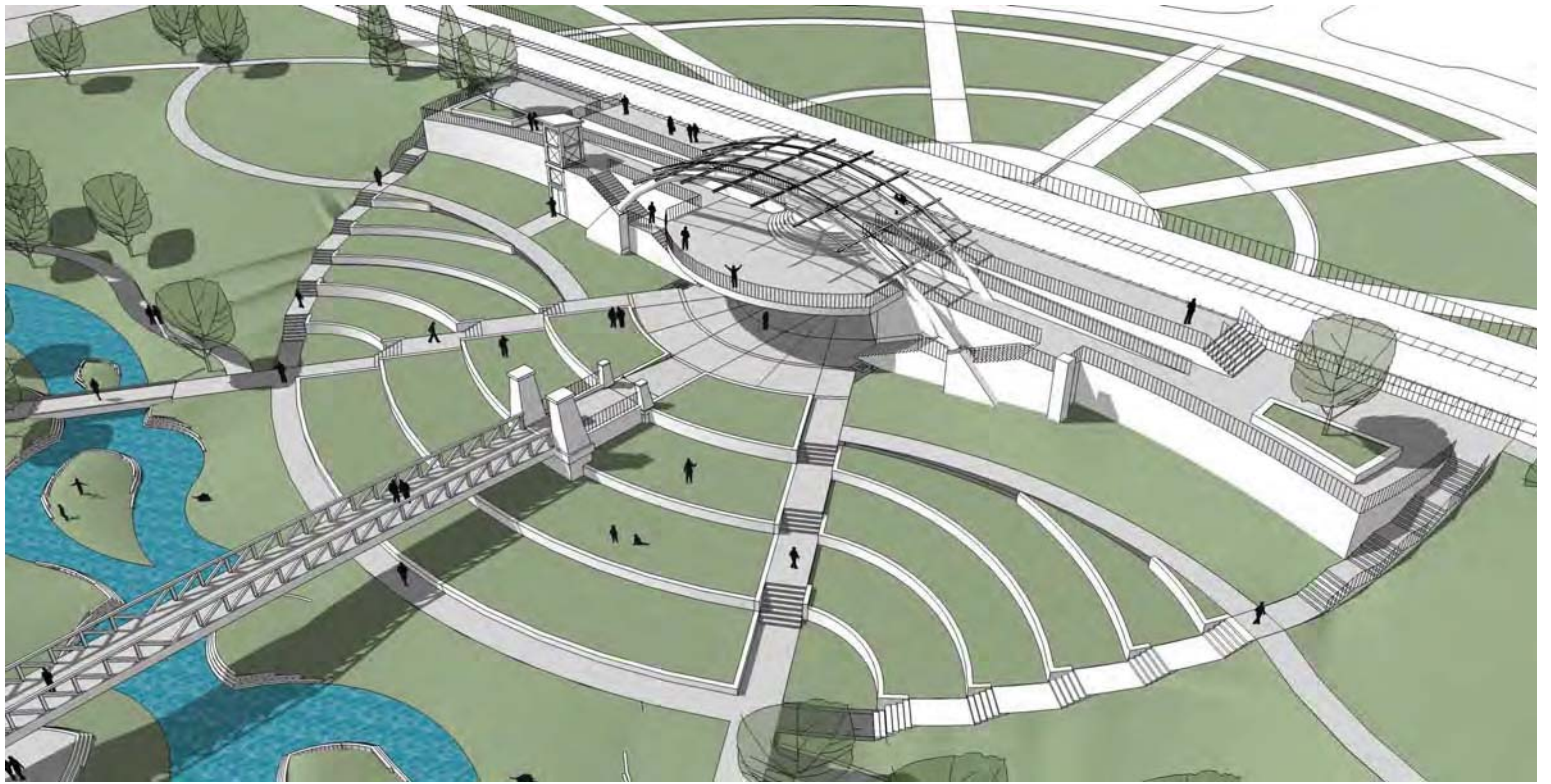
Description 40-acre creekfront park and drainage improvement project

Amenities Fishing pond, amphitheater, regional trail, playground, xeric demonstration garden environmental education and park pavilions

Funding Agencies Urban Drainage and Flood Control District
City of Westminster
Adams County

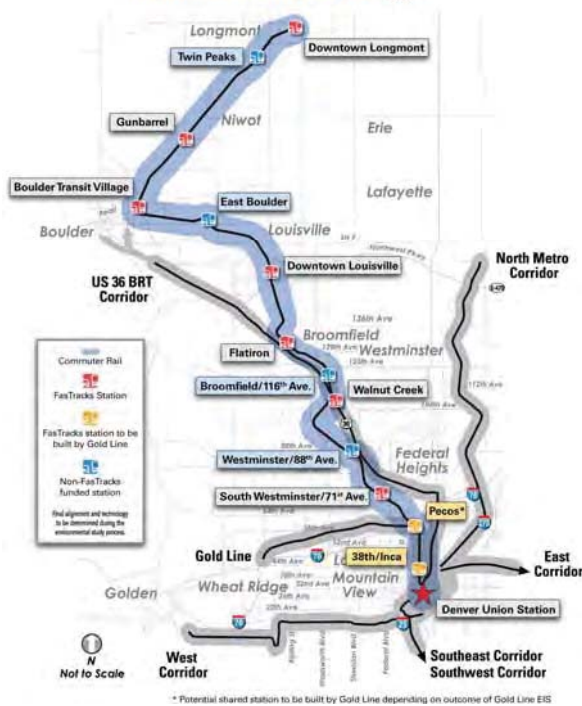


Westminster Station



Station & Circulation

FasTracks Northwest Rail Corridor & Westminster Station



- Westminster Station will be operational in 2016
- An interim station plaza and facility will be completed by opening day
- Station components include:
 - Commuter rail platform;
 - Transit Plaza;
 - 1,050-car parking garage;
 - RTD bus drop-off area; and
 - Kiss-and-ride parking spaces
- Completion of the station and access roads will be in concert with new development

Westminster Station Interim Concept



Phase One T.O.D. Illustrative
Westminster Station
 October, 2011

Note: Graphic is for Illustrative Purpose Only.



Station & Circulation

Westminster Station



Westminster Station Transit Plaza Concept



North Plaza Illustrative
Westminster Station
 October, 2011

Note: Graphic is for Illustrative Purpose Only.



Station & Circulation

Proposed Circulation Network

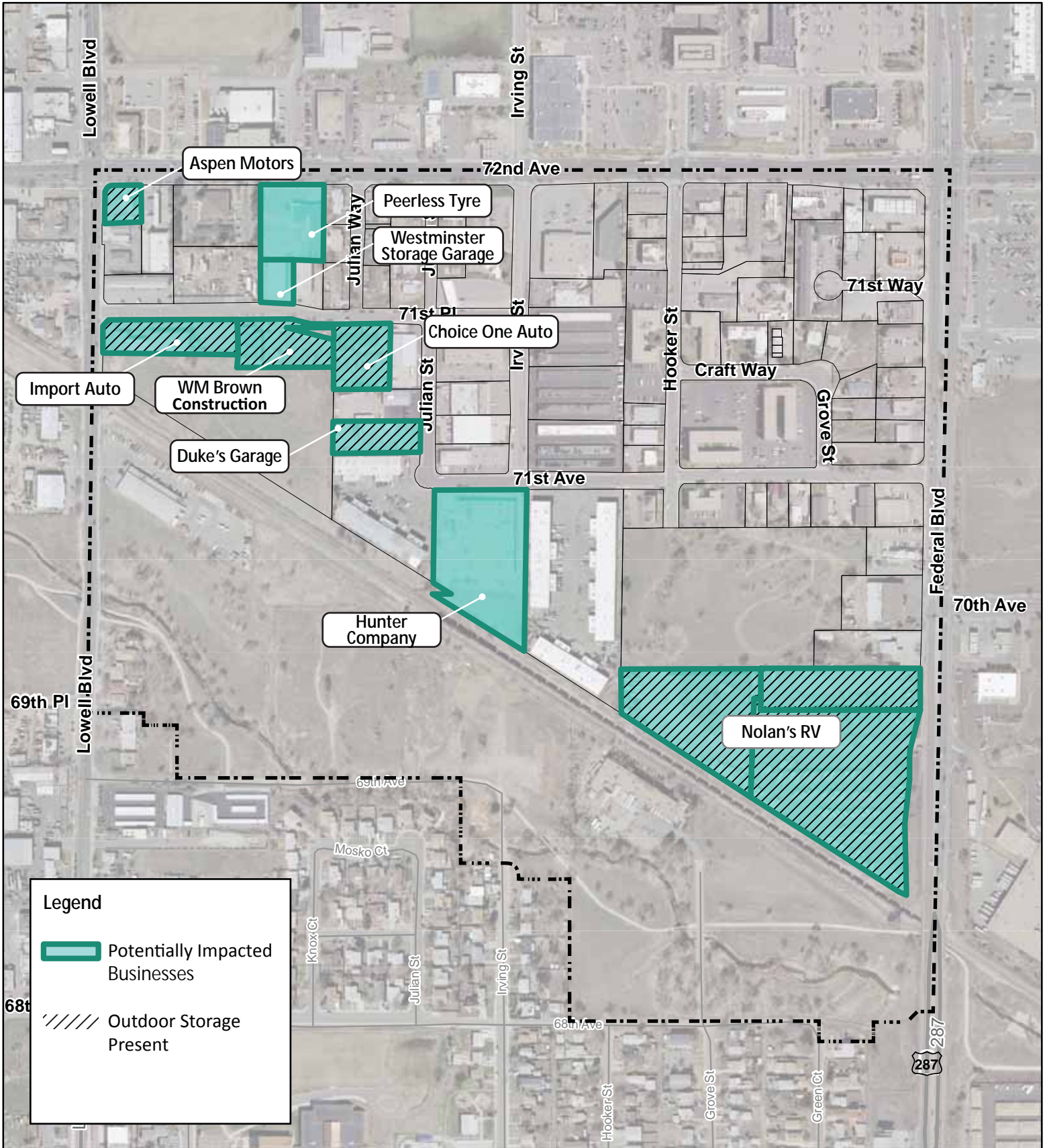


- Existing Parcel Line and Street ROW
- Proposed Street Network*
- Primary Pedestrian Connections
- Primary Bicycle Route
- Planning Boundary

*Proposed Street Network is subject to change.



Attachment E - Map 4: Potentially Impacted Businesses



GIS-Apps\WestGIS\ArcGIS93Templates\Westminster_Basic_93.mxd



Westminster Station TOD Area Nonconforming Uses Analysis



STATION TOD

This section describes the existing land use and on-street and off-street parking in the Station TOD area. The pending and future build out plans are outlined. Finally, the parking model that was built to forecast future parking requirements and costs and test alternative build out and parking scenarios is described.

INTRODUCTION

The Westminster Station Area is located in southwest Westminster, near US 36 and Federal Boulevard. The site includes about 90 acres of developable land, bounded on the south by the Little Dry Creek Park, to the west by Lowell Boulevard to the west, Federal Boulevard to the east and 72nd Avenue to the north (see Figure 6).

In 2016, the station will be operating as the “end of the line” stop for the Northwest Rail Line that originates in downtown Denver at Union Station. The Northwest Rail Line is proposed to extend from Westminster to Longmont, passing through Broomfield, Louisville and Boulder. Timing of further phases of the rail line will depend on funding.

The new station will be located at the south end of the site and will have bus service with 15- to 30-minute headways as well as 30 minute commuter rail service. Both bus and rail headways are expected to improve to meet demand as the area develops over time.

The goal for future development in this area is a high intensity, mixed use development that provides a range of work, shopping and living opportunities. This area is currently underutilized, creating an opportunity for vibrant transit-oriented development (TOD) focusing the most intense uses around the station.

FIGURE 6: WESTMINSTER STATION AREA PLAN



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CHALLENGES AND OPPORTUNITIES

The Westminster Station Area has some unique challenges and opportunities, in addition to those identified in the Introduction.

GOALS

- Area begins to redevelop around the Rail Station (e.g., northern area)
- Maximize the transit ridership and efficiency of development and parking supply

CHALLENGES

- There are many landowners in the northern portion of the area and many small parcels
- Parking supply and ability to provide additional parking on many sites is limited
- There is no financing structure available in the area

OPPORTUNITIES

- Large supply of on-street spaces that are currently under-utilized
- Many opportunities for adaptive re-use

EXISTING CONDITIONS

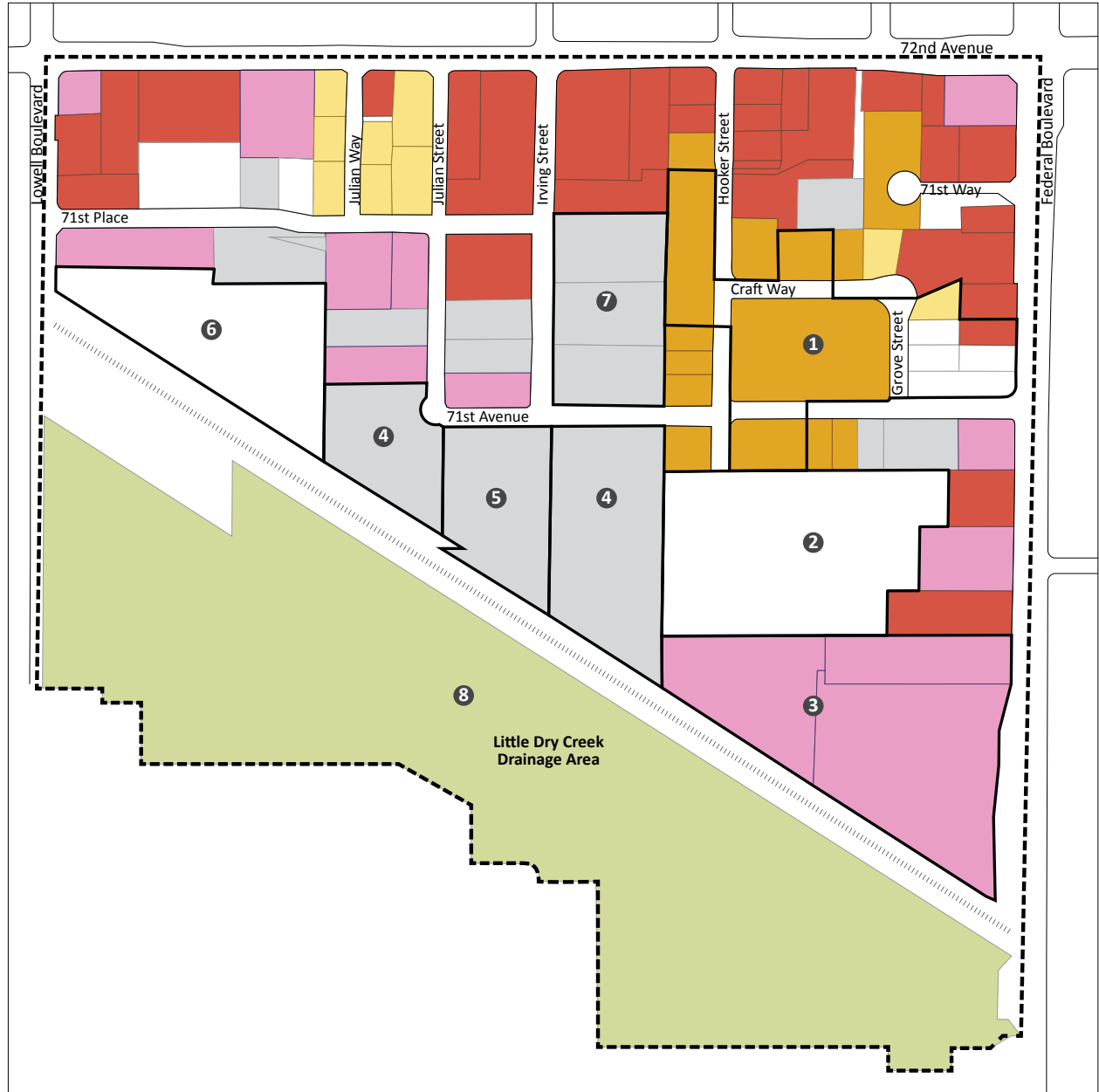
LAND USE

The Station area is a mix of older industrial and auto-related uses, a small number of retail uses, a small single family residential neighborhood and some multifamily apartment buildings. Much of the infrastructure is aged and is in need of improvements. There is approximately 190,000 SF of existing commercial and about 255,000 SF of industrial development on the site (see Table 1). In the north central and northeastern area of the site there are some single- and multi-family residential neighborhoods, totally about 230 dwelling units. Just under 13 acres of the site is currently vacant.

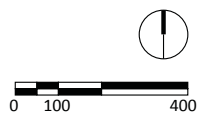
TABLE 1: STATION TOD EXISTING NON-RESIDENTIAL LAND USES

| Land Use | Square Feet |
|--------------------|----------------|
| Commercial Retail | 135,000 |
| Commercial Service | 54,000 |
| Office | 2,400 |
| Industrial | 255,000 |
| Total | 446,400 |

FIGURE 7: EXISTING LAND USE



- | | | |
|---------------------------|------------------------|---|
| Multifamily Residential | Vacant Land | Major Property Ownership |
| Single Family Residential | Rail Corridor | ① Adams County Housing Authority (6.5 ac) |
| Retail/General Commercial | Planning Area Boundary | ② City of Westminster (6.9 ac) |
| Auto/Service Commercial | | ③ JDRE Holdings LLC/Nolan RV (8.8 ac) |
| Industrial | | ④ KEW Realty Corporation (6.2 ac) |
| Open Space | | ⑤ Hunter Company (2.7 ac) |
| | | ⑥ Norman Wright (4.5 ac) |
| | | ⑦ ESP Seven Subsidiary LLC (3.5 ac) |
| | | ⑧ City of Westminster (37.5 ac) |



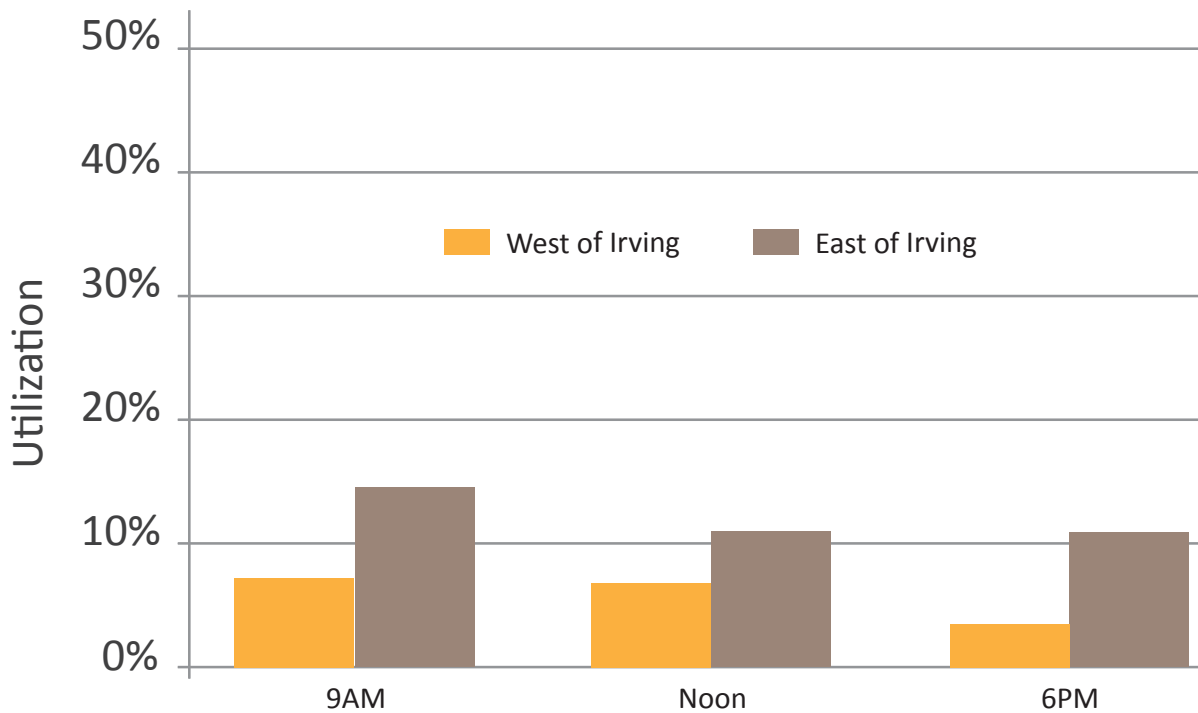
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ON-STREET PARKING

There are approximately 380 on-street spaces in the Station area along 71st Place, 71st Avenue, Craft Way, 71st Way, Julian Street, Irving Street, Hoover Street and Grove Street. The on-street spaces are free to use and not striped.

On-street parking usage studies were conducted in the Station TOD on a weekday in May of 2014. The parking usage studies documented the presence of parked vehicles on the streets and re-confirmed the parking supply calculated using aerials. The average on-street weekday utilization for the TOD was approximately 10%. Figure 4 shows the hourly results for the area.

FIGURE 8: STATION TOD WEEKDAY ON-STREET OBSERVED PARKING UTILIZATION



OFF-STREET PARKING

Most of the commercial and industrial businesses in the Station TOD have surface parking lots on their site. The majority of the lots are paved but not striped, some are paved without striping and a few are unpaved.

There are about 2,000 private off-street surface paved spaces currently in the Station area. While some smaller parcels do not have sufficient on-site spaces to meet the existing City parking code requirements, the area as a whole has more spaces than required by the current Code. The current City parking code would require approximately 1,200 spaces for the 446,000 SF of commercial and industrial existing development. The actual observed rate is 4.5 spaces per KSF.

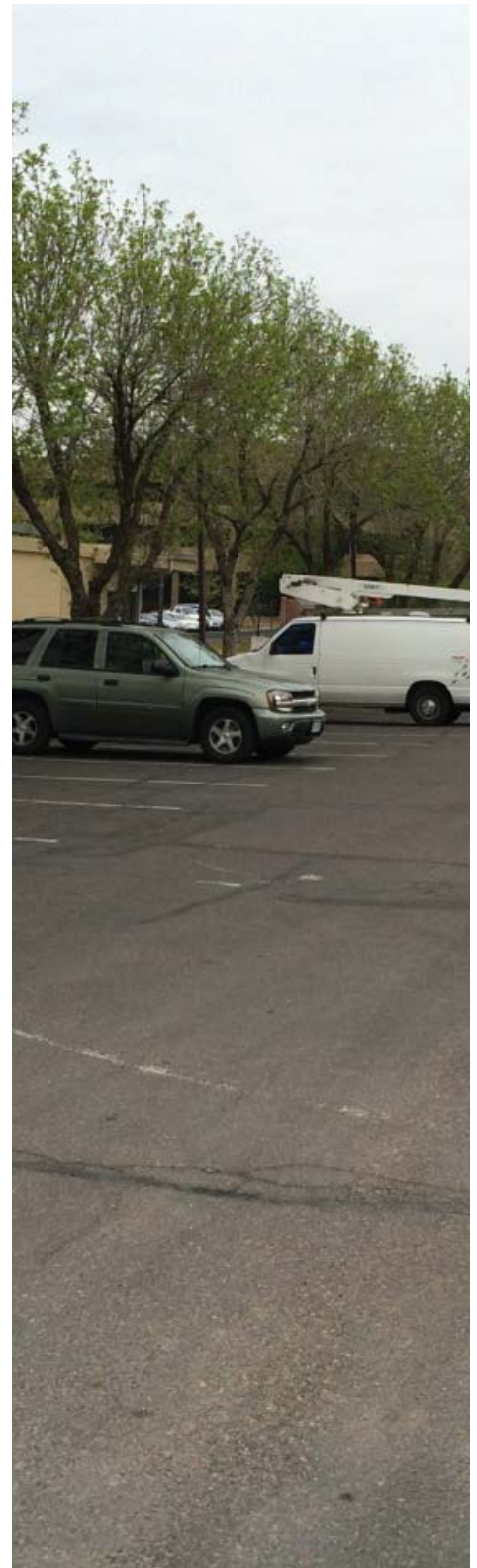
TABLE 2: OFF-STREET PARKING COMPARISON

| Number of Existing Spaces in Station Area | Number of Spaces Required by Code |
|---|-----------------------------------|
| 1,989 | 1,210 |
| Observed Parking Rate | Required Parking Rate |
| 4.5 spaces/KSF | 2.7 spaces/KSF |

PENDING CONDITIONS

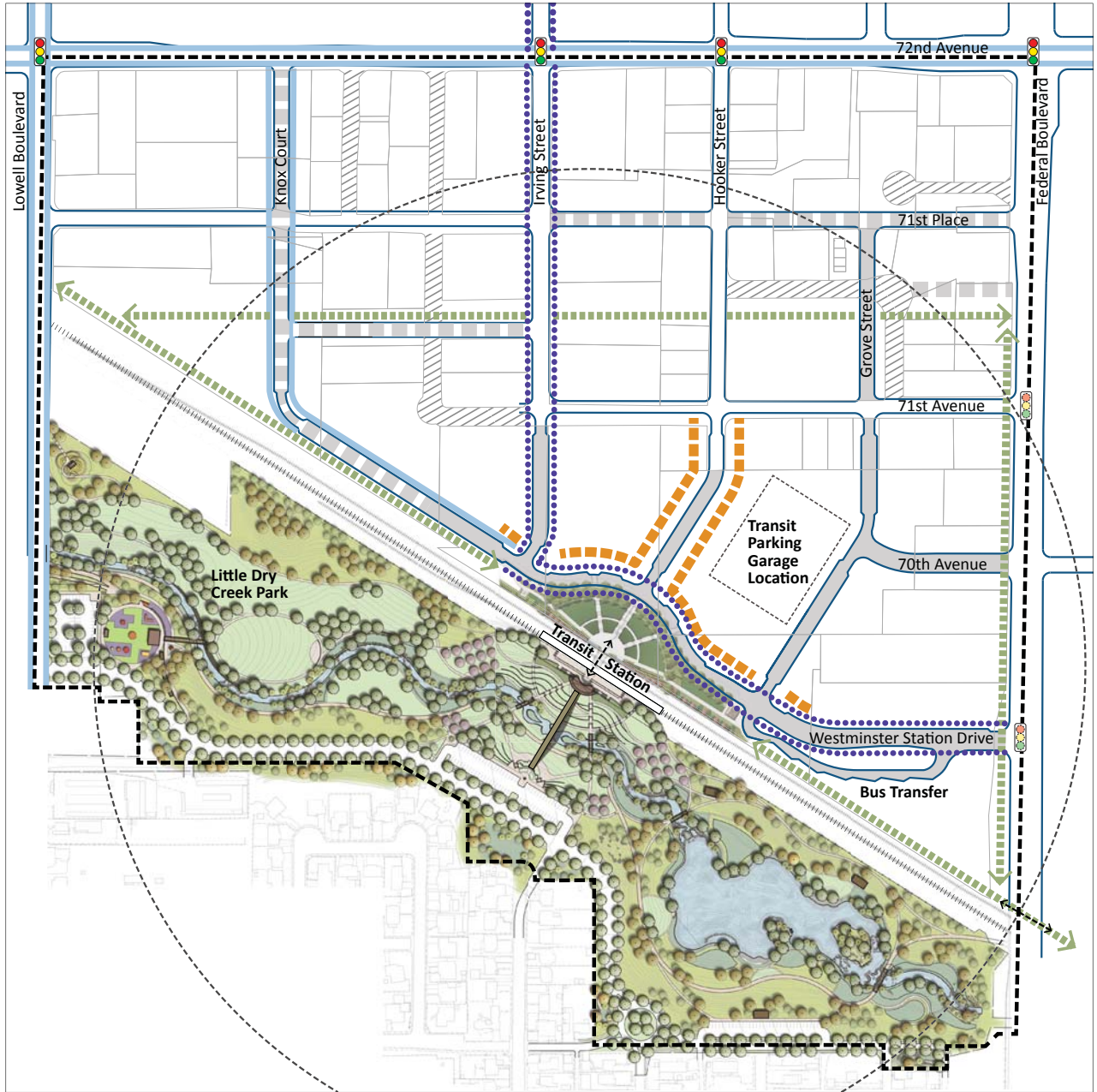
In 2012, the City completed an Intergovernmental Agreement with Denver Regional Transportation District (RTD) to build a parking structure, access roads, bus loading and unloading facilities and transit plaza north of the rail corridor (see Figure 6). The parking structure is expected to have approximately 525 spaces, 350 of which would be designated transit spaces. Of the 350 spaces, about 100 spaces may be shared in the evenings.

Upon completion, the road network in the southern portion of the site around the station and new parking structure is expected to provide up to 150 on-street spaces.



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FIGURE 9: PLANNED STATION CONDITIONS



- | | | |
|--|-------------------------------------|------------------------|
| Potential Street to be Vacated | Pedestrian Oriented Street Frontage | Rail Corridor |
| Proposed Street Grid | Pedestrian Connection | Station Core |
| New Street or Extension (<i>Alignment fixed</i>) | Pedestrian Underpass | Planning Area Boundary |
| Potential New Street (<i>Alignment flexible</i>) | Bicycle Lanes | |
| Existing Traffic Signal to Remain | Shared Use Bicycle/Vehicle Lanes | |
| Proposed Traffic Signal | | |

POTENTIAL BUILD OUT PLAN

The potential build out for the site envisions a vibrant, high-intensity mix of uses. The following table illustrates a projection of square feet and dwelling units that would be present at build out (see Table 3). Figure 9 is an illustrative version of the potential location of land uses across the site, with the highest intensity of development and pedestrian-focus adjacent to the station area.

TABLE 3: DEVELOPMENT POTENTIAL

| Land Use | Potential development |
|-------------|-----------------------|
| Retail | 550,000 SF |
| Office | 430,000 SF |
| Residential | 1,500 DUs |

BUILD OUT PARKING MODEL

A detailed parking model of future build out conditions for the Station was built in order to be able to understand future parking demand and cost of District-provided parking in various alternative development scenarios. The parking model provides the opportunity to change assumptions about the parking ratio and amount of parking provided by the District. The parking model was provided to the City for future planning needs. The results summarized below are based on a “snap-shot” using build-out conditions and assumptions determined in conjunction with City staff during the Parking Plan process.

At final build out, it is estimated that there would be approximately 980,000 SF of commercial land use in the District (see Table 3). The number of spaces estimated to be provided by the District and cost of providing this commercial parking was based on the following assumptions:

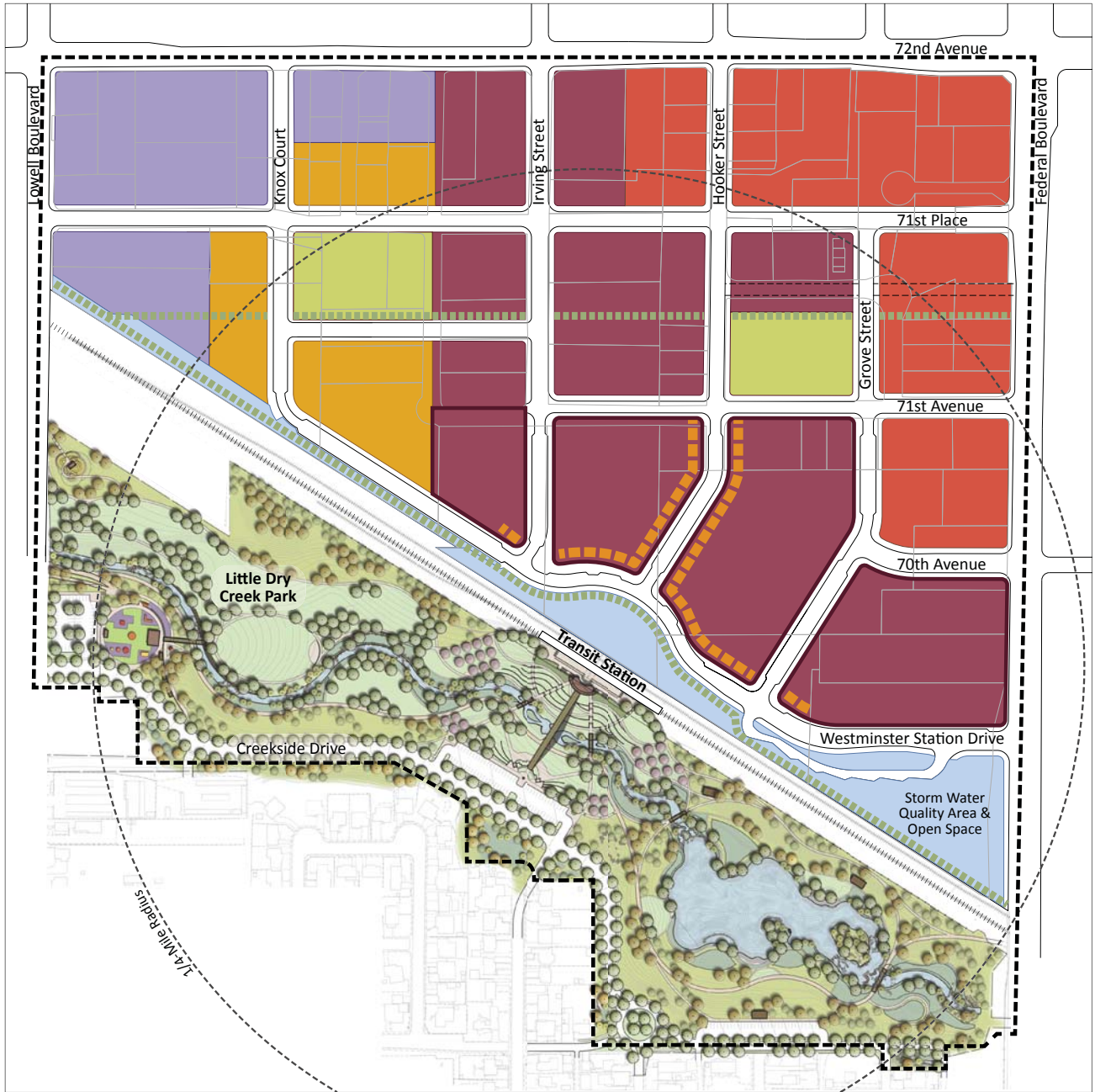
- 3.0 spaces per KSF = Approximately 3,000 parking spaces
- District provides 50% of commercial parking = Approximately 1,500 spaces

The estimated capital cost to the District at build out to provide the 1,500 parking spaces is \$15M. The annual O&M at build out is estimated at \$520,000. Table 4 shows the cost assumptions used to forecast future costs. Table 5 shows the projected number of on-street, surface, and structure spaces at build out and associated cost estimate. This final build out scenario would be realized over time, with phased implementation. Details about each phase and associated costs can be found in the next section, Station TOD: Phasing Plan.

In addition to the commercial spaces estimated above, the City is also required to ultimately provide 975 RTD spaces near the station. The 975 RTD spaces includes the 350 transit spaces that the City will provide near the station by 2016 for opening day.

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FIGURE 10: POTENTIAL STATION BUILD OUT PLAN



- | | | |
|--------------------------------|-------------------------------------|---|
| Very High Density Residential | Public | Existing Parcel Line |
| Mixed Use Center (1.0-2.5 FAR) | Potential Park Location | Potential/Alternative Street Connection |
| Mixed Use Center (1.5-3.5 FAR) | Pedestrian-Oriented Street Frontage | Rail Corridor |
| Commercial Mixed Use | Open Space/Pedestrian Connection | Station Core |
| Transitional Mixed Use | | Planning Area Boundary |

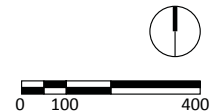


TABLE 4: PARKING SPACE COST ASSUMPTIONS

| District Provided Parking Space Type | Capital Cost per Space | O & M per Space | Provided by District |
|---|-----------------------------------|--------------------------------|---------------------------------|
| On-Street | \$1,000 | \$150 | 42% |
| Surface | \$2,500 | \$250 | 0% |
| Structure | \$17,000 | \$500 | 58% |

TABLE 5: PARKING DISTRICT BUILD OUT FINANCIAL SUMMARY

| Type | Spaces | Estimated Capital Cost (including land) | Estimated Annual O & M Costs |
|--------------|---------------|--|---|
| On-Street | 610 | \$610,000 | \$91,500 |
| Surface | 0 | \$0 | \$0 |
| Structure | 853 | \$14,501,000 | \$426,500 |
| Total | 1,463 | \$15,111,000 | \$518,000 |

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STATION TOD: PHASING

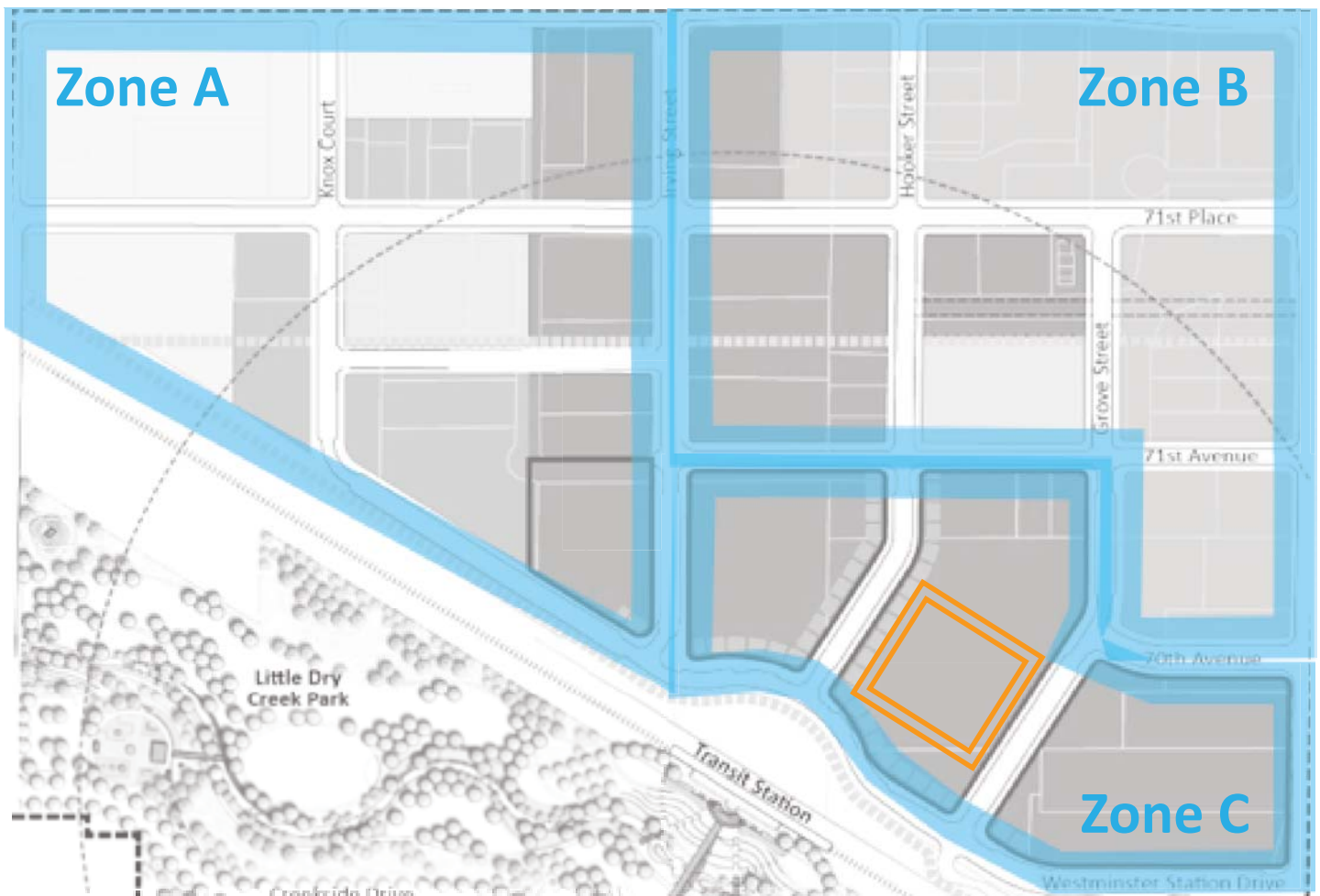
This section provides step by step guidance for changes to parking policy, infrastructure, and staff. These changes are phased and triggers have been identified for when to move from one phase to another.

OVERVIEW

The Station TOD will become a District with new adopted zoning. The District has been subdivided into three zones (see Figure 11) to address the differences in existing conditions and the pace of development that is expected to vary throughout the site. A phased parking program has been created for each zone.

The following pages detail the parking program for each zone and Phase. Figure 12 provides a graphic summary of Phase I-III for Zones A and B. Figure 12 illustrates Phase I and II for Zone C.

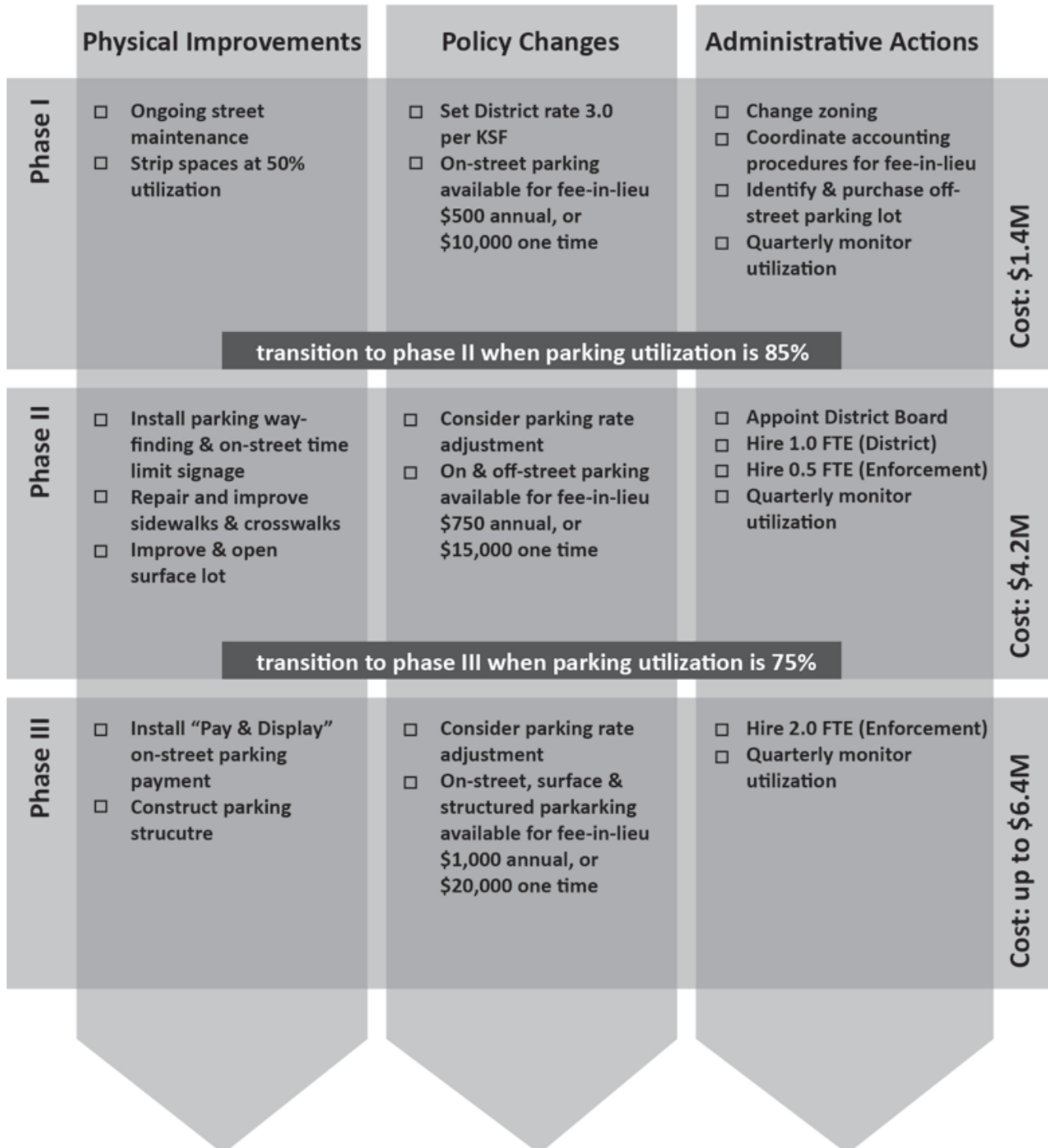
FIGURE 11: DISTRICT ZONES



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FIGURE 12: STATION TOD PHASING FOR ZONES A & B

Station TOD Phasing for Zones A & B



PHASE I - ZONES A & B

While Zones A and B house the most existing development, they are also located the greatest distance from the commuter rail station and will probably experience fewer effects from early redevelopment driven by the arrival of the rail. Phase I details the strategy for these zones in the early years as redevelopment begins, most likely as adaptive re-use of existing buildings and small additions to existing buildings. The current City of Westminster parking ratios for commercial uses prohibit most adaptive re-use opportunities in the TOD by requiring a higher on-site parking supply than is available on many developed sites. Reducing the current City parking code to the new District recommended rate of 3.0 spaces per KSF for all commercial uses would enable many new businesses to occupy the existing buildings and meet the parking requirement with the existing spaces available on-site. In cases where an addition to an existing building or a proposed use would not meet the requirement on-site, the deficit can be met by purchasing on-street spaces from the District (see sidebar).

There are approximately 1,800 existing on-site spaces on commercial and industrial (non-residential) properties in zones A and B. Using the new lower District ratio, about 990 spaces would be required for the existing non-residential square feet in the zones, leaving almost 800 spaces available for redevelopment (see Table 6).

In addition, there are close to 400 on-street spaces (200 per zone) in each zone with only 10% currently being utilized on a typical weekday. This provides another approximately 350 spaces, for a total of over 1,100 parking spaces available for redevelopment.

TABLE 6: SUMMARY OF ONE-SITE PARKING SPACES IN ZONES A & B

| | Total Existing On-Site Non-Residential Spaces | Total Spaces Required by New District Rate for Existing Non-Residential SF in TOD | On-Site Spaces Available to Support Adaptive Re-Use |
|--------------|--|--|--|
| Zone A | 810 | 570 | 240 |
| Zone B | 970 | 420 | 550 |
| Total | 1,780 | 990 | 790 |

REDEVELOPMENT SCENARIOS

Existing Condition:

5,000 SF commercial building on a 13,400 SF lot with 24 parking spaces. Current parking ratio is 4.8 spaces per KSF.

Redevelopment Scenario #1

Adaptive re-use of the existing building, no additional parking required:

- New requirement is 3.0 spaces per KSF = 15 spaces
- Immediate re-use possible

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REDEVELOPMENT SCENARIOS, CONT'

Redevelopment Scenario #2

Small addition to existing building, no additional parking required:

- Surplus of 9 spaces over requirement for existing building square footage
- For every 1,000 SF added, 6 parking spaces will be required:
 - ◊ 1,000 SF of on-site parking are will be absorbed by the addition (1 parking spaces ~ 350 SF)
 - ◊ 1,000 SF of additional commercial space requires 3 parking spaces
- In this case, a 1,300 SF addition can be added to the site with no additional parking required
 - ◊ 4 on-site spaces used in addition, 20 spaces remain on-site
 - ◊ 6,300 SF building requires 19 spaces

Redevelopment Scenario #3

Larger addition to existing building, additional parking spaces purchased from the District:

- 3,000 SF addition
 - ◊ 12 on-site spaces used in addition
 - ◊ 12 on-site spaces remain
- In this case, a 3,000 SF commercial building requires 24 parking spaces
- 12 spaces must be purchased from District

Quarterly monitoring of the utilization of on-street spaces in each Zone will be necessary to inform the City when the “trigger” is met to transition to Phase II. The progression from Phase I to Phase II will likely occur at different times for each Zone.

PHYSICAL IMPROVEMENTS

The physical improvements expected during Phase I include:

- Ongoing street maintenance
- Stripe on-street parking spaces (parking “T”s) at 50% utilization

POLICY CHANGES

The policy changes expected during Phase I include:

- Set District parking rate:
 - ◊ Zone A: 3.0 per 1,000 SF (any commercial use)
 - ◊ Zone B: 3.0 per 1,000 SF (any commercial use)
- If parking requirement cannot be met on-site, on-street spaces may be purchased from the District:
 - ◊ Annual Fee-In-Lieu = \$500 per space / year
 - ◊ One-Time Fee-In-Lieu = \$10,000 per space

ADMINISTRATIVE ACTIONS

The administrative actions expected during Phase I include:

- Adopt new zoning proposed in the Station Area Plan
- Coordinate accounting procedures for administering and collecting fee-in-lieu payments
- Identify land ownership and location options for a future parking facility in each zone with minimum dimension of 160' x 300', which provides adequate space for a wrapped parking structure
- Secure the rights to identified lots in Zone A and Zone B
- Quarterly monitor utilization of all District spaces (see Monitoring)

TRIGGERS FOR PHASE II

The triggers to move from Phase I to Phase II are:

- 85% utilization of District spaces reached in zone for two consecutive monitoring periods; or,
- 95% of District spaces in zone have been purchased

PHASE II - ZONES A & B

In Phase II, the District has secured the rights to a lot and will open a surface parking lot with approximately 150 spaces. Time limit signage will be installed for the on-street spaces in the Zone and employees will be encouraged to park in the surface lot by employers. Employees will be issued permits to the surface lot to guarantee they have spaces during peak use times of the day.

The District will improve sidewalks and crosswalks in the Zone so that a connected, safe, and ADA-compliant network is in place. Secure, sheltered bicycle storage and improvement to bike facilities will be necessary to ensure that residents and visitors can navigate the TOD safely. Businesses will be required to provide 1 short-term bicycle space for every 5,000 SF of floor area, and 1 long-term space for every 10,000 SF of floor area. The District will provide short-term racks on-street near businesses and storage lockers in future parking garages.

The annual and one-time fee-in-lieu price for spaces will increase and the District will hire additional staff to oversee the monitoring program as well as staff to enforce the time-limited parking. Quarterly monitoring of the utilization of District spaces in each Zone will continue. The utilization will inform the City whether adjustments to the parking rate are necessary, and when the “trigger” is met to transition to Phase III. The progression from Phase II to Phase III will likely occur at different times for each Zone.

PHYSICAL IMPROVEMENTS

The physical improvements expected during Phase II include:

- Install parking way-finding signage
- Install regulatory signage limiting duration for on-street parking
- Repair and improve sidewalks and crosswalks as necessary to create a continuous, ADA-compliant network
- Install bicycle storage and improve on-street bicycle facilities
- Improve and open surface lot

POLICY CHANGES

The policy changes expected during Phase II include:

- Consider parking rate adjustment (parking working group)
- If parking requirement cannot be met on-site, on-street spaces may be purchased from the District:
 - ◊ Annual Fee-In-Lieu = \$750 per space / year
 - ◊ One-Time Fee-In-Lieu = \$15,000 per space



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ADMINISTRATIVE ACTIONS

The administrative actions expected during Phase II include:

- Appoint District Board
- Hire 1.0 FTE District staff to administer the District-wide monitoring program and support City staff with District-related responsibilities
- Business owners request employees park in surface lot
- Hire 0.5 FTE Enforcement staff to provide parking space enforcement throughout the District
- Quarterly monitor utilization of all parking spaces in the District (see Monitoring)

TRIGGER FOR PHASE III

The trigger to move from Phase II to Phase III is:

- 75% utilization of District spaces reached in Zone for two consecutive monitoring periods

PHASE III - ZONES A & B

In Phase III, a parking structure will be constructed on the existing surface lot in each zone. While Figure 8 illustrates an estimate of the size of future parking structures, the final number of spaces will need to be determined by the data collected during Phase I and II. The number of the spaces in the structure will be based on the projected build out remaining in the zone and the current parking demand (not supply) rate. The demand rate is calculated from the utilization studies performed quarterly.

During the construction of the structure, which generally takes about two years, parking management will be necessary. The District will need to provide good signage directing drivers to parking options in the other zones. The District may also need to work with private businesses to share underutilized parking during the construction period. The District may consider waiving the annual fee-in-lieu paid by businesses in the District during construction. When the parking structure is operational, the District can install “Pay & Display” meters and begin charging for parking. Quarterly monitoring of the utilization of District spaces in each zone will continue, informing the City of the utilization of the supply and whether adjustments to the parking rate are necessary.

PHYSICAL IMPROVEMENTS

The physical improvements expected during Phase III include:

- Construct parking structure
- Install “Pay & Display” on-street meters and booths in structures

POLICY CHANGES

The policy changes expected during Phase III include:

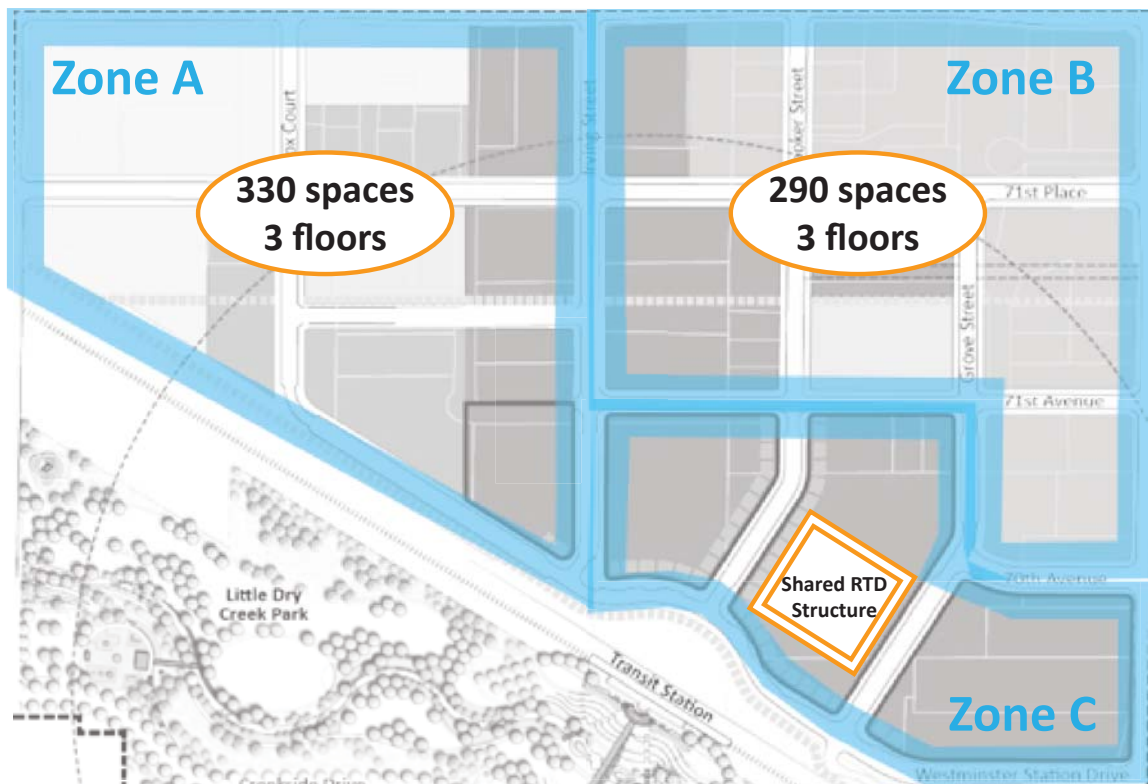
- Consider parking rate adjustment
- If parking requirement cannot be met on-site, on-street spaces may be purchased from the District:
 - ◊ Annual Fee-In-Lieu = \$1,000 per space / year
 - ◊ One-Time Fee-In-Lieu = \$20,000 per space

ADMINISTRATIVE ACTIONS

The administrative actions expected during Phase III include:

- Hire another 1.5 FTE Enforcement staff (for a total of 2.0 FTE) to provide parking space enforcement throughout the District
- Quarterly monitor utilization of all parking spaces in the District (see Monitoring)
- 85% of District spaces in Zone have been purchased

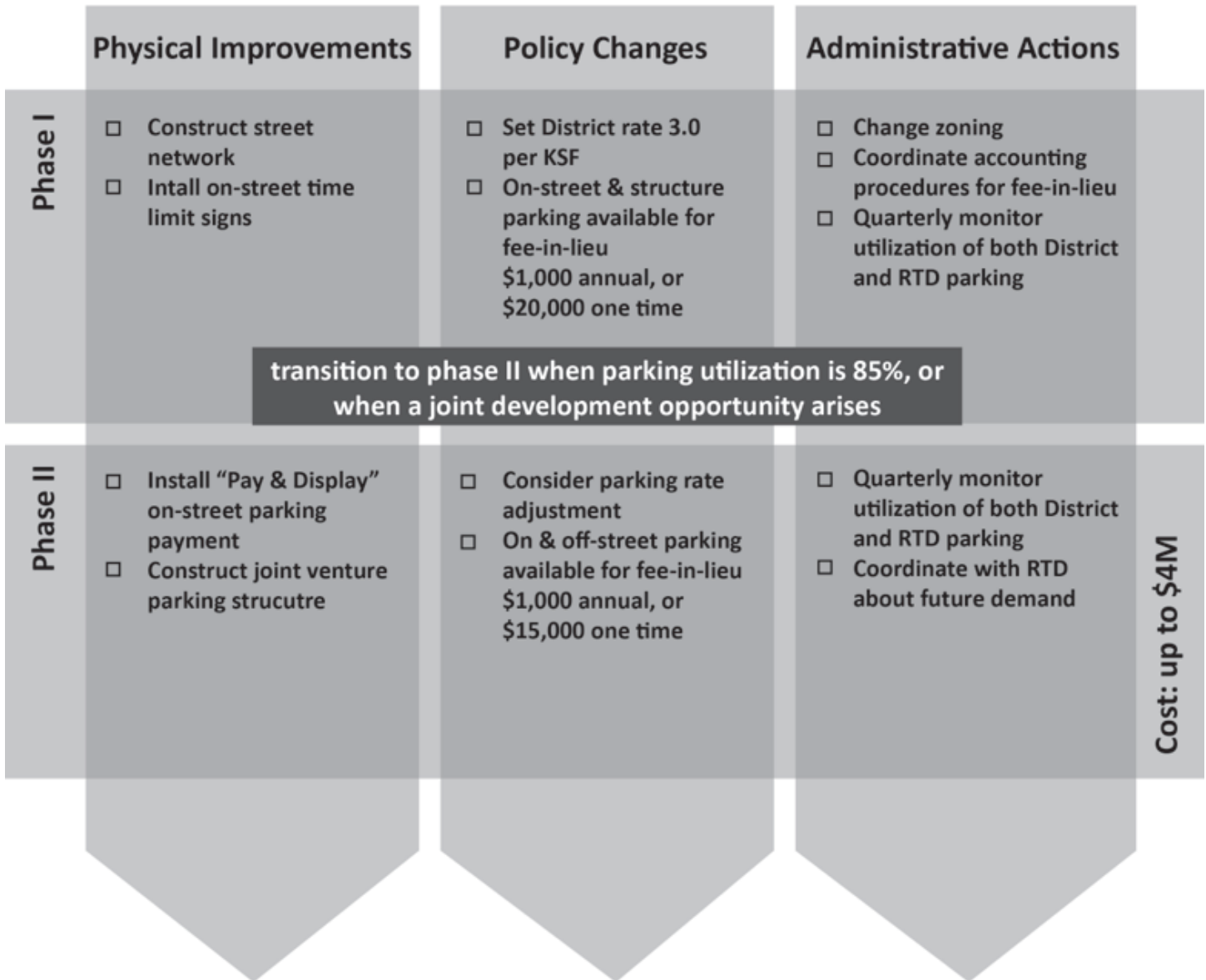
FIGURE 13: PHASE III PARKING BY ZONE



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FIGURE 14: STATION TOD PHASING FOR ZONE C

Station TOD Phasing for Zone C



PHASE I - ZONE C

In Zone C, by 2016 a new station and parking garage will be constructed. The arrival of commuter rail with 30 minute service and bus service to the station is expected to catalyze development in this area of the TOD. In this zone, development will also be provided with the opportunity to meet parking requirements by purchasing District spaces. The District will provide both on-street and structure spaces as well as a connected pedestrian-oriented street network and ADA-compliant sidewalk network. The fee required to purchase the spaces will be higher than the fee in Zones A and B. On-street parking spaces will be time-limited. It will be free to parking in the on-street and parking structure. Some spaces in the structure can be permitted for specific uses or businesses if necessary.

The price for annual and one-time fee-in-lieu spaces will higher than the cost of Phase I Zone A and B District spaces to reflect the availability of structure spaces. Quarterly monitoring of the utilization of District spaces (on-street and structured) will be necessary, and will inform the City when the “trigger” is met to transition to Phase II. One trigger in this zone is the possibility of a joint venture structure. The final build out and transit demand is not expected to be met in the District structure constructed in 2016. As the construction of a second garage by the District will likely be prohibited by cost, it is recommended that the District construct one to two floors in partnership with a private developer. Another advantage of this strategy is to spread the availability of District parking among the blocks adjacent to the station.

PHYSICAL IMPROVEMENTS

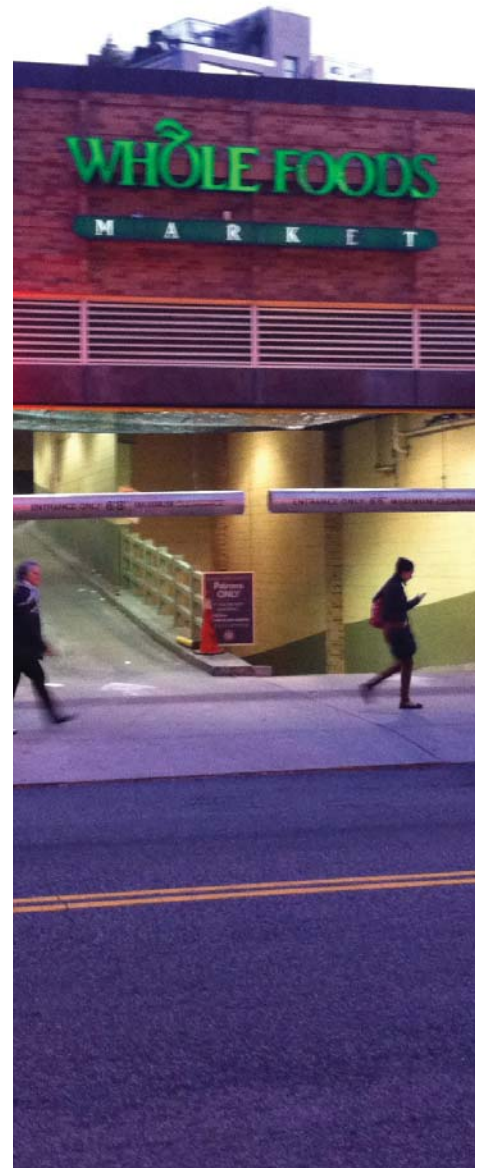
The physical improvements expected in Phase I include:

- Incremental construction of street network that includes way-finding signage, ADA-compliant sidewalks, and crosswalks
- Install regulatory signage limiting duration for on-street parking

POLICY CHANGES

The policy changes expected during Phase I include:

- Set District parking rate to 3.0 per 1,000 SF (any commercial use)
- If parking requirement cannot be met on-site, on-street spaces may be purchased from the District :
 - ◊ Annual Fee-In-Lieu = \$1,000 per space / year
 - ◊ One-Time Fee-In-Lieu = \$20,000 per space



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ADMINISTRATIVE ACTIONS

The administrative actions expected during Phase I include:

- Adopt new zoning proposed in the Station Area Plan
- Coordinate accounting procedures for administering and collecting fee-in-lieu payments
- Quarterly monitor utilization of all parking spaces in the District, including RTD spaces (see Monitoring)
- Coordinate with RTD about future demand

TRIGGER FOR PHASE II

The trigger to move from Phase I to Phase II are:

- 85% utilization of District spaces reached in Zone for two consecutive monitoring periods; or,
- 95% of District spaces in Zone have been purchased; or,
- Joint venture parking structure development opportunity

PHASE II - ZONE C

For many years, the demand for District parking spaces will adequately met by the on-street supply and the shared RTD parking structure. As the Zone gets closer to build out conditions, there may be a deficit of up to 250 commercial and 600 transit parking spaces. The demand for future spaces will be determined by the ultimate build out scenario, percent of non-automobile trips in the District, transit demand and ability among uses to share the same parking space at different times of the day.

It is recommended that the District meet surplus demand for spaces by utilizing joint venture opportunities with future businesses. This has the additional benefit of spreading publicly available spaces in structures throughout the blocks adjacent to the station. There are many examples of public/private joint venture parking structures, including the St. Julien in Boulder, CO.

In this Phase, the demand for parking in the core of the District will be high, and paid parking can be initiated by installing “Pay & Display” on-street meters. Quarterly monitoring of the utilization of District spaces in each Zone will continue. The utilization will inform the City whether adjustments to the parking rate are necessary. This is the final Phase for this Zone, as any additional parking demand will be met by the joint venture structures as development reaches build out. In addition, as the District as a whole moves closer to build out and sees increased residential density and employment, the overall parking demand may decrease due to an increase in alternative mode and “park once” multiple-stop trips.

PHYSICAL IMPROVEMENTS

The physical improvements expected in Phase II include:

- Construct joint venture structure(s)
- Install “Pay & Display” on-street meters

POLICY CHANGES

The policy changes expected during Phase II include:

- Consider parking rate adjustment
- If parking requirement cannot be met on-site, on-street spaces may be purchased from the District:
 - ◊ Annual Fee-In-Lieu = \$1,000 per space / year
 - ◊ One-Time Fee-In-Lieu = \$20,000 per space

ADMINISTRATIVE ACTIONS

The administrative actions expected during Phase II include:

- Quarterly monitor utilization of all parking spaces in the District, including RTD spaces (see Monitoring)
- Coordinate with RTD about future demand

MULTIMODAL INVESTMENTS

The City of Westminster has been working hard to plan the Station TOD to become a place, rather than just a parking lot. They have worked closely with RTD to ensure that the station area is not just a bus connection and parking lot, but rather a destination. Getting the amount of parking “right” is the goal of this plan. However, to ensure the success of this plan as well as the development of the Station TOD, additional investments that make walking and bicycling safe, easy, and convenient ways to travel will be necessary. Without these investments, people traveling to or from the new development will be reliant on their vehicle, rather than having real safe alternatives to hopping in the car.



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STATION MULTIMODAL INVESTMENTS

Below are a series of investments that will help create a truly multimodal transportation system for the Station TOD in Westminster.

- Provide well-maintained sidewalks
- Provide bicycle racks and secure long term bike parking
- Provide shower facilities on-site
- Complete bicycle network, paying particular attention to connections from residential areas and accessibility for persons with reduced mobility and traveling with children
- Implement comprehensive signage and way-finding program to parking, transit stops, trails and other high-demand destinations
- Improve connections to adjacent land uses, including:
 - ◊ Little Dry Creek Trail
 - ◊ MAC, Swim and Fitness Center, Irving Street Library
 - ◊ Crosswalks on Federal
 - ◊ Bike lanes along Irving Street
- Install pedestrian-scale lighting
- Implement pedestrian-oriented traffic signal timing along 72nd and Federal
- Develop an employee transit pass program (employer and/or District-provided)
- Implement car-share program
- Promote telework & flexible work schedules

SHORT TERM PARKING DEMAND REDUCTION

Following are series of short-term strategies that can be implemented to reduce parking demand.

- Employ on-street angled parking in high-demand areas
- Restripe parking stalls to “compact” vehicle dimensions
- Policy change to allow private businesses to:
 - ◊ Meter lots and provide after-hours paid parking (ordinance in Walnut Creek, CA since 1999)
 - ◊ Share spaces in under-utilized lots in exchange for a lease fee or maintenance (currently in operation in Lafayette, CO)
- Pricing strategies such as first hour in structures free (addresses perception of lack of parking)
- Real-time “app” to display parking availability by location and number of spaces (addresses perception of lack of parking)



WESTMINSTER

Staff Report

City Council Study Session Meeting
February 3, 2014



SUBJECT: Westminster Station Transit Oriented Development Area Overview and Update

Prepared By: Sarah Nurmela, Senior Urban Designer
Steve Baumann, Assistant City Engineer
John Burke, Senior Engineer

Recommended City Council Action

Staff will provide an overview of the Westminster Station Transit Oriented Development (TOD) Area planning process, deliverables associated with the Westminster Station Intergovernmental Agreement (IGA) with the Regional Transportation District (RTD), and capital improvement projects in process for this area. Confirm whether Council approves of the planning process and vision for the TOD Area since the final phase of plan development is ready to commence.

Summary Statement

- In 2009, RTD announced that the Eagle P3 Project would include a spur line, bringing commuter rail to South Westminster (roughly 71st Avenue and Irving Street). The spur was labeled the Northwest Electrified Segment (NWES). Staff worked with RTD to promote the implementation of the City's future land planning goals for the area. One critical component of this effort is the implementation of a land plan and road network conducive to transit oriented development patterns and land uses (rather than large areas of surface parking). The Westminster Station is identified as a Focus Area in the recently adopted Comprehensive Land Use Plan (November 11, 2013). Planning for the focus area is underway and included an initial concept approved by City Council in 2011, public outreach in 2012 and a cohesive station area plan that is anticipated to be complete in 2014.
- Staff negotiated with RTD for over 2½ years to develop the Northwest Rail Electrified Segment Westminster Station Intergovernmental Agreement, which was entered into June 26, 2012 (see Attachment B). The IGA calls for the parking facility, access roads, bus loading and unloading facilities and the north plaza to be removed from RTD's agreement with their concessionaire, Denver Transit Partners (DTP), and allows for the City's construction of these elements of the project. The IGA also describes payments of approximately \$10 million by RTD to the City to reflect RTD's estimated cost for station and parking lot land purchases and DTP's reduced scope of work. The IGA also includes provisions related to the on-going responsibilities for operations and maintenance of the infrastructure, a portion of which will be the City's responsibility.

- In addition, the City entered into an IGA with RTD for the City's Local Agency Contribution (LAC) for the FasTracks Northwest Rail Electrified Segment (NWES) on June 26, 2012. The RTD FasTracks financial plan approved in 2004 requires a LAC of 2.5% of the cost of the NWES in the form of cash, permit fee waivers, right-of-way dedication and/or other in-kind contributions. This amount is being split between Westminster and unincorporated Adams County. The payments must be completed on or before the date of revenue service commencement for NWES. At this point, only one segment of the Northwest Rail Corridor is funded to the level where it will be completed within the original FasTracks construction schedule.
- This Staff Report and presentation is intended to provide City Council background on this project area, what commitments have been made to RTD through IGAs, identify some key policy and financial determinations that will be brought before City Council this year, and receive direction from City Council on the proposed planning process and vision for the TOD Area since the final phase of plan development is ready to commence.

Expenditure Required: The total improvements are estimated to cost approximately \$45 million.

Source of Funds: RTD payments per the IGA, General Capital Improvement Fund, Stormwater Fund, Urban Drainage and Flood Control District Funds, Adams County Open Space Funds, DRCOG Transportation Improvement Program (TIP) Funds, and Adams County General Funds

Policy Issues

Does City Council concur with the vision established thus far for the TOD Area? Should the City continue planning efforts to guide the vision and development of transit-supportive uses around the proposed Westminster Station?

Alternatives

- The City could choose to not continue to develop a cohesive plan with a policy framework and development regulations for the TOD Area. Planning and construction of the station facilities and Little Dry Creek Park would continue. The Comprehensive Plan and Municipal Code would continue to provide the regulatory direction for the TOD Area, which includes a land use designation for Mixed Use Center. The Mixed Use Center designation allows a wide range of transit-supportive and mixed-use development including residential, office and retail as well as requires a higher intensity of development. Zoning in the area includes R-1, R-4, C-1, B-1 and M-1, much of which would require rezoning to PUD in order to redevelop a property. Staff does not recommend this route for two key reasons: (1) a more specific plan that provides a greater variability and a more context-sensitive approach to land use designations in the TOD Area could result in the potential loss of the area's character, ability to retain or attract unique businesses, particularly as the area transitions and evolves over the next 20 to 30 years; and (2) the plan regulatory structure will set in place both land use and zoning for properties within the TOD Area. This will allow expedited development review and incentivize redevelopment in the area. Without this, a more cumbersome development process that could entail Comprehensive Plan and/or zoning amendments could act as a disincentive to new development.
- The City could choose to change direction or reevaluate the vision for development around the Westminster Station and within the TOD Area. This could include altering the planning area boundaries or establishing a different vision or direction for all or some of the planning area. If this alternative were to be pursued, one result could entail existing property and business owners being removed or added to the planning area. Based on the input received thus far from outreach with stakeholders and community members, this will include property and business owners who are interested and excited for property values to rise and opportunity for sale and/or redevelopment of their property. This will also include other property or business owners that may be satisfied with not being within the planning area in order to ensure they are not impacted by new development or regulation. Another result of this alternative could entail creating a modified vision for all or some of the TOD Area. If modification of the planning area were to be pursued, Staff would advise that creating a significant critical mass of transit-supportive development around a station area is essential in achieving a vibrant district. Mixed-use, higher intensity development fosters pedestrian activity, particularly when coupled with active ground floor uses like shops, dining and services. As a result, reducing the area encompassed by the plan is not recommended. Altering the vision for all or a portion of the area should be pursued with caution, particularly for land area within a five-minute walk or quarter mile of the station. The current vision for the TOD Area embraces the area's character as a working district while also inviting opportunity for intensification and community building in and around the station.

Background Information

The Westminster Station Transit Oriented Development Area (TOD Area) is located in south Westminster around the FasTracks commuter rail station planned for approximately 71st Avenue and Irving Street. The TOD Area encompasses approximately 135 acres to the north and south of the planned

FasTracks station and rail corridor. The northern portion of the TOD Area includes land bounded by Lowell and Federal boulevards to the west and east, 72nd Avenue to the north and the BNSF rail corridor to the south. The southern portion of the TOD Area is a planned 33.3-acre regional park (Little Dry Creek Park and Open Space). Land use planning for the northern portion of the TOD Area began in 2007 with an initial concept plan for transit-oriented mixed-use development around the station. Planning for the area continued to evolve over the next four years, which resulted in a Draft Illustrative Concept Plan for the TOD Area in late 2011 (**Attachment A**). With City Council approval of the land use direction and vision for the TOD Area, Staff initiated the preparation of a cohesive Station Area Plan to guide land use, urban design, circulation, and plan implementation.

The following background provides an overview and status update of the City's efforts to plan, finance and construct the FasTracks Westminster Station and surrounding infrastructure and transit-oriented development.

FasTracks Northwest Rail Corridor Funding

Westminster Station is located along the RTD FasTracks Northwest Rail Corridor that is ultimately planned to extend from Denver Union Station to Longmont, passing through North Denver, unincorporated Adams County, Westminster, Broomfield, Louisville, unincorporated Boulder County and Boulder. Provision of commuter rail service along the FasTracks Northwest Rail Corridor was enabled by the November 2004 passage of a 0.4% sales tax measure by voters within the RTD service area. The Northwest Rail Corridor was one of five new railways included in the FasTracks program that was designed to provide radial service between downtown Denver and strategic points around the periphery of the Denver Metro Area. Two stations were approved by RTD for Westminster: 70th/Lowell and Church Ranch. Over the next five years, RTD and affected Northwest Corridor jurisdictions prepared an Environmental Evaluation to resolve a variety of issues such as the rail technology to be utilized and the final locations of train stations. In Westminster, those stations included the Westminster Station at approximately 71st Avenue and Irving Street, 88th Avenue and Harlan Street, and Church Ranch just north of the Shops at Walnut Creek. The 88th Avenue and Harlan Street Station would need to be built with non-RTD funds.

By 2010, due to sales tax revenues not meeting projections and escalating costs for construction materials, among other issues, it was determined that the funding mechanisms for full implementation of the Northwest Rail Corridor would not support the project completion. Alternative avenues for funding various portions of the FasTracks system were pursued, which included the public-private partnership known as the Eagle P3 Project. The Eagle P3 Project included design, construction, financing, operation and maintenance of RTD's East Rail Line to Denver International Airport, the Gold Line to Arvada, a Northwest Rail segment to Westminster Station (NWES), and a Commuter Rail Maintenance Facility in Denver. Just under half of the Eagle P3 Project was funded by a Federal Transit Authority New Starts Grant, although no federal funds were appropriated to the NWES segment.

Inter-Governmental Agreements between City and RTD

The City initiated negotiations with RTD to develop agreements necessary for work on the NWES segment in Westminster. Three inter-governmental agreements (IGAs) were made including a Utility Relocation IGA (approved by City Council in July 2011); a Local Agency Contribution (LAC) IGA approved in June 2012, which requires a 2.5 percent match from local government for transit improvements; and a Station IGA, also approved in June 2012.

The Station IGA requires the City to build a parking structure, access roads, bus loading and unloading facility, and the transit plaza on the north side of the rail corridor. RTD will provide the City nearly \$10 million to help pay for these improvements. The Station IGA also delineates responsibility for ongoing operations and maintenance of station infrastructure (see **Attachment B** for the Station IGA). As part of the Station IGA, the City is obligated to deliver all station support infrastructure described in the agreement, including 350 parking spaces by early 2016, when the station is expected to initiate operation. The City is also obligated to provide land in which to construct 575 additional parking spaces by the time at which utilization of RTD parking meets or exceeds 85 percent consistently for a six month period, at which time the parties shall meet to determine a plan to expand the parking facility to increase the RTD parking to not less than 925 spaces. The IGA states the parties shall jointly determine whether expansion shall be in the form of additional structured parking or additional surface parking and that parties shall use best efforts to implement structured parking. RTD shall provide funding for capital expenditures associated with the additional RTD spaces and a pro rata share of funding for common elements in a parking facility expansion. Any land necessary to expand the parking facility to include the additional 575 spaces shall be acquired by the City since RTD has provided all of the land acquisition funding originally within their project scope to accommodate 925 spaces to the City as part of the Station IGA. Funding for the additional land and construction of 575 spaces is not included with the current budget identified for this project; Staff is working to incorporate space within the City's current property for the parking garage for future expansion.

In addition, the FasTracks financial plan assumes and requires a 2.5% local agency contribution (LAC) from local jurisdictions in the district in consideration for the construction of transit improvements that will benefit them and their citizens. The City will receive credit for expenses associated with acquisition of platform parcels, project permit and design review fees, sales and use tax rebates associated with RTD contractors for NWES work, utility tap fees (capped at \$120,000), any utility relocations the City performs for RTD, temporary construction easements, other funds from outside sources, and Little Dry Creek Storm Water Drainage project improvements capped at \$2.0 million.

The City entered a LAC IGA with RTD in June 2012. The total LAC required for the NWES is \$3,422,500, which is to be shared equally between the City and Adams County; the City's LAC is \$1,711,250.

Adams County assisted the City in acquiring the Barnum Publishing property located within the Little Dry Creek drainage improvement project. The Barnum property's western segment partially overlaps with the station platform and was a critical acquisition in moving the NWES forward. As part of the financial assistance provided by Adams County for the Barnum property, the City agreed to utilize any LAC overmatch towards Adams County's share of the LAC. Per the LAC IGA with RTD, any overmatch by the City will be credited towards Adams County's LAC for the NWES in an amount not to exceed \$1.5 million. As such, if Adams County's portion of the LAC is applied to the City, Westminster will be responsible potentially for \$3,211,250 of the total LAC associated with the NWES. No funds have been budgeted for the City's LAC; Staff is diligently tracking and documenting costs associated with the project to be applied to the LAC.

The City is responsible to fulfill its entire LAC to RTD on or before the later of March 31, 2016 or the date of revenue service commencement for NWES. The City may fulfill the LAC by making a lump sum or annual cash payments or by accepting credit against the LAC in lieu of payment from RTD for items outlined.

Station Design

The Westminster Station platform is located midway between the Irving and Hooker Street alignments along the Burlington Northern Sante Fe (BNSF) rail corridor. Station components include the rail platform, located to the south of the BNSF tracks, and a bus facility, vehicle drop-off and a parking structure located to the north of the rail corridor. A pedestrian tunnel will provide access from the north to the southern boarding platform.

Initial RTD Station Design

RTD's initial plan for the station (**Attachment C**) included a 15.5-acre surface parking field east of the station and abutting Federal Boulevard, a bus facility and vehicle drop-off directly north of the platform area, and a utilitarian pedestrian tunnel under the tracks that terminated at a 15-foot vertical retaining wall. Access to the pedestrian tunnel from the commuter rail platform was via 355-foot-long, enclosed ramps or stairs. No direct access to the station was provided to/from the 33.3-acre Little Dry Creek Park or the unincorporated Adams County Goat Hill neighborhood to the south.

City of Westminster Station Design

As shown in the initial RTD plan, parking and station operations dominated the immediate station area, providing little opportunity for connectivity and interaction with transit-supportive development, existing communities and future amenities. City staff focused on improving these connections and fostering future transit-oriented development with a revised station design. The station and the surrounding area are envisioned as a key amenity and neighborhood asset within the south Westminster and immediate station areas. Station design was focused on creating an amenity and setting for future development, a safe and attractive transit environment for patrons, and key connections to new development, transit and open space. The revised station plan is illustrated in **Attachment D**. As shown in the illustrations, the north transit plaza acts as the central organizing element of the station. The plaza is designed to provide a visually dramatic descent to a spacious 26-foot wide pedestrian tunnel connecting transit patrons to the south-boarding station platform. The plaza's amphitheater form provides a venue for both formal and informal public events and gathering. High quality design and attention to enhanced landscaping, public art and pedestrian and bicycle amenities further underline the plaza as a park space and amenity for the immediate TOD Area.

Other key improvements beyond the initial RTD plan include the parking structure and bus facility, organized along Westminster Station Drive. This new street will act as a major gateway into the TOD Area from a new traffic signal at Federal Boulevard. Additional street connections to the station will ultimately include extensions of Irving Street, Hooker Street and Grove Street from 71st Avenue south to Westminster Station Drive. These streets will serve as the backbone for new transit-oriented development, an enhanced public realm, and vehicle and bus access to the station. Staff is currently in the process of negotiating with property owners to acquire land necessary to complete the rail station supporting improvements.

Station Platform and South Plaza

As mentioned previously, access to the commuter rail line is via a platform located on the south side of the BNSF tracks. Improved design of the station platform, staging area/southern plaza and access to the Little Dry Creek Park and neighborhoods to the south has been developed as part of the City's station planning process. The design of these facilities provides enhanced visibility of the Station and greater connectivity and access to the station. An elevator to access the station platform was also added as part of these planned improvements. As shown in **Attachment E**, the platform and south station design includes a dramatic canopy structure that adds height, visibility and weather protection to the station platform.

Smaller platform canopies mimic the design of the larger structure. South of the station, a pedestrian bridge connects over Little Dry Creek to a small parking area and the neighborhoods to the south. This portion of the station and Little Dry Creek Park facility will be completed in 2016, and as funding allows.

Little Dry Creek Park and Open Space

Planning for the Little Dry Creek Park and Open Space was initiated in 2007. The approximately 33.3-acre park and open space incorporates improvements to the Little Dry Creek drainage basin between Lowell and Federal Boulevard. These various parcels were acquired by the City and Adams County over a several year period at a cost of \$5,440,385. The new and improved drainage and water quality facilities within the park will serve new development in the TOD Area. Little Dry Creek will be reconstructed and realigned through the area. The park will also serve as a community resource and amenity, with regional ties as well. The Little Dry Creek Trail connects southeast to the Clear Creek and South Platte trails into Denver and northwest to the Rocky Flats Wildlife Refuge. This portion of the Little Dry Creek trail will be a part of the federal Refuge to Refuge Trail connecting the Rocky Mountain Arsenal Wildlife Refuge, Two Ponds Wildlife Refuge and Rocky Flats Wildlife Refuge. Included in the Master Park Plan are three major components: (1) a recreation area with playground, xeriscape garden and amphitheater on the western edge nearest Lowell Boulevard; (2) the transit area with direct access to the commuter rail station in the center area of the site; and (3) an environmental area that will include a fishing lake, open space, wetland plantings and educational pavilions on the eastern edge nearest Federal Boulevard. In addition, future plans call for the installation of a new road along the southern edge of the park and open space (tentatively called Creekside Drive) that will provide additional access to the park and open space as well as access to the Westminster Station from a parking lot and bridge. The current budget for this project is confined to the drainage improvements and not for the final recreation area along the western edge. The drainage improvements project includes installation of native grasses throughout the site and some landscaping associated with the environmental area with a lake along the eastern edge. The future recreation area, xeriscape garden and amphitheater will be proposed for future budget years.

It should be noted that the original plan for the Westminster Station did not involve the level of stormwater drainage improvements that are ultimately being constructed. The original plan left the BNSF railroad tracks within the 100-year floodplain, leaving the potential for the tracks to be under up to four feet of water in a 100-year flood situation. RTD and DTP's original plan contemplated that the area would become flooded and trains inoperable whereby a bus bridge (where train riders would exit the train and board buses) would be utilized. This was unacceptable to the City and the Urban Drainage and Flood Control District as well. While RTD does not have funding available to assist the City with addressing the additional costs associated with removing the tracks from the 100-year floodplain, the City will receive up to \$2.0 million credit towards the 2.5% LAC for mitigating this hazard along with constructing other floodplain improvements in the area.

Vision for Transit-Oriented Development

Existing Context

The TOD Area is situated at the southeastern end of the City, just north of unincorporated Adams County. Existing development in the area occupies land north of the rail corridor (with the Little Dry Creek drainage basin to the south). Development is comprised primarily of single-story commercial and industrial uses, with smaller-scale development located along the periphery and larger-scale uses closer to the rail corridor. Uses in the TOD Area are mostly non-residential and include retail, general and professional office and commercial uses, auto/service and industrial uses. Together, these uses comprise just under half the developable land area (exclusive of rights-of-way) in the TOD Area, with another 15 percent occupied by residential and the remainder vacant. Major property owners in the TOD Area

include the City of Westminster, JDRE Holdings (Nolan RV), Adams County Housing Authority and KEW Realty Corporation—most of these larger, more significant land holdings are located along the rail corridor adjacent to the station.

Vision

As described in the Comprehensive Plan, the Westminster Station Area is envisioned as a significant development and community building opportunity within the City. As described in the Comprehensive Plan Focus Area description for the TOD Area (**Attachment F**), the area will act as a node of energy and activity around the station. Development will include a mix of higher intensity retail, office and residential uses with an emphasis on active ground floor uses along key connections to the station. A walkable, pedestrian-oriented public realm and appropriately-sized street grid are envisioned to complement and accommodate this higher intensity of development. Connections to surrounding streets and neighborhoods, access and circulation by multiple modes, and an attractive, engaging public realm are all emphasized.

Planning Process

In order to achieve the vision that City Council, the community and City staff have developed for the Westminster Station TOD Area, a complete planning document that provides the overall vision, land use and urban design guidance, circulation and transit connectivity, and a clear path to implementation is essential. The plan will include a complete policy framework for land use, circulation, parking, green space and urban design; development standards and design guidelines; and a plan for implementation.

Public Outreach and Key Issues

The Planning Division initiated work on the Westminster Station TOD Area Plan in early 2012. The first phase of the planning and refinement of the TOD Area vision included a substantial public outreach effort. The outreach featured two stakeholder meetings (with business and property owners, residents, development industry representatives, and agencies active in the area), a neighborhood open house (attended by over 150 people) and a neighborhood meeting with the Progressive Home Owners Association (HOA). Each meeting provided an introduction to the TOD Area vision along with a conceptual urban design plan (Attachment A), potential land uses, circulation and station design, and parks and open space plans.

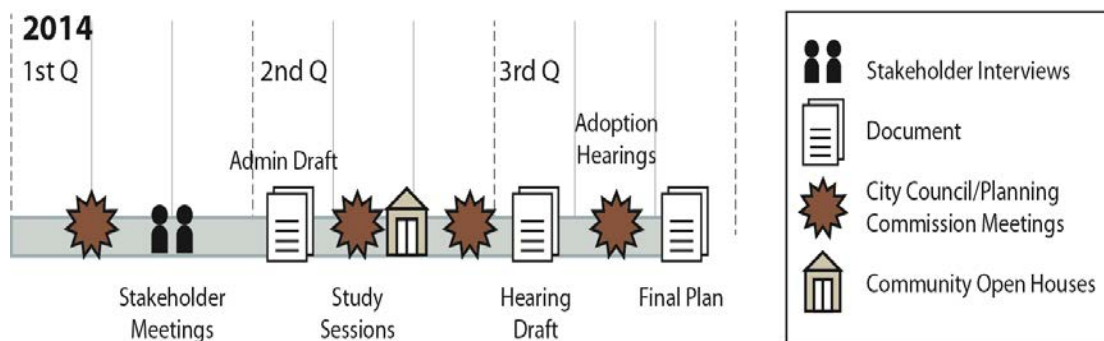
In general, all participants in the process were excited to see planning for the area commence and were hoping to see the TOD Area emerge as a community destination within south Westminster. Community members supported the proposed intensity of development and mix of uses adjacent to the station; providing open spaces and a focal community gathering space within this framework was important for many. Key concerns expressed were primarily over the likelihood of development within the current economic climate and how the project would be phased over time. Stakeholder participants expressed specific concern over implementation of the plan and how businesses and property owners would be affected—in particular, if they would be able to continue their operations once a plan was adopted and whether they would be impacted by construction in the area. A summary of this round of outreach is attached as **Attachment G**.

Additional input gathered since this first round of outreach has included property owners inquiring about the likelihood of eminent domain and takings of their property; loss of value due to designation or even illustrative concepts showing parks and right-of-way over their property; and the impact of potentially becoming a nonconforming land use or structure upon plan implementation. While some of these concerns are indicative of the need for additional communication about how the City intends to encourage

transit-supportive development in the area (not utilizing eminent domain or forcing sale of properties), there are key issues to address in the approach to plan implementation.

Next Steps

The next step in the planning process is focused on a second round of public outreach to solicit feedback focused on the land use and implementation elements of the plan. Meeting with stakeholders (property and business owners in particular) is a key focus of this outreach effort. Neighborhood meetings are also planned in order to capture a wider audience and perspective from the surrounding community. City staff will return to City Council in a future study session to summarize the input received in this second round and discuss key policy direction and plan implementation. It is anticipated that a Draft Westminster Station TOD Area Plan will be completed by late summer of this year (2014), as reflected in the timeline below:



Other Key Decision Points Pending between City and RTD

As noted, the City's vision for this area is substantially different from the original station design approved by RTD. The Station IGA between the City and RTD allows the City to implement an alternative approach to RTD's base plan for commuter and bus access, parking, and pedestrian areas that will support the proposed Westminster Station commuter rail station. Through their contract with DTP, RTD has retained the responsibility for certain elements of the station plan including the track work, the station platform and the pedestrian tunnel that serves it. The IGA also has procedures through which the City can request upgrades (betterments) of the RTD elements of the station at a negotiated cost with DTP.

City Council approved on December 10, 2012, the first "betterment" for the design and construction of the City designed pedestrian tunnel that will serve the Westminster Station commuter rail platform. The cost to the City for this betterment was \$453,375. This betterment substitutes a precast concrete arch structure for the cast-in-place concrete box culvert that was in the RTD base plan. The original RTD box culvert, in combination with enclosed stairs and ramps at the southern end, would have provided a completely unappealing, subterranean path from the north side of the tracks to the south side and the station platform with very limited visibility to the tunnel. That culvert would have been a 20-foot-wide by 12-foot-high rectangular shape that is commonly used for drainage crossings. While it is completely serviceable, it is the utilitarian choice for this application and made sense for the RTD plan for stations that look and operate the same throughout their system.

The City's design for the tunnel features a curved 12 foot tall ceiling and will be 26 feet wide. Staff has submitted plans to RTD, DTP and BNSF for approval of the north plaza retaining wall that is connected

with this betterment of the pedestrian tunnel. BNSF informed Staff that the retaining wall needs to be reinforced to withstand a potential third rail should one ever be installed on this line, and BNSF review of this design change is causing delays and is likely to increase the cost associated with this component of the project. Most significantly, Staff is concerned that these additional negotiations may cause further delays that may negatively impact DTP, which could potentially fall back to the City. The IGA has serious penalties associated (liquidated damages for each and every day of delays impacting revenue service equal to \$8,965 per day) and Staff is diligently working with RTD, DTP and BNSF to ensure any potential delays are avoided.

In addition, the City has submitted a second betterment proposal with RTD and DTP for the station platform that includes a modification to the southern end of the pedestrian tunnel, opening it to the Little Dry Creek drainage way and future park. The City's design includes an attractive platform overlooking the park with a "signature" arched shade structure. Initial cost estimates from DTP for this betterment have been substantially higher than both RTD and City Staff estimated. The City hired an independent cost estimator who has extensive experience working with RTD on light rail projects to assist with the City's cost estimates. Staff continues to work with RTD in hopes of closing the significant divide between DTP's estimates but anticipates that an important decision point will be before City Council within the next few months for consideration of this second betterment proposal. Staff will return to City Council once construction details and pricing is completed by RTD and DTP.

Budget Overview

The total budget for all of the improvements proposed with the north and south station project is estimated at \$44.7 million. The City has been successful in partnering with RTD, Adams County (transportation and open space), Urban Drainage Flood Control District, and DRCOG. Together, it is estimated that these groups will contribute approximately \$16.7 million, or approximately 37% of the total cost. Staff is optimistic that several of these partners will come to the table for additional financial support and continues to pursue these avenues. To date, a total of \$36.9 million has been identified and/or allocated by the City and its partners. The project is almost evenly divided in costs; the north side of BNSF tracks is estimated to cost \$22.2 million and the south side is estimated to cost \$22.5 million. Staff is working diligently to reduce costs, refining cost estimates and seeking additional funding opportunities to address the remaining \$7.8 million shortfall that remains in fully funding this project. Staff will return with ideas for funding the remaining later this summer. For example, the City is working with a nearby homebuilder who wants the over 300,000 cubic yards of fill that must be removed from the site. Providing a nearby location to haul the fill could save the City \$1 million.

Solicitation for Parking Garage Contractor and Land Developer

In order to meet the contractual time commitment to deliver the required parking spaces to RTD by the third quarter of 2015, Staff proceed to issue a Request for Proposals (RFP) in mid-August, 2013. The RFP sought proposals from either a general contractor or team comprised of a contractor and land developer to design and construct a parking garage through a design/build process. The RFP was sent directly to over 80 architectural, construction, and development companies as well as being posted through the City's standard bid solicitation process. A total of five submittals were received, two of which proposed to construct multi-story mixed use buildings on the City owned property, concurrent with construction of the parking garage.

Staff chose to interview four of the prospects. Three of the interviews have been completed with the remaining one to occur February 3, 2014. Upon completion of the interviews, Staff expects to select a preferred candidate and proceed with negotiations on a contract to be presented to City Council for consideration by the end of March or April. Subject to City Council approval, the design of the structure

Staff Report – Westminster Station Transit Oriented Development Area Overview and Update

February 3, 2014

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could begin in April/May that would lead to completion of the parking garage by the third quarter of 2015, meeting RTD's deadline per the Station IGA.

Staff will be in attendance at Monday's Study Session to provide an overview of the Westminster Station TOD and receive direction on whether City Council concurs with Staff's proposed planning process and vision for the TOD Area and whether the final phase of plan development should commence.

The Westminster Station TOD supports all five of the City Council's Strategic Plan goals of Strong, Balanced Local Economy; Safe and Healthy Community; Financially Sustainable City Government Providing Exceptional Services; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

J. Brent McFall

City Manager

Attachments

Attachment A: 2011 Illustrative Concept Plan for the TOD Area

Attachment B: Westminster Station IGA with RTD

Attachment C: RTD's Base Westminster Station Plan

Attachment D: Revised Westminster Station Plan by the City of Westminster

Attachment E: South Platform/Plaza Station Design by the City of Westminster

Attachment F: Comprehensive Plan Focus Area description for the TOD Area

Attachment G: Westminster Station TOD Area Plan 2012 Outreach Summary



WESTMINSTER

Staff Report

City Council Study Session Meeting
August 17, 2015



SUBJECT: Amendment of City Council's Rules and Regulations

PREPARED BY: Linda Yeager, City Clerk
Hilary Graham, Deputy City Attorney

Recommended City Council Action

Consider adopting the attached proposed revised City Council Rules and Regulations by resolution at an upcoming City Council meeting, and provide direction to Staff.

Summary Statement

- City Council's Rules and Regulations, which are formally adopted by resolution, set out important practices and procedures that govern how City Council conducts its business.
- The Rules and Regulations are an important internal document providing certainty, consistency, and order to City Council meetings and conduct.
- The last revision of the Rules and Regulations occurred in 2012, but this was not a comprehensive review.
- Per W.M.C. § 1-14-2(A), it is the City Clerk who acts as Clerk of Council and who, in large part, administers and applies the Rules and Regulations.
- Having an up-to-date version of this document will be critically important as the City prepares to welcome a new City Clerk in 2016.
- In 2015, it was necessary for Council to fill a vacancy, and the Rules and Regulations controlling that process were found to be out-of-step with this current Council's desire for greater transparency.

Expenditure Required: \$0

Source of Funds: N/A

Policy Issue

Would City Council like to revise its Rules and Regulations?

Alternative

Make no change to the current Rules and Regulations, which were last revised in 2012. Staff does not recommend this alternative because, as an internal governing document, the Rules and Regulations should be carefully maintained to reflect the Council’s current needs and desires.

Make different or additional changes to the Rules and Regulations. Upon direction of Council, Staff is willing to prepare different or additional revisions for adoption.

Background Information

City Council’s Rules and Regulations (the “Rules”), which are formally adopted by resolution, set out important practices and procedures that govern how City Council conducts its business. The Rules are an important internal document providing certainty, consistency, and order to City Council meetings and conduct. Creation of the document is authorized by the City of Westminster Home Rule Charter, § 7.7, and the Westminster Municipal Code, § 1-11-6.

The Rules have been revised from time to time, most recently in 2012, but there has not been a comprehensive look at the document in some time. As a result, many procedures no longer reflect current practice, such as the reference to personal delivery at each Councillor’s home for notice of a special meeting (Part I, Section 2); the mandated language for introduction and passage of ordinances (Part III, Section 2); and the use remaining in a few places of only the masculine pronoun. The proposed revisions will permit email notice, conform the Rules to the current wording used in motions for adoption of ordinances, and make all pronoun references gender-neutral.

Other proposed revisions include making the packet deadline match the current Wednesday deadline; clarifying that public comment is limited to five minutes, but may be uniformly reduced on a meeting-by-meeting basis according to the number of people wishing to speak (both within Part II, Section II); and eliminating reference to an unused form in public hearing procedures (Part VII, Sections 22 and 23). Also as to hearing procedures, it is proposed that the section applying to non-land-use public hearings be augmented by several of the same basic requirements mandated for land use public hearings. (Part VII, Section 23.)

Council will recall the appointment of Councillor De Cambra to fill a vacancy early this year and the desire to conduct that process in a transparent fashion. As a result, it is proposed that Part VII, Section 24, be revised to require a roll call vote during voting for an appointment to Council to fill a vacancy. This is but one possible solution. There are other methods for voting that could be used, while still complying with the Colorado Sunshine Act, C.R.S. §24-6-401, et seq., and staff will be happy to discuss these options in person, if desired.

Updating the Rules to reflect current practice and this Council’s particular desire for additional transparency and heightened community participation furthers the City’s Strategic Plan goals of Visionary Leadership, Effective Governance and Proactive Regional Collaboration, Vibrant, Inclusive

Staff Report – Revision of City Council’s Rules and Regulations
August 17, 2015
Page 3

and Engaged Community, and Financially Sustainable Government Providing Excellence in City Services.

Respectfully submitted,

Donald M. Tripp
City Manager

Attachment – Proposed Revised Rules and Regulations

CITY OF WESTMINSTER

COLORADO

CITY COUNCIL

RULES AND REGULATIONS

Updated ~~June~~ 2015

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These Council Rules and Procedures were adopted and amended by Resolution 27 of 1981, Resolution No. 34 of 1981, Resolution No. 1 of 1984, Resolution No. 7 of 1984, Resolution No. 39 of 1984, Resolution No. 9 of 1985, Resolution No. 8 of 1986, Resolution 55 of 1987, Resolution No. 41, 1990, Resolution No. 17, 1992 Resolution No. 61, 1993, Resolution No. 51, 1994, Resolution No. 9, 1995, Resolution No 42, 1995, Resolution No. 84, 1997, Resolution No. 100, 1999; Resolution No. 45, and 89, 2000, Resolution 23; Resolution No. 37, Resolution No. 41, 2001, Resolution No. 32, 2002, Resolution No. 31, 2004, Resolution No. 43, 2005, Resolution No. 16, 2006, Resolution No. 5, 2011; ~~and~~ Resolution No. 14, 2012; and Resolution No. __, 2015.

PART I - COUNCIL MEETINGS

1. REGULAR COUNCIL MEETINGS: (CITY CHARTER SECTION 7.1) The Council shall meet in regular session each second and fourth Monday evening of each month in the Westminster City Council Chambers at 7:00 P.M. In the event it becomes necessary to change the place of the meeting, public notice shall be given in the most expedient manner and by posting such change upon the Council Chambers. When Monday is a holiday, the regular meeting shall be held on the Tuesday following at the same hour unless otherwise provided by motion. The Council may, by motion, dispense with any regular meeting provided that two meetings are held each month. Persons having scheduled business with Council shall be notified. Meetings may be cancelled by the City Clerk upon written notice to all Council members, and by posting a notice on the front door of City Hall to advise citizens of the cancelled meeting. (Revised 12-13-93)

2. SPECIAL MEETINGS: (CITY CHARTER SECTION 7.2 - 7.3) Special Meetings shall be called by the Clerk on the written request of the Mayor, or any two (2) members of the Council or by motion of the Council during a Council meeting. The City Clerk shall prepare a notice of the special session, stating time, place and topic. ~~—and—~~ ~~†~~ This notice shall be ~~served~~ ~~emailed~~ ~~considered to~~ personally ~~upon~~ ~~served when emailed to~~ each member of the Council, and other officers of the City as specified, ~~or left at their usual places of residence,~~ at least twenty-four (24) hours before the time of the meeting. ~~This notice and shall also be posted on the bulletin board in the City Hall lobby. It shall also be the duty of the City Clerk, immediately, on written request, to make diligent effort to notify each member of the Council and other persons specified in person, either by telephone or otherwise.~~ Special Meetings may be held on shorter notice if all members of the Council are present or have waived notice thereof in writing. (Res 84, 1997)

No business shall be transacted at any special meeting of the Council unless the same has been stated in the notice of such meeting. However, any business which may lawfully come before a regular meeting may be transacted at a special meeting if all the members of the Council present consent thereto and all the members absent file their written consent.

3. ADJOURNED MEETINGS: (CITY CHARTER SECTION 7.5) Any meeting, regular or special, of the Council may be adjourned from day to day, or for more than one day, but no adjournment shall be for a longer period than until the next regular meeting thereafter.

4. MEETINGS TO BE PUBLIC: (CITY CHARTER SECTION 7.4) All regular and special meetings of the Council shall be open to the public and citizens shall have a reasonable opportunity to be heard under such rules and regulations as the Council may prescribe.

5. QUORUM: ADJOURNMENT OF MEETING: (CITY CHARTER SECTION 7.5) A majority of the members of the Council in office at the time shall be a quorum for the transaction of business at all Council meetings, but in the absence of a quorum a lesser number may adjourn any meeting to a later time or date, and in the absence of all members the Clerk may adjourn any meeting for not longer than one (1) week.

PART II - COUNCIL PROCEDURE

1. THE ORDER OF BUSINESS: The order of business at all regular meetings of the Council, as reflected by the printed agenda, shall be transacted in the following order, unless the Council by a vote of a majority of the members present shall suspend the rules to change the order.

1. Pledge of Allegiance
2. Roll Call
3. Consideration of Minutes of Preceding Meeting
4. Report of City Officials
 - A. City Manager's Report
5. City Council Comments
6. Presentations
7. Citizen Communication
8. Consent Agenda
9. Appointments and Resignations
10. Public Hearings and Other New Business
11. Old Business and Passage of Ordinances on Second Reading
12. Miscellaneous Business and Executive Session
13. Adjournment

(Resolutions 55, 1987; 41, 1990; 17, 1992; 61, 1993; 51, 1994; 31, 2004; 16, 2006; 5, 2011)

Reading of the minutes of the previous meeting shall be dispensed with unless requested by a Council member. The Mayor, or presiding officer, shall ask for additions and/or corrections to the minutes and shall then call for a vote of approval.

City Staff shall open and tabulate bids prior to the Council meeting and shall provide a written recommendation to Council regarding the lowest qualified bid and acceptance or rejection of bids. (Res. 39, 1984)

2. AGENDA PROCEDURES: (Res. 84, 1997)

A. On the ~~Thursday~~ Wednesday before each regular Council Meeting, the City Clerk shall cause to be given to each Council member:

1. An itemized copy of the agenda of the meeting, stating therein each matter to be discussed or debated by the Council by title, description and/or synopsis.
2. A copy in its latest form or edition of each ordinance, resolution, order or other written or printed document to be presented at the meeting.
3. A written memorandum on each item appearing on the Agenda, which provides background information and analysis including alternative actions when applicable, submitted by the City Manager including recommendations to City Council when applicable.

4. A copy of the minutes of the previous meeting(s).

B. Before each regular meeting, the City Clerk shall make available at City Hall a copy of the agenda for that meeting, and a copy of all agenda item memoranda, ordinances, resolutions or other documents mentioned thereon for public review.

C. Any City Official, City Employee, City Board or Commission or member thereof desiring to bring a matter before the Council shall be required to file the same with the City Clerk by 1:00 P.M. on the Tuesday prior to the meeting. This procedure does not in any way negate the opportunity for any of the above listed individuals to speak at the City Council meeting.

~~Any matter not so presented shall be the last order of business unless it is determined by the Mayor to be an emergency in which case it shall be included with the proper item of business on the agenda.~~

D. Citizen Communication: Citizens wishing to address the City Council on any issue pertaining to City business, including items appearing on the Council agenda may do so for a maximum of five minutes under "7. Citizen Communication." The Mayor may limit comments to a lesser amount of time, depending on the number of individuals who wish to speak. except Comments will not be heard for matters that are subject to a public hearing appearing under "10. Public Hearings and Other New Business." -Citizen comments related to a matter that is subject to a public hearing shall be made at the time that public comment is called by the Mayor during the public hearing.

Prior notice of a citizen's intent to speak under agenda item 7 is not required. However, if citizens wish to have printed materials distributed to City Council in the Council agenda packet, such materials must be received by the City Clerk no later than the close of business on Tuesday prior to the City Council meeting. ~~Citizens speaking on the agenda under "7. Citizen Communication" will be allowed a maximum of five minutes to speak.~~ (Res. 55, 1987, 84, 1997; 16, 2006; 5, 2011)

E. Consent Agenda:

1. The City Manager shall determine those items to be included on the consent agenda but these items shall be limited to the renewal of existing licenses and permits and authorizations for purchases of a routine nature where the purchase has been budgeted and all normal bidding requirements have been satisfied and routine reports for Council review. (Res 9, 1985, 42, 1995, 84, 1997 and Res. No 89, 2000)

2. All Councillors' Bills which City Council passed unanimously on first reading shall be listed as part of the Consent Agenda for consideration on second reading. If for any reason the Councillor's Bill is to be removed from the Consent Agenda, it shall necessitate a "yes" and "no" vote by the City Council. (Res. 9, 1985, 42, 1995)

3. Prior to accepting a motion for the adoption of the consent agenda, the Mayor shall ask the Council if they wish to discuss and/or vote on any consent agenda item separately. An item shall be taken off the consent agenda upon the request of any Council member. The rest of the consent agenda will then be adopted with a single motion and vote process. If the vote is

not unanimous, each item shall be voted on separately. Items taken off the consent agenda will be acted on after the consent agenda has been adjusted and approved. The removed item(s) will then be considered as the next item of the agenda. (Res. 9, 1985; 84, 1997; 43, 2005)

PART III - COUNCILLOR'S BILLS, ORDINANCES AND RESOLUTIONS

1. **INTRODUCTION:** Any Council member introducing a Councillor's Bill shall be responsible for the motion to enact the ordinance. In the event that both sponsors shall be absent, the Bill or Ordinance may be introduced by another member of Council who is in favor of the measure.

2. **READING:** The reading of a Councillor's Bill ~~either on introduction or passage~~ shall be dispensed with, as each Council member has been furnished with a copy prior to the meeting.

In moving for the ~~introduction~~ passage of a Councillor's Bill on first reading, the following language will be used:

"I move ~~that to pass~~ Councillor's Bill No. , ~~Series of _____~~, relating to (capsule title) ~~be introduced and passed~~ on first reading ~~this day of _____, 20__.~~"

Councillor's Bills which City Council unanimously passes on first reading shall be listed on the Consent Agenda for consideration on second reading. ~~If the~~A-Councillor's Bill ~~that~~ was not passed unanimously on first reading, ~~shall be listed on the agenda under Old Business and Passage of Ordinances on Second Reading.~~ The following language will be used for passage of a Councillor's Bill on second reading:

"I moved ~~to pass that~~ Councillor's Bill No. , ~~Series of _____~~, relating to (capsule title) ~~on second reading be passed and adopted on second reading this day of _____, 20__.~~"

(Res. 9, 1985; year changed to "20__" by editorial license 10/05)

3. **AMENDMENTS:** A bill for an Ordinance may be amended by the addition or deletion of words, and the paragraph or sentence shall be re-read in full as amended.

4. **REVIEW:** All proposed ordinances shall be reviewed and approved as to form and legal content by the City Attorney's Office. The City Manager shall attach to each proposed measure an Agenda Memorandum which outlines the provisions thereof, and where it is proposed to amend an existing ordinance, such Memorandum shall indicate the change requested.

PART IV - PRESIDING OFFICER

1. **THE MAYOR: (CITY CHARTER SECTION 4.4)** The Mayor, or in the Mayor's absence the Mayor Pro-Tem shall take the chair at the hour appointed for the Council to meet, and shall immediately call the members to order. The roll shall then be called by the Clerk, who shall enter in the minutes of the meeting the names of the members present. (Res. 84, 1997)
2. **MAYOR PRO-TEM: (CITY CHARTER SECTION 4.4)** The Council shall choose one of its members as Mayor Pro-Tem for a two-year term. This shall be the first order of business after the new Councillors are sworn into office and it shall be by secret ballot without nomination. In case of a tie vote, the Mayor will disclose the names of the tied candidates and another ballot shall be taken, until one person has received a majority, successive ballots will be taken. The Mayor Pro Tem shall serve as Mayor during the absence or disability of the Mayor, and, in case of vacancy in the office of Mayor. (Res. 84, 1997)
3. **TEMPORARY CHAIRMAN: (CITY CHARTER SECTION 4.4)** In case of the absence or disability of the Mayor and Mayor Pro-Tem, the Clerk shall call the Council to order and call the roll of members. If a quorum is found to be present, Council shall proceed to elect, by a majority vote of those present, a Chairman of the meeting, to act until the Mayor or Mayor Pro-Tem appears.

PART V - OFFICERS AND EMPLOYEES

1. **ATTENDANCE**: The City Manager, City Clerk and City Attorney, or a qualified representative appointed by such officer shall be in attendance at the Council meeting. Such representative shall assume the duties of the absent officer.

The head of any department, or any officer or employee of the City, when requested by the City Manager, shall attend any regular, adjourned, or special Council meeting.

2. **SERGEANT-AT-ARMS**: The Chief of Police, or ~~his~~ the Chief's representative, shall upon request of the Mayor or Council, maintain the peace in the Council Chambers.

PART VI - COMMITTEES

1. COMMITTEES - HOW APPOINTED: The Council shall appoint from time to time such representatives as it deems appropriate to any Boards, Committees, task force, commissions, intergovernmental organizations or other bodies, including liaisons to the City's Boards and Commissions, to represent the City Council's position as may be required. No person shall act or serve as a representative of the City without Council approval. The Council may, consistent with the City Charter, establish from time to time such special or select committees as may be desired by the Council to assist or expedite the handling of the business and affairs of the City. The Council shall appoint the member who is to serve as Chairperson of the committee. The clerk or a designated assistant shall act as secretary to such special or select committees as directed by the Council.

2. REPORTS: Whenever possible upon request of Council, committee reports shall be in writing. Documents referred to the committee shall be returned with the report.

PART VII - MISCELLANEOUS

1. **THE COUNCIL CHAMBERS:** The Council Chambers shall be under the supervision and control of the City Clerk when Council is not in ~~the~~ session. It shall be used solely for the transaction of public business of the City; or as authorized within the intent of Council policy on the use of the Council Chambers as adopted by Resolution. (Res. 84, 1997)

2. **BOARDS AND COMMISSIONS:** The City Council shall receive copies of the minutes of all meetings of City Boards and Commissions upon request. (Res. 84, 1997)

3. **LIMITATION OF DEBATES:** No Council member shall be allowed by the Presiding Officer to speak more than once upon any subject until every other member choosing to speak thereon shall have spoken.

4. **DISSENTS AND PROTESTS:** Any member shall have the right to express dissent, concern or protest any ordinance or resolution of the Council, and upon request have the reason for the dissent or protest recorded as part of the minutes.

5. **PROCEDURE IN ABSENCE OF RULE:** In the absence of a rule to govern a point or procedure, reference shall be had to Roberts Rules of Order, Revised.

6. **RECESS:**
 - A. The Presiding Officer may call a recess not to exceed twenty (20) minutes at any time during a meeting to determine a rule of order, or at the request of a majority of Council, provided no more than three recesses be called at any one meeting for this purpose. The Presiding Officer may call a recess at any time between items of business.

 - B. The Presiding Officer may call a recess for a definite period of time in the event a quorum is not present.

7. **STATEMENT OF MOTION:** When a motion is made it shall be stated by the chair before debate.

8. **DECORUM AND ORDER:** The Presiding Officer shall preserve decorum and decide all questions of order, subject to appeal to Council.

9. **AMENDMENT OF RULES:** These rules may be amended or new rules adopted by a majority vote of all members of the Council. Any such alteration or amendments shall be submitted in

writing and adopted by Resolution. This requirement shall be waived only by unanimous consent of all members of Council.

10. SEATING ARRANGEMENT: Members shall occupy their respective seats in the Council Chamber as they shall agree, or as determined by majority vote in the event of disagreement.

11. RIGHT OF FLOOR: When recognized by the chair a member shall confine himself/herself to the question under debate, avoid personalities, and refrain from impugning the motives of any other member's argument or vote.

12. RIGHT OF APPEAL: Any member may appeal to the Council from a ruling of the presiding officer. If the appeal is seconded, the member making the appeal may briefly state ~~his~~the ~~member's~~ reason for the same, and the presiding officer may briefly explain ~~his~~the ruling; but there shall be no debate on the appeal and no other member shall participate in the discussion. The presiding officer shall then put the question, "Shall the decision of the chair be sustained?" If majority of the members present vote "Yes," the ruling of the chair is sustained; otherwise, it is overruled.

13. VOTING: (CITY CHARTER SECTION 7.7) Every member present when a question is put shall vote either "Yes" or "No," unless Council shall, for reasons stated in the Charter, excuse ~~him~~the member from voting.

Application to be excused from voting must be made before the votes are called for by the presiding officer. The member having briefly stated the reason for ~~his~~the request, the decision thereon shall be made without debate.

14. DEMAND FOR ROLL CALL: Upon demand of any member, made before the negative has been put, the roll shall be called upon any question before Council. It shall not be in order for members to explain their vote during roll call.

15. PERSONAL PRIVILEGE: The right of a member to address the Council on a question of personal privilege shall be limited to cases in which his or her integrity, character, or motives are assailed, questioned, or impugned.

16. EXCUSAL DURING MEETING: Council members may be excused from the remaining Council Meeting with permission from the presiding officer.

17. WITHDRAWAL OF MOTIONS: A motion may not be withdrawn by the mover without the approval of the second.

18. DIVISION OF QUESTION: If the question contains two or more divisible propositions the presiding officer may, and, upon request of a member shall, divide the same.

19. EMERGENCY ORDINANCES: If an emergency ordinance ~~or resolution~~ fails to receive ~~an affirmative vote of two-thirds~~ the required votes, such measure shall cease to be before the Council as an emergency measure and shall immediately have the standing that ~~a~~ the measure would have had if it had not been read as an emergency measure.

20. ANONYMOUS COMMUNICATIONS: Unsigned communications shall not be introduced to Council.

21. TIE VOTE: In case of a tie in votes on any proposal, the proposal shall be considered lost.

22. GENERAL PUBLIC HEARING PROCEDURES ON LAND USE MATTERS:

A. The meeting shall be chaired by the Mayor or designated alternate. The hearing shall be conducted to provide for a reasonable opportunity for all interested parties to express themselves, as long as the testimony or evidence being given is reasonably related to the purpose of the public hearing. The Chair has the authority to limit debate to a reasonable length of time to be equal for both positions.

B. Any person wishing to speak other than the applicant; will be required to state his or her name and address, which information, along with the person's comment ~~fill out a "Request to Speak or Request to Have Name Entered into the Record" form indicating whether they wish to comment during the public hearing or would like to have their name~~ will be recorded as having an opinion ~~on part of~~ the public hearing ~~issue~~. Any person speaking may be questioned by a member of Council or by appropriate members of City Staff. (Amended Resolution No. 45, 2000)

C. The Chair shall rule upon all disputed matters of procedure, unless, on motion duly made, the Chair is overruled by a majority vote of Councillors present.

D. The ordinary rules of evidence shall not apply, and Council may receive petitions, exhibits and other relevant documents without formal identification or introduction.

E. When the number of persons wishing to speak threatens to unduly prolong the hearing, the Council may establish a time limit upon each speaker.

F. City Staff enters a copy of public notice as published in newspaper; all application documents for the proposed project and a copy of any other written documents that are an appropriate part of the public hearing record.

G. The property owner or representative(s) presents slides-evidence and describes the nature of the request (maximum of 10 minutes).

H. Staff presents any additional clarification necessary and states the Planning Commission recommendation.

I. All testimony is received from the audience, in support, in opposition or asking questions. All questions will be directed through the Chair who will then direct the appropriate person to respond.

J. Final comments/rebuttal received from property owner.

K. Final comments from City Staff and Staff recommendation.

L. Public hearing is closed.

M. If final action is not to be taken on the same evening as the public hearing, the Chair will advise the audience when the matter will be considered. Councillors not present at the public hearing will be allowed to vote on the matter only if they listen to the tape recording of the public hearing prior to voting. (Res. 84, 1997)

N. The following statement ~~shall~~may be read by the Chair at the outset of the public hearing:

We welcome your input. Because we will strive to proceed through the public hearing in a timely manner, we require that all persons observe the following rules with respect to comments and testimony:

When you are recognized to speak, approach the podium, state your name and address for the record. All comments and testimony shall be made from the podium, no comments or testimony shall be shouted from the audience.

Comments and testimony are to be directed to the Chair. Dialogue and inquiries from the person at the podium to members of Staff or the seated audience is not permitted. Inquiries which require Staff response will be referred to Staff by the Chair through the City Manager.

It is our desire to give everyone an opportunity to speak and be heard in a timely manner and within an atmosphere of respect and diplomacy. These rules are meant to foster that atmosphere. Thank you for your cooperation, and we look forward to hearing your comments. (Res 84, 1997)

23. NON-LAND USE PUBLIC HEARINGS, THE FOLLOWING RULES SHALL APPLY:

A. Persons wishing to speak other than the applicant will be required to state his or her name and address, which information, along with the person's comment fill out a "Request to Speak or Request to Have Name Entered Into the Record" form indicating whether they wish to comment during the public hearing or would like to have their name will be recorded as having an opinion on part of the public hearing issue, may do so whether in favor or opposed. No specified order of those in favor or in opposition will be used. (Amended Res 45, 2000)

B. The presiding officer shall conduct the hearing in such manner as to provide for freedom of speech and expression of opinion of all persons speaking, subject only to the limits of courtesy and respect to other persons and their opinion as long as the subject is related to the public hearing

notwithstanding the presiding officer has the authority to limit debate to a reasonable length of time to be equal for both positions.

C. Any person speaking may be questioned by members of Council or by ~~the~~ City Administration Staff.

D. The presiding officer shall rule upon all disputed matters of procedure, unless, on motion duly made, he is overruled by a majority vote of Council members present. (Res. 39, 1984, 84, 1997)

E. The ordinary rules of evidence shall not apply, and Council may receive petitions, exhibits and other relevant documents without formal identification or introduction.

F. When the number of persons wishing to speak threatens to unduly prolong the hearing, the Council may establish a time limit upon each speaker.

G. The following statement may be read by the Chair at the outset of the public hearing:

We welcome your input. Because we will strive to proceed through the public hearing in a timely manner, we require that all persons observe the following rules with respect to comments and testimony:

When you are recognized to speak, approach the podium, state your name and address for the record. All comments and testimony shall be made from the podium, no comments or testimony shall be shouted from the audience.

Comments and testimony are to be directed to the Chair. Dialogue and inquiries from the person at the podium to members of Staff or the seated audience is not permitted. Inquiries which require Staff response will be referred to Staff by the Chair through the City Manager.

It is our desire to give everyone an opportunity to speak and be heard in a timely manner and within an atmosphere of respect and diplomacy. These rules are meant to foster that atmosphere. Thank you for your cooperation, and we look forward to hearing your comments.

24. APPOINTMENTS MADE BY COUNCIL:

Positions on Boards and Commission shall be appointed by Council from applicants who have completed the appropriate application form and interview process. Appointments shall be reviewed by Council at a Study Session or post-meeting and then acted upon as part of the agenda at the next City Council meeting with a Resolution drafted as referred by the interview team for the specific Board vacancy. (Res. 39, 1984, 42, 1995, 84, 1997)

Vacant positions on the City Council shall be appointed by Council from applicants who have completed the appropriate application form and interview process. Appointments shall be by ~~written ballotroll call -unless this method is suspended by unanimous Council~~ vote. A majority vote is necessary to finalize an appointment. If no single applicant obtains a majority vote after the first ~~ballotroll call~~, all persons receiving no votes, and the person receiving the smallest number of votes will be removed from ~~nominaton~~consideration. This process will be repeated after each ~~ballot~~vote until a majority vote is received by one applicant. After seven (7) ~~ballots~~roll call votes

with no one person appointed, the Council will consider all candidates again and begin the process of elimination of candidate names after every seven ~~ballots~~votes. (Res. 39, 1984, 42, 1995, 84, 1997, 16, 1999)

25. PROCEDURES TO FILL VACANCIES ON CITY ADVISORY BOARDS AND COMMISSIONS:

1. City Council shall from time to time schedule interviews of all interested Westminster citizens who are eligible and interested in serving on the various City Advisory Boards and Commissions. Interested citizens are to complete a standard application form provided by the City with the citizen indicating his/her top three preference(s) of boards and commissions he/she wishes to be considered for appointment. (Res 84, 1997)

2. City Council shall set a deadline for receiving said applications with said deadline to be published in the appropriate newspapers and City publications. An interview schedule will be established with the Council conducting individual interviews. The interview schedule will be formulated to provide for an efficient approach to achieving the desired interviews.

3. Said applications will be placed on file with the City Clerk and will be considered for a period of one year. These applications will provide a "pool" of applicants for City Council's consideration whenever a vacancy takes place on the Advisory Boards and Commissions.

4. All applicants will be contacted at the end of each cycle to determine if they are interested in having their name considered for vacancies, which might occur during the next cycle period. (Res 8, 1986, 41, 1990)

5. The City Council ~~shall may utilize~~use a rotation plan involving appointed Board and Commission members to assure a variety of perspectives and allow as many interested citizens to participate in serving on City advisory boards/commissions. (Res. 84, 1997)

6. Board and Commission members currently serving on a Board or Commission, may submit an application to the City Clerk's Office to move to another Board or Commission. Board and Commission members may not serve on more than one Board at one time. (Res. 100, 1999)

26. CITY COUNCIL TRAVEL POLICY (Amended Resolution No. 45, 2000, Resolution No. 23, 2001 Resolution 32, 2002; Resolution No. 14, 2012)

EXPENSE COVERAGE

City Council will establish out of state travel expenses for all Council members as part of the budget adoption each year. Any out of state travel beyond 2 such trips in a calendar year shall require the approval in advance of a majority of the other members of Council.

Transportation: Normally, out-of-City travel shall be by commercial airline. Air coach and special rates shall be utilized whenever possible. The City will pay for additional travel expenses associated with airline travel as appropriate. The City will pay for the first bag checked on travel and original seating assignments; special seating upgrades (such as aisle or window seating, exit row seating, early bird check-in status, etc.) shall be at the expense of the individual Councillor.

If driving to a conference, using your personal car, Councillors can be reimbursed at the per mile rate in effect for employees. However, the total reimbursement shall not exceed the amount that would have been expended if the Councillors had used available airline service and economical ground transportation to the conference. Full reimbursement shall be made for round trip transportation for the Councillors' travel expense. Receipts shall be obtained when possible for taxis, rail, public transit, or other transit utilized at conferences.

Lodging: Lodging shall be fully reimbursable. If attending a formal conference, lodging will normally be at the conference or headquarters hotel, or comparable facilities, which are nearby. Reimbursements are to be for daily rental type properties such as hotels or condominiums. Properties where a Councillor has any ownership interest such as time share, time share exchanges, partial ownership, or full ownership of a house, condominium or other similar property shall not be eligible for reimbursement. If the Councillor's spouse is attending the conference, the Councillor shall be responsible for the differential on the daily room rate for double occupancy. If a Councillor elects to stay off site, any additional travel costs incurred to/from the conference shall be at the individual Councillor's expense.

Meals: All meal expenses shall be fully reimbursable for the Councillor during the conference or out-of-town meeting. In accordance with IRS regulations, itemized receipts shall be provided showing items purchased. Councillors may opt for a per diem under the federal per diem high-low method for meals and incidentals for the whole trip. No per diem is allowed for meals included in registration costs, hotel accommodations or meals purchased by an employee for any non-employee. In-flight service does not constitute a meal. The Finance Department may require reporting of start and end times of qualifying functions to compute eligibility for reimbursement.

Miscellaneous Expenses: Generally, any reasonable business expense incurred because a Councillor is traveling for the City shall be fully reimbursable. All Council members are expected to keep all such expenses to a reasonable level, based upon the cost of accommodations, meals and similar expenses of the particular locale being visited. Reimbursement for the purchase of personal items including but not limited to medications, toiletries, personal phone calls, movie rentals, green fees, cost for the use of a health club if it is not included in the hotel charge, gifts and alcoholic beverages are specifically prohibited.

Travel With Spouse: If Councillors are attending a conference where it is common for the spouse to accompany, and which has a program for the spouse, the spouse conference registration will be reimbursable. All other expenses of the spouse will be the personal expense of the Councillor, and shall not be charged to the Councillor's purchasing card.

B. ADVANCES

Council members may draw a cash advance from the City in anticipation of expenses to be incurred, or, as an alternative, Councillors may charge the expense to their City issued purchasing card. No cash advance will exceed \$200 per individual request. No cash advances will be processed unless expense reports from all previous trips involving cash advances and credit card purchases have been cleared. Any outstanding expense advance/purchasing card purchases not cleared before the Councillor's term expires will be withheld from the final paycheck of the Councillor.

C. EXPENSE REPORTS

The Mayor and all City Councillors shall file a report for all trip related expenses within one week upon return from the trip. The completed expense report shall be submitted to the City Manager's Office for processing. Receipts for expenses of \$25.00 and greater shall be attached to the form. The Finance Department shall review all such expense reports for mathematical accuracy, and shall identify any items that do not appear to be in conformance with the City's travel policy for City employees. If any discrepancies are observed, the same will be brought to the attention of the submitting party for correction. If the submitting party disagrees with any item identified by the Finance Department, the other members of Council shall determine the matter.

If compliance in submitting travel expenditure reports within one week upon return is not realized, the subject City Councillor shall not be allowed to travel at city expense on future trips until such time as all reports are filed, reconciled and any balances are rectified where either the Councilmember owes the City or the City Councilmember is owed reimbursement by the city.

City Councillors who use City issued purchasing cards shall not be allowed to make charges against said purchasing card when there are any outstanding City travel expenditure reports from the subject City Councillor. Use of such City purchasing cards shall be held in abeyance until all travel expenditure reports have been submitted, audited and any balance due the City by the City Councillor is resolved.

City staff shall provide a monthly summary to all members of City Council reflecting the status of travel expenditure reports which are due as well as indicating the status of audits conducted by finance department staff with any deficiencies in documentation so noted.

The Mayor Pro Tem shall approve expense reports of Councillors. The Finance Department shall audit the expense report for mathematical accuracy.

In the event Councillors travel as a group, occupy the same hotel and/or have meals together, a claim covering all expenses for all members may be filed in lieu of individual accounting.



Staff Report

Information Only Staff Report
August 17, 2015



SUBJECT: City Council Chambers and Boardroom Renovation Status Update

PREPARED BY: Barbara Opie, Assistant City Manager
Mark Ruse, Facilities CIP and Operations Manager

Summary Statement

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

This is a status report on the master planning efforts for the City Council Chambers and Boardroom. Originally, Staff had planned to review options with City Council at this meeting but given the cost estimates of the current renovation options, Staff is delaying the design option review with City Council until additional alternatives are refined for consideration.

Background Information

Work commenced with Anderson Hallas Architects, PC (Anderson Hallas) in March 2015 on Master Planning Council Chambers and Boardroom renovation project. The Anderson Hallas' project team includes: K2 Audio, Inc for audio/acoustics; JVA, Inc for structural engineering; Three Sixty Engineering, Inc for mechanical engineering; AEDG, Inc for electrical engineering and IT; and Parametrix, Inc for cost estimating. A steering committee has been utilized comprised of representatives from the following departments/divisions: Police, Information Technology, General Services-City Clerk's Office, General Services-Building Operations & Maintenance, City Manager's Office-Communication & Outreach, City Manager's Office-Management & Budget, and Community Development-Planning. The steering committee reviewed what is working well and what needs improvements in both the Council Chambers and Board Room. In addition, the committee discussed the timeline and feedback process.

As part of the feedback process, Anderson Hallas attended the April 6 Study Session. They gathered feedback from City Council on needs, priorities, and expectations for these rooms. They also met with a focus group representing various boards and commissions that utilize these rooms for public meetings and hearings. Over the last several months, Anderson Hallas has been evaluating options and providing alternatives to the steering committee on ways to meet the needs of the users of these spaces while being respectful of limited resources. Initial cost estimates for the renovation of these two spaces range from \$1.5 to \$2.0 million.

Originally, Staff anticipated utilizing the August 17 Study Session for City Council to revisit with Anderson Hallas to review design options, including project cost and potential phasing. While Anderson Hallas has revised potential room re-design options in efforts to meet identified needs and building code requirements, the costs remain high. Staff is anticipating that any efforts to renovate these spaces will need to be phased, but phased in the manner that we renovate one room completely

and then the second room another year once we have accumulated sufficient funds to complete the renovations. The challenge with these spaces is that once you touch one component, the ripples into the other components make it difficult to segment a renovation. To be cost effective, the project phasing needs to renovate one room completely rather than doing piecemeal, such as addressing accessibility one year, audio visual the next, etc. A piecemeal approach creates significant interruptions to utilization of the space if we are phasing different components in at different times.

Funds were included within the 2013 and 2014 Budget for the proposed renovation of the City Council Chambers and Council Board Room; a total of \$395,000 was appropriated. The project scope was for initial costs to renovate these rooms including security, flooring, furnishings, finishes and enhanced multimedia equipment and to improve the working environment and personal safety of the public, City Council and staff. The cost for master planning and cost estimating the City Council Chambers and Board Room totals \$52,954. This leaves \$342,046 towards the creation of Construction Documents and the actual construction. As noted, early cost estimates ranged from \$1.5 to \$2.0 million. Staff is continuing to work with Anderson Hallas and anticipates returning to City Council later this year with refined design options and revised project costs estimates.

In the meantime, Staff is proposing to add funds via the mid-year 2016 budget amendment in the capital improvement program budget to start accumulating funds for these room renovations. Based on preliminary discussions, Staff recommends focusing on the Council Chambers for the first phase of the renovation since this room is more public, has greater challenges associated with accessibility, audio visual, and security improvements.

The City Council Chambers and Board Room renovation project supports the following Strategic Plan goals: Vibrant, Inclusive, and Engaged Community by providing facilities that are inclusive and welcoming for residents and businesses to attend and participate in Council meetings; Beautiful, Desirable, Safe and Environmentally Responsible City by ensuring City Hall remains a special place and provides the appropriate safe setting for people to participate in their government; and Financially Sustainable Government Providing Excellence in City Services by retaining “the Westy Way” in the quality of facility and ability for developers, businesses and residents to present and participate in their local government while being mindful of the reinvestment costs.

Respectfully submitted,

Donald M. Tripp
City Manager