

City of Westminster 2022-2023 Revised Strategic Plan



Mission Statement

Westminster's purpose is to provide core services and foster economic resilience to give our community the opportunity to thrive.

Vision Statement

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

Guiding Principles

Collaboration and Partnership: Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.

Stewardship and Thrift: Responsibly manage all of the resources entrusted to our care to meet the needs of today without sacrificing the ability to meet the needs of the future.

Transparency and Accountability: Engage in two-way dialogue with the people of Westminster, clearly communicate our intentions and decisions and take responsibility for all that we do, thereby earning the trust and confidence of the community.

Diversity, Equity and Inclusion: Achieve equitable processes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.

Innovate and Initiate: Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking and resourcefulness, resulting in a resilient and sustainable future for our city.

Prevention and Proactivity: Solve problems at their source and focus the city's policies, practices and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.

Strategic Priorities



Strategic Priority: Preparedness and Resilience

Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives.



Strategic Priority: Proactive Public Safety

Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster.



Strategic Priority: Shared Sense of Community

Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives.



Strategic Priority: Quality of Life

Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries.



Strategic Priority: Robust Infrastructure

Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, stormwater, mobility and roadway systems.

Priority 1: Preparedness and Resilience	Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
<p>1.1: Mitigate risks to our natural and built environment through updated policies, procedures and plans</p>	<p>1.1.a: Ensure adherence to the National Incident Management System (NIMS) and Incident Command System (ICS)</p>	<p>1.1.a (i): Four (4) representatives from each City department and all commissioned Fire personnel will be trained on NIMS and ICS by March 31, 2023</p>	<p>Fire Department</p>
	<p>1.1.b: Work collaboratively with Fire, Economic Development, Community Development, and Parks, Recreation & Libraries departments, business owners and residents on resiliency and mitigation planning</p>	<p>1.1.b (i): Increase Emergency Preparedness average rating for Q.6.12 in the Bi-annual Community Survey from 68 to 75 by the 2024 survey</p>	<p>Fire Department</p>
	<p>1.1.c: Complete the Standley Lake Security Assessment</p>	<p>1.1.c (i): Phase II of the Standley Lake Security Assessment will be completed by Fall 2023</p>	<p>Public Works and Utilities</p>
<p>1.2: Enhance the organizational culture of excellence that focuses on recruiting, engaging and retaining an exemplary workforce</p>	<p>1.2.a: Strengthen City workforce resilience, effectiveness and strong culture around the City’s Mission, Vision, Guiding Principles and SPIRIT values to contribute to the well-being, engagement and retention of the City workforce</p>	<p>1.2.a (i): Establish employee engagement benchmarks by department based upon the results of the Gallup Q¹² Employee Engagement Survey by December 2022</p>	<p>Human Resources</p>
	<p>1.2.b: Continue to provide mental health resources, such as behavioral health specialists for the City’s workforce, with particular focus on public safety personnel to address job-related stress</p>	<p>1.2.b (i): Continue to remain below the 2021 State and Local government (excluding education) national turnover rate of 20.2% by reducing the City’s turnover rate from 15.8% in 2021 to 12% in 2022 to 10% in 2023</p>	<p>Human Resources</p>
		<p>1.2.b (ii): Reduce the City’s vacancy rate compared to the 2021 State and Local government (excluding education) national vacancy rate of 6% by reducing the City’s vacancy rate from 9.80% in 2021 and 8.58% in 2022 to 5% in 2023</p>	<p>Human Resources</p>

Priority 1: Preparedness and Resilience	Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives		
<p>1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency</p>	<p>1.3.a: Create a Redevelopment and Adaptive Re-Use Toolkit to encourage private sector investment, business growth, community resiliency and adaptive reuse</p>	<p>1.3.a (i): Redevelopment and Adaptive Re-Use Toolkit is created by October 31, 2023</p>	<p>Economic Development</p>
		<p>1.3.a (ii): Square footage of retail, cultural, commercial and industrial space that is a result of a redevelopment and/or adaptive reuse project to be reported annually in both real terms and percentage increase year over year</p>	
		<p>1.3.a (iii): Private sector investment in adaptive reuse and redevelopment projects to be reported annually in both real terms and percentage increase year over year</p>	
	<p>1.3.b: Pursue targeted industry companies that diversify and strengthen the economy and provide high-quality employment opportunities for all residents</p>	<p>1.3.b (i): Report on the number of existing jobs in targeted industry sectors by sector bi-annually</p>	<p>Economic Development</p>
		<p>1.3.b (ii): Report on the year over year percentage change in the number of existing jobs in each targeted industry sector</p>	
	<p>1.3.c: Increase access to and awareness of community workforce development and readiness opportunities for residents and businesses</p>	<p>1.3.c (i): Provide four (4) workshops annually for local businesses on the subject of workforce development resources, tools and grant programs</p>	<p>Economic Development</p>
<p>1.4: Improve access to affordable food options for residents</p>	<p>1.4.a: Utilize real estate data to identify potential food access issues</p>	<p>1.4.a (i): Use real estate data to identify potential food access issues throughout the city and report data by end of Q2 2023</p>	<p>Economic Development</p>
	<p>1.4.b: Identify partners and strategies to address food-access</p>	<p>1.4.b (1): Work with nonprofit partners, to identify additional strategies to address food-access, such as exploring resident owned food co-ops by end of Q3 2023</p>	<p>Economic Development</p>
	<p>1.4.c: Prepare for passage of HB22-1380 with partners</p>	<p>1.4.c (1): Work with partners on HB22-1380, Community Food Access Program, if passed by the state legislature and report back by end of Q3 2023</p>	<p>Economic Development</p>

Priority 2: Proactive Public Safety			
Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster			
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community	2.1.a: Foster safe and livable housing through proactive code enforcement and rental housing inspections	2.1.a (i): 15% increase in officer-initiated cases in 2022	Community Development
		2.1.a (ii): Using 2019 as the benchmark, increase voluntary compliance with code from 82% to 90% by December 31, 2023	
	2.1.b: Increase the use of report writing technologies and non-commissioned public safety services by leveraging positions such as co-responders, homeless navigators, and non-sworn report writers	2.1.b (i): Decrease the number of reports taken by sworn personnel by 10% by December 31, 2023	Police Department
	2.1.c: Ensure recruitment, training, and retention strategies for the Police Department to ensure that Westminster is a desired place of employment	2.1.c (i): Establish public safety workforce engagement benchmarks by department based upon the results of the Gallup Q ¹² Employee Engagement Survey by December 2022	Human Resources + Police Department
2.1.c (ii): Achieve police officer full strength in staffing by December 31, 2023			
2.2: Leverage partnerships with local, regional and state organizations to provide a broad framework of policies, programs and support	2.2.a: Built for Zero-Focusing on Ending Homelessness for Veterans	2.2.a (i): 50% decrease in homelessness within the Veteran population in the City by June 30, 2026	Parks, Recreation and Libraries
2.3: Connect the City’s populations with local, regional, state and national resources	2.3.a: Continue to work with partner agencies by creating policies and programs that provide resources and/or access to places for people experiencing homelessness to shelter while transitioning out of homelessness	2.3.a (i): 50% increase in number of beds, rooms, or permanent supportive housing or other programs that the City funds or contributes towards People Experiencing Homelessness (PEH) to legally and safely stay from 10 in 2022 to 15 by June 30, 2026	Parks, Recreation and Libraries

Priority 2: Proactive Public Safety	Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster		
2.3: Connect the City's populations with local, regional, state and national resources	2.3.b: Develop processes and protocols that clearly communicate available resources and allow the City to easily identify when resolution has been reached and/or enforcement is required	2.3.b (i): Establish baseline measurement using 2022 as a full year of Westminster specific data in the Homeless Management Information System (HMIS)	Parks, Recreation and Libraries
		2.3.b (ii): Increase visibility in school zones during drop off and pick up by 10% by December 31, 2024	Police Department + Community Development
		2.3.b (iii): Increase public education awareness programs for motor vehicle theft by 20% by December 31, 2024	Police Department + Community Development
	2.3.c: Utilize and employ best practices and policies to address the source causes of homelessness	2.3.c (i): 5% reduction in homeless individuals year over year starting in 2024	Parks, Recreation and Libraries
	2.3.d: Identify policy recommendations and/or temporary mechanisms that the City can utilize to allow for the provision of services, facilities and resources	2.3.d (i): In 2022 establish a baseline measurement of the number of people provided assistance or services under temporary mechanisms or measures	

Priority 3: Shared Sense of Community	Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
<p>3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community</p>	<p>3.1.a: Develop and implement Citywide events that foster camaraderie and community connections through neighborhood participation</p>	<p>3.1.a (i): 70% of annually scheduled City events will prioritize a neighborhood audience and/or be locally focused</p>	<p>Cultural Affairs (PRL)</p>
		<p>3.1.a (ii): A city wide map will be provided annually to illustrate geographic diversity to greatest extent possible describing regional, community and neighborhood events</p>	
	<p>3.1.b: Ensure that Westminster’s events and programs represent and are inclusive to the City’s rich cultural diversity.</p>	<p>3.1.b (i): At least five (5) community events annually will highlight culturally diverse performances and/or be focused on a cultural element within the community</p>	<p>Cultural Affairs (PRL)</p>
		<p>3.1.b (ii): Demographic information will be requested, with voluntary responses reported for all ticketed events</p>	
	<p>3.1.c: Review and evaluate the current structure and associated processes related to the City’s boards and commissions</p>	<p>3.1.c (i): Evaluate the current boards and commissions to determine if the structure of the boards aligns with city needs; by October 15, 2023</p>	<p>City Clerk’s Office</p>
		<p>3.1.c (i): Streamline the recruiting process to attract more applicants by October 15, 2023</p>	

Priority 3: Shared Sense of Community	Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives		
<p>3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community</p>	<p>3.2.a: Develop a more proactive two-way communication and cross-departmental approaches to work with neighborhoods throughout the City, including those with and without formal homeowners' associations</p>	<p>3.2.a (i): Outreach programs with 25% of Westminster's 160 HOAs and apartment communities initiated by September 30, 2023</p>	Community Engagement
		<p>3.2.a (ii): Outreach to 25% of identified neighborhoods and community groups that do not have a formal homeowner's association by September 30, 2023</p>	
		<p>3.2.a(iii): In 2023, the Communications team will mail over 240,000 Westy Connection magazines, 3,000 printed construction fliers, and over 33,000 printed Water Quality Reports to Westminster residents including apartment complexes and senior living centers</p>	Communications
	<p>3.2.b: Develop a structured program and awareness campaign to encourage residents to shop at locally-owned, small businesses in the community</p>	<p>3.2.b (i): Provide four (4) workshops annually for residents to learn about the economic impact and importance of businesses to the City's prosperity</p>	Economic Development
<p>3.2.b (ii): Per the Westminster Chamber of Commerce (WCC) MOU, the WCC will provide a detailed report of campaign results to the City</p>			
<p>3.3: Ensure City processes are equitable, inclusive, and welcoming to all people</p>	<p>3.3.a: Continue to implement the ADA Transition Plan</p>	<p>3.3.a (i): Achieve continuity in city sidewalk buildout in compliance with ADA rules and regulations by design and construction of missing sidewalk sections as identified in the Transportation and Mobility Plan (TMP) with standalone projects or with other roadway improvement projects</p>	Community Development
	<p>3.3.b: Continue to draw from community diversity in planning and preparing for programs throughout the City</p>	<p>3.3.b (i): Average rating of 82 for Q.21.2 in the Westminster Community Survey (increase of 10% over 2020) for 2024</p>	Cultural Affairs (PRL)

Priority 4: Quality of Life	Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city’s history and support the arts, parks, recreation, open spaces, and libraries		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
<p>4.1: Ensure access to the City’s parks, open spaces, trails, libraries, and recreation centers</p>	<p>4.1.a: Develop and communicate to the community a plan for the acquisition of additional open space and trails</p>	<p>4.1.a (i): Plan completed by December 31, 2023</p>	<p>Parks, Recreation and Libraries</p>
	<p>4.1.b: Update, in partnership with the community, the PRL Comp/Master Plan to address libraries, parks, golf, open space, trails, urban tree canopy, recreation programs and recreation facilities. Plan components to include:</p> <ul style="list-style-type: none"> i. Acquisition Plan for additional open space, parks, and trails ii. Parks and Open Space and Urban Tree Canopy Stewardship Plan iii. City Trail Master Plan iv. Libraries Master Plan 	<p>4.1.b (i): A plan which allows all residents to live within ½ mile of a park, open space or trail access point by December 31, 2024</p>	<p>Parks, Recreation and Libraries</p>
		<p>4.1.b (ii): Develop management and acquisition plans that evaluate the current and future needs and opportunities of the City’s public lands, programs and urban tree canopy by December 31, 2024</p>	
		<p>4.1.b (iii): Complete a City Trail plan that includes inventory and maps the existing City trail network, addressing gaps in access and establish criteria for trail management consistent with the purpose the trail serves, including but not limited to: surface type, maintenance routines and allowed use evaluation by June 30, 2024</p>	
	<p>4.1.c: Enhance the City’s use of existing public lands through collaboration with the community and neighboring jurisdictions to create placemaking and positive activation that provides a sense of safety and belonging to all residents</p>	<p>4.1.c (i): Using 2022 data as a benchmark, increase resident satisfaction with community spaces 5% by December 31, 2024</p>	<p>Parks, Recreation and Libraries</p>
<p>4.1.d: Explore the possibility of allowing motorized boating on Standley Lake</p>	<p>4.1.d (i): Work with the City’s IGA partners to identify paths forward to allow for motorized boats when the IGA is renegotiated in 2030</p>	<p>Public Works and Utilities + Parks Recreation and Libraries</p>	

Priority 4: Quality of Life	Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries		
4.2: Review and refine fee and/or fine based City programs to increase awareness, understanding, and adherence to policies within our community	4.2.a: Perform periodic review of fees and fine structures	4.2.a (i): Report on compliance with existing fee and/or fine based programs to coincide with the 2024 Budget adoption	Policy and Budget (GS)
	4.2.b: Allocate funding within the General Fund budget for the payment of residential dog license fees to Adams and Jefferson County	4.2.b (i): Funding allocated during the 2023 budget cycle	Policy and Budget (GS)
	4.2.c: Continue utility bill assistance programs to help residents who may struggle to pay their bills	4.2.c (i): Funding allocated during the 2023 budget cycle to increase utility bill assistance programs	Policy and Budget (GS) + Public Works and Utilities
4.3: Expand and leverage partnerships with organizations such as the North Metro Arts Alliance that support the arts, libraries and Westminster's history to maximize residents, businesses, and visitors access to these amenities throughout the City	4.3.a: Continue to partner with the school districts/PRL to find natural synergy and compatible goals	4.3.a (i): Demonstrate collaborative efforts with the North Metro Arts Alliance, the Westminster Historical Society, Medusa Collective, and other arts and culture organizations for 10 events annually	Cultural Affairs (PRL)
4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support artists and makers	4.4.a: Elevate the profile of Westminster's arts, culture, and history	4.4.a (i): 10% increase from 2018 in overall attendance at events held in the Historic Arts District by December 31, 2024	Cultural Affairs (PRL)
	4.4.b: Integrate and expand access to arts and culture throughout the City	4.4.b (i): Provide at least 30 mobile art or cultural programs annually, touching all regions of the City	Cultural Affairs (PRL)
	4.4.c: Attract and support artists, art groups, makers and creative industries	4.4.c (i): Include input from at least 20 stakeholder groups (local and regional artists, art groups, makers and creative industries) in the update to the 2019 Arts and Culture Master Plan	Cultural Affairs (PRL) + Economic Development
	4.4.d: Ensure the sustainability of arts and culture in Westminster	4.4.d (i): Identify a 501(c)3 to partner with in increasing funding capacity for arts and culture in Westminster by December 31, 2022	Cultural Affairs (PRL)
	4.4.e: Promote the authentic history and cultural assets of Westminster as an economic driver through support of the Arts District in Historic Westminster by leveraging partnerships with organizations like the Historic Landmark Board	4.4.e (i): Increase communication and marketing impressions (print, email, and digital) regarding the Arts District in Historic Westminster by 33% by December 31, 2023	Cultural Affairs (PRL)

Priority 4: Quality of Life	Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city’s history and support the arts, parks, recreation, open spaces, and libraries		
4.5: Explore innovative development opportunities	4.5.a: Identify alternative housing types to address the needs of City residents spanning both low- and- moderate income and missing-middle residents – for targeted new housing development in support of the City’s affordable housing needs	4.5.a (i): Schedule a tour of tiny homes development in the metro area to learn about funding, operations, and housing needs, etc. by end of Q2 2023	Economic Development
		4.5.a (ii): Ensure Housing Needs Assessment as part of 5.1.a (ii) addresses innovative and diverse housing types that could be employed throughout the City by the end of Q4 2023	

Priority 5: Robust Infrastructure	Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city’s water, wastewater, storm water, mobility and roadway systems.		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
5.1: Complete updates to the Comprehensive Plan and include elements that reflect how our residents and businesses want to create our community	5.1.a: Ensure that the Comprehensive Plan and Affordable and Workforce Housing Strategic Plan are reflective of and responsive to the future needs of our community, including water resources	5.1.a (i): Comprehensive Plan updates by end of September 30, 2022	Community Development
		5.1.a (ii): Housing Needs Assessment update completed by December 31, 2023	Economic Development
5.2: Complete planned improvements and expansion to the water treatment plant	5.2.a: Identify and carryout water treatment plant studies and improvements that integrate current improvement needs with upcoming regulatory requirements and the City’s long-term goals	5.2.a (i): Semper Evaluation Study completed no later than December 31, 2022	Public Works and Utilities
5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.	5.3.a: Work to improve the Pavement Quality Index (PQI) of roads throughout the City	5.3.a (i): Improve the Pavement Quality Index (PQI) to 63 by December 31, 2027	Public Works and Utilities
	5.3.b: Pursue opportunities to increase funding for streets maintenance including alternative revenue streams and the City's infrastructure roadway improvement fee	5.3.b (i): Establish benchmark for total amount of funding for street maintenance and % of overall funding that comes from: <ul style="list-style-type: none"> • Roadway Improvement fee • Sales and Use Tax • Other - to include grants and alternative funding by December 31, 2022	Public Works and Utilities + Policy and Budget (GS)
	5.3.c: Develop recommendations and an associated action plan for addressing deferred maintenance on infrastructure roads, facilities, and equipment throughout the City	5.3.c (i): Develop an action plan to address deferred maintenance on infrastructure, roads, facilities, and equipment by March 2023 to allow for budgetary planning for the 2024 budget cycle	Policy and Budget (GS)

Priority 5: Robust Infrastructure	Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, storm water, mobility and roadway systems.		
5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.	5.3.d: Complete and Implement the Federal Boulevard and 72nd Avenue Corridor Studies	5.3.d (i): 100% of studies completed by June 30, 2022	Community Development
		5.3.d (ii): Secure \$1,000,000 in outside funding for design and construction of identified improvements to begin design and construction in 2023	
5.4: Enhance community outreach and awareness on water conservation methods to prevent exploitation, destruction, and neglect	5.4.a: Continue and expand water conservation programs and projects	5.4.a (i): 10-15% decrease in water consumption by 2030 when compared to 2020 usage	Public Works and Utilities
		5.4.a (ii): Create a citywide one-stop landscape conversion resource center in 2023	Community Development
5.5: Expand the City's transportation and mobility network to enhance access for our community	5.5.a: Increase pedestrian connectivity and safety throughout the City	5.5.a (i): Increase connectivity of trails, sidewalk and walkways by securing funding and initiating design for a total two (2) linear mile of missing sidewalk links at multiple locations across the City	Community Development
		5.5.a (ii): Final design and construction will commence in 2023	