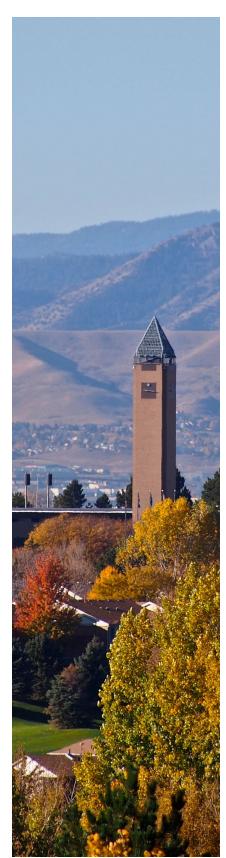# Implementation Action Plan

WESTMINSTER COMPREHENSIVE PLAN

This document provides an overview of proposed implementation actions for the 2040 Comprehensive Plan. This is an operational work plan that will be maintained under the purview of the City Manager and therefore bifurcated from the Comprehensive Plan, which as a policy document is under the purview of Westminster City Council.

1.1 IMPLEMENTATION

A LIVING PLAN

The Implementation Action Plan is intended to be a living document that city staff, elected officials, and community partners use to support the intent of the 2040 Comprehensive Plan to manage growth in support of a thriving and healthy community comprised of great neighborhoods. The Implementation Action Plan can be applied by staff to guide work plans, by elected officials to prioritize policy action, and by community partners to identify opportunities to collaborate and contribute.

This Implementation Action Plan identifies a broad range of strategies, some with specific actions that can be taken immediately and others that contain broader ideas requiring further exploration. Some strategies can be implemented by staff or elected officials alone, and some require partnerships across local, regional, and state government or between the public and private sector. These strategies are scheduled to be implemented over the next 5 to 10 years; however, as a living plan, strategies should be revisited regularly to address new information, technologies, and resource development.

In order to track implementation progress and adapt to changing community needs, the city's Planning Manager will facilitate a regular strategy review in coordination with city staff and community partners, noting the implementation status of each strategy as complete, in progress, upcoming, on hold, or removed.

IMPLEMENTATION STRATEGIES

A preliminary list of major initiatives to further the vision and policies of the Comprehensive Plan was developed as part of the Westminster Forward engagement and plan development process. The initiatives are identified below and are intended to provide guidance to department directors in the development of strategic and capital improvement plans, and to City Council in the budget development process. The timing, prioritization, costs, and funding of these initiatives will be regularly reviewed by the Planning Manager.

The strategic initiatives to implement the Comprehensive Plan are organized into the following categories:

1. Capital Projects and Investments

2. Implementation of Supporting Plans and Policies (continued implementation of existing plans and creation of or updates to supporting plans and policies)

3. City Programs and Services (something that the city will take on, but not a capital project)

4. Partnerships and Agreements (someone else with whom the city will coordinate)

5. Regulatory Reform (changes to codes or ordinances)

Each of these categories and their relationships to other city decision-making processes are explained below.

1. Capital Projects and Investments

The projects identified are major investments into city infrastructure and facilities and can include new construction, as well as major renovations or replacements. The capital projects and investments identified are particularly related to implementation of the Comprehensive Plan, but should be considered among all other capital requests. Consideration and inclusion of these projects during the city's capital improvement plan process will help ensure that future investments align with the community vision and priorities.

2. Implementation of Supporting Plans and Policies

Since the Comprehensive Plan sets broad community vision and policies, some additional planning will be necessary to provide more detailed guidance and direction for specific topics and areas of the community. Furthermore, additional policies may need to be adopted to guide decision-making in accordance with these supporting plans. While the needs for further plans, studies and policies may emerge, the list contained in this Comprehensive Plan reflects identified needs and supports the concepts of the Comprehensive Plan. As such, this list will be considered in future budgeting discussions.

3. City Programs and Services

Many of the Comprehensive Plan policies may be implemented through continuation, modification, expansion or addition of programs and services offered by the city. Some may require additional staffing or resources, but others might be accomplished through existing programs or service offerings. As future budget requests are reviewed and approved, it will be valuable to review these program and service ideas to align future staffing and funding levels to support implementation of the Comprehensive Plan.

4. Partnerships and Agreements

Many policies will be implemented through collaborative partnerships with business, and community and non-profit groups. Additionally, some will be most successful through formal partnerships, or Intergovernmental Agreements (IGAs) between the city and other governmental entities, such as Adams and Jefferson counties, the surrounding municipalities, DRCOG, RTD, and other special districts or agencies. Each partnership opportunity and IGA should be reviewed individually to determine its applicability to future budget needs. These policies will be contingent on the policy and funding priorities of these plan partners as well as their resource and organizational capacity.

5. Regulatory Reform

Since the Comprehensive Plan establishes the direction and vision for the future, it is important that city regulations support consistent guidance and decision-making. While the UDC within the W.M.C. has been coordinated in conjunction with the Comprehensive Plan process, as Comprehensive Plan amendments and updates are implemented, the UDC or other sections of the W.M.C. may need to be reviewed and amended as necessary to ensure ongoing consistency. While many regulatory revisions may be led by city staff, it will be necessary to consider these initiatives during the budgeting process to ensure that appropriate resources are available.

1.2 LAND USE & DEVELOPMENT

The proposed actions in this section are provided to illustrate the connection between the 2040 Comprehensive Plan and future implementation actions. Upon adoption of the Unified Development Code or future Specific Plans these items may be updated, replaced or removed.

Table 1-1.   Land Use & Development Implementation Strategies and Initiatives

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Use the PDP and ODP processes to clarify allowable uses and where necessary, establish performance standards for uses with significant impacts.	5	CD	Ongoing	$	LU-1.1
Periodically review land uses established in the Comprehensive Plan for feasibility relative to vision, infrastructure, public services, market conditions and opportunities and proposed map changes as appropriate.	3	CD	Ongoing	$	LU-1.1
Update the Municipal Code to support mixed-use development, land use densities and development standards to ensure it facilitates realization of the Comprehensive Plan.	5	CD	Ongoing	$	LU-1.1
Align zoning districts with Comprehensive Plan land use categories.	5	CD	Near-Term	$$	LU-1.1
Ensure that new development and redevelopment is consistent with the Comprehensive Plan's intended intensities and densities.	3	CD	Ongoing	$	LU-1.2
Incentivize the use of on-site alternative energy sources.	5	CD	Ongoing	$	LU-6.2
Manage stormwater runoff through measures detailed in the Stormwater Management Plan, and update the Plan as needed.	3	CD	Ongoing	$	LU-6.3
Continue to strategically acquire new open space land.	1	PRL	Ongoing	$$$	LU-7.2

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Establish buffers for waterways through the Westminster Municipal Code.	5	CD	Near-Term	$$	LU-7.2
Evaluate establishment of impervious cover limits adjacent to water sources.	5	CD	Near-Term	$$	LU-7.2
Refine the development process to reflect the infill and redevelopment nature of the remaining land inventory.	5	CD	Near-Term	$$	LU-8.1
Update design standards to adjust for changes in development typology, such as encouraging more pedestrian-oriented multifamily developments, as well as new technology in building structures, materials and sustainability.	5	CD	Near-Term	$$	LU-9.1
Develop design standards appropriate for office, light industrial, mixed-use development, and residential infill typologies.	5	CD	Near-Term	$$	LU-9.1
Require physical connections to sidewalks, bicycling infrastructure, trails and transit wherever possible.	5	CD	Ongoing	$	LU-9.2
Regularly review and as needed update the Comprehensive Plan to ensure all physical planning efforts continue to support one another.	2	CD	Ongoing	$	LU-10.1
Coordinate revisions to the Urban Centers and Station Area Master Plans with the Denver Regional Council of Governments and the affected counties.	2	CD	Ongoing	$	LU-10.1

1.3 TRANSPORTATION & MOBILITY

The proposed actions in this section are provided to illustrate the connection between the 2040 Comprehensive Plan transportation and mobility actions and future implementation actions. Upon completion of the Transportation & Mobility Plan these items may be updated, replaced or removed.

Table 1-2. Transportation & Mobility Implementation Strategies and Initiatives

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Develop cohesive streetscape plans for multimodal corridors identified in the Transportation & Mobility Plan.	2	CD	Near-term	$	TM-1.1, TM-1.2, TM-2.1, TM-2.5, HN-5.3
Identify, complete, operate and maintain a multimodal transportation network	1, 2, 4	CD, PWU	Ongoing	$$$	TM-1.1, TM-1.2, TM-2.2, TM-2.5, TM-5.3, TM-6.1
Develop a citywide complete streets policy	2	CD	Near-term	$	TM-1.1, TM-3.1, TM-3.2
Create a Vision Zero plan and associated policies and goals	2	CD	Near-term	$	TM-1.1, TM-3.3
Ensure sidewalks, landscaping and other right of way amenities are maintained, safe and accessible by the responsible entity as defined in Westminster Municipal Code and City Standards & Specifications for the Design and Construction of Public Improvements.	5	CD	Ongoing	$	TM-1.1, TM-1.2, TM-1.4, TM-2.1, TM-2.3, TM-3.1, TM-3.2
Update design standards to improve connections between new neighborhoods and existing developments through pedestrian paths, trails, wayfinding, continuous sidewalks, bike lanes, lighting, and safe crossings.	5	CD	Near-term	$	TM-1.4, TM-1.5, TM-2.1, TM-2.3, TM-3.1, TM-4.2, TM-4.3, TM-5.3

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Continue to expand the city's wayfinding program and related promotional materials that create identity for the city's Focus Areas	1, 3	PRL, PWU	Mid-term	$$	TM-1.4, TM-1.5, TM-1.6, TM-2.4, TM-2.6, TM-6.2, HN-5.3
Expand the city's program to improve access to transit and provide passenger amenities such as benches and shelters at highly used bus stops throughout the city.	1, 3	CD	Mid-term	$$	TM-1.6, TM-2.1
Coordinate with RTD to ensure transit stops are located at safe, efficient and convenient locations.	4	CD	Ongoing	$	TM-2.1
Create a strong sense of entry into and passage through the city at key locations and along key corridors through streetscape enhancements, development scale and orientation, lighting, signage, and public art.	1	CD, PRL	Mid-term	$$$	TM-2.5
Update parking standards and create parking management at key destinations.	3, 5	CD	Near-term	$$	TM-4.3
Regularly evaluate funding priorities for capital improvement programming and the improvement and expansion of transportation facilities and services.	3	CD	Ongoing	$	TM-5.1, TM-5.2, TM-5.3
Prepare for and integrate sustainable technology.	4, 5	CD	Ongoing	$	TM-7.1, TM-7.2
Coordinate revisions to the Urban Centers and Station Area Master Plans with the Denver Regional Council of Governments and the affected counties.	2	CD	Ongoing	$	LU-10.1

1.4 HEALTH, WELLNESS & COMMUNITY SERVICES

The proposed actions in this section are provided to illustrate the connection between the 2040 Comprehensive Plan and future implementation actions. Upon completion of the Parks, Recreation and Libraries Plan or related functional plans these items may be updated, replaced or removed.

Table 1-3. Health, Wellness & Community Services Implementation Strategies and Initiatives

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Review infrastructure needs for recreation, and where appropriate, identify required improvements or new facility needs in the city's Capital Improvement Program.	3	PRL	Ongoing	$	HWS-1.1
Integrate satellite library kiosks into high-intensity development areas such as Downtown Westminster and Westminster Station.	1, 2, 3	PRL	Long-term	$$	HWS-1.1
Pursue updated master plans for City Park and Standley Lake Regional Park.	2	PRL	Mid-term	$$	HWS-2.1
Conduct a community needs assessment for parks, available and identify gaps to be addressed in future offerings.	2	PRL	Near-term	$	HWS-2.1
Maintain the Parks, Recreation and Libraries Master Plan to reflect the city's community needs assessment and planned emphasis on maintenance, operations and optimization of use.	2	PRL	Ongoing	$	HWS-2.1
Continue to expand the community gardens program	2, 3, 4	PRL	Ongoing	$$	HWS-3.1
Identify partnership opportunities and locations for farmers markets and other food access programs.	4	PRL	Near-term	$	HWS-3.2
Provide incentives for farmers markets that accept Double Up Food Bucks Colorado or similar programs making healthy food accessible to all residents, regardless of income.	2	PRL	Near-term	$$	HWS-3.2

Initiative Description	Type	Dept. Lead	Timing *(ongoing,, near-term, mid-term, long-term)*	Cost *($, $$, $$$)*	Relevant Policies
Identify areas with limited food retail options and assess any local zoning, ordinances, policies or programs to find ways to ensure all have access to healthy food.	2, 5	PRL, CD	Mid-term	$	HWS-3.2
Streamline regulator barriers to year-round urban agriculture such as provisions for allow greenhouses, hoop houses and food access within residential areas.	2, 5	CD	Near-term	$	HWS-3.3
Evaluate and reduce the concentration of poverty indicator businesses through distance requirements in the Westminster Municipal Code.	5	CD	Near-term	$	HWS-3.3
Identify areas with large percentages of persons without vehicle or below poverty level and identify avenues to support access to programs and services such as health care, mental health, education, healthy food options, job training, and/ or substance abuse treatment.	2, 3, 4	PRL	Ongoing	$	HWS-3.3
Utilize the Trails Master Plan to develop connections between open space areas.	2	PRL	Mid-term	$$	HWS-4.1
Work with proposed development projects to provide new linkages to existing trails and create new trails where feasible.	2, 5	PRL	Ongoing	$	HWS-4.1
Continue to identify and evaluate opportunities for strategic property acquisitions that enhance access to the city's trail corridors and public open space.	2	PRL	Ongoing	$	HWS-4.1
Enhance and fund the city's open space properties to provide public access while preserving the environmental and wildlife integrity of the property.	2	PRL	Ongoing	$$	HWS-4.2
Utilize and keep the Open Space Stewardship Plan updated for operations and maintenance.	2	PRL	Ongoing	$	HWS-4.2

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Work with partners in open space programs, including the Adams County Open Space Program, the City and County of Broomfield Open Space and Trails Program, Jefferson County Open Space Program and Great Outdoors Colorado Trust Fund.	2	PRL	Ongoing	$	HWS-4.2
Coordinate with school districts to ensure that sufficient facilities are available to accommodate projected school enrollment.	2	CD	Ongoing	$	HWS-6.1
Coordinate with school districts to identify opportunities for beneficial uses as facilities close as a result of falling student enrollment.	2	CD	Ongoing	$	HWS-6.1
Update strategic plans for the Police and Fire Departments in concert with Comprehensive Plan updates.	2, 3	FD, PD	Near-term	$$	HWS-7.3
Continually assess and evaluate Police and Fire Department staffing, equipment and training to ensure emergency response, investigative processes and victim services are fully functional and meet the growing demands of the community.	3	FD, PD	Ongoing	$	HWS-7.3
Develop checklists for Crime Prevention Through Environmental Design considerations to facilitate public safety through ODP review.	2, 5	CD, PD	Near-term	$	HWS-7.4

1.5 ECONOMIC & FINANCIAL RESILIENCE

The proposed actions in this section are provided to illustrate the connection between the 2040 Comprehensive Plan and future implementation actions. Upon completion of related master plans or departmental strategic plans these items may be updated, replaced or removed.

Table 1-4.   Economic & Financial Resilience Implementation Strategies and Initiatives

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Keep the business community informed and provide appropriate business assistance and networking opportunities.	3	ED	Ongoing	$	ER-1.4
Explore opportunities for partnerships with the private sector, Counties and other regional partners.	4	ED	Ongoing	$	ER-1.4
Market unique local businesses and experiences.	3	ED	Ongoing	$	ER-1.5
Partner with the K-12 school system and technical and community colleges to prepare the workforce, and support workforce training opportunities for local job placement.	3	ED	Ongoing	$	ER-5.2
Study revenue opportunities to support financial sustainability.	3, 5	CMO	Near-term	$	ER-7.1
Identify options to diversify sources of sales tax revenue.	3, 5	CMO	Near-term	$	ER-7.1

1.6 HOUSING & NEIGHBORHOODS

The proposed actions in this section are provided to illustrate the connection between the 2040 Comprehensive Plan and future implementation actions. Upon completion of an updated Housing Needs Assessment, master plans or strategic plans these items may be updated, replaced or removed.

Table 1-5. **Housing & Neighborhoods Implementation Strategies and Initiatives**

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Create a neighborhood planning program for residential and commercial areas without a mandatory homeowners association	2, 3	CD	Mid-term	$$	HN-1, HN-2
Update development regulations as needed relative to infill development to contribute to the vitality of the area with compatible design	5	CD	Near-term	$	HN-2.1
Proactively educate the community and enforce the municipal code in locations with frequent code violations and reported property crimes.	3	CD	Ongoing	$	HN-2.2
Coordinate municipal neighborhood services in one operational unit to promote healthy neighborhoods with capacity building, partnerships for events and enhancements, nuisance abatement, and services for renters and mobile home communities.	3	CD	Mid-term	$$$	HN-2.2
Continue HOA registration and notification process.	3	CD	Ongoing	$	HN-2.4
Coordinate the formation of HOA governing documents with new development and establish a model template for HOAs.	5	CD	Near-term	$	HN-2.4
Update design standards to ensure an expansive menu of housing product types, including accessory dwelling units (ADUs) and "missing middle housing", as well as options for supportive housing, transitional housing, rapid re-housing and emergency shelters.	5	CD	Near-term	$	HN-3.1

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Develop programs to ensure smoke and carbon monoxide detectors are included in existing housing.	3	CD, Fire	Mid-term	$$	HN-3.3
Continue the rental housing inspection program and plan for future inspection resources as the inventory of rental units increases.	3	CD	Ongoing	$	HN-3.3
Establish streamlined processes for proposed development and redevelopments that provide housing for seniors or people with special needs.	5	CD	Near-term	$	HN-4.1
Update the Municipal Code to allow senior and special needs housing in areas with access to transit, social services and medical services.	5	CD	Near-term	$	HN-4.1
Update the municipal sign ordinance to balance aesthetics, business visibility and legal considerations.	5	CD	Near-term	$	HN-5.3

1.7 UTILITIES & RESOURCES

The proposed actions in this section are provided to illustrate the connection between the 2040 Comprehensive Plan and future implementation actions. Upon enactment of other master plans, strategic plans or related operational plans these items may be updated, replaced or removed.

Table 1-6. Utilities & Resources Implementation Strategies and Initiatives

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Coordinate development reviews to ensure development and water supply are designed and built in concert with each other.	3	CD & PWU	Ongoing	$	UR-1.1
Identify and monitor trends in development that could impact water demand.	3	PWU	Ongoing	$	UR-1.1
Provide decision-making bodies with appropriate information to create or update policies.	3	PWU	Ongoing	$	UR-1.1
Enact the program and outreach recommendations from the 2020 Water Efficiency Plan or successor.	2	PWU	Near-term	$	UR-1.2
Lead by example on efficiency actions with city facilities and properties.	1	GS, PRL	Ongoing	$-$$	UR-1.2
Enforce and adapt regulations that promote low water use and native and pollinator-friendly landscaping.	5	CD	Near-term	$	UR-1.2
Encourage use of high-efficiency indoor technologies as they become available and are appropriate.	3	PWU	Ongoing	$	UR-1.2
Utilize reclaimed water when and where appropriate to reduce potable water demand.	2	PWU	Ongoing	$	UR-1.2
Align conservation program with city goals for equity and sustainability.	2	CMO, PWU	Ongoing	$	UR-1.2
Evaluate developer responsibility for on-site and off-site water and wastewater infrastructure in accordance with City Standards and Specifications so as not to hinder the city's ability to provide exceptional water and wastewater service to rate payers.	3	PWU	Ongoing	$	UR-2.1, UR-2.2. UR-2.5

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Adopt tap fees that promote water efficiency and fully recover the impact new growth places on the infrastructure system.	5	PWU	Near-term	$	UR-3.1
Adopt rates that are fair and equitable to each customer class, and reliably fund the Minimally Responsible CIP and utility services.	5	PWU	Near-term	$	UR-3.1
Maintain income-qualified water bill assistance programs to support affordability.	2	PWU	Ongoing	$	UR-3.1
Implement a needs-based stormwater fee structure that promotes people, property and environment through floodplain protection, stormwater permit compliance, appropriately managed infrastructure and capital improvements.	5	CD	Near-term	$	UR-4.6
Increase education, information, and signage about ways to recycle and properly dispose of waste at city facilities.	2	GS	Near-term	$	UR-5.1
Continue to provide disposal options for household hazardous waste disposal.	2	GS	Ongoing	$	UR-5.1
Explore opportunities to achieve a zero-waste approach for city rental facilities, city employee events, city-sponsored community events, and city purchasing policies.	2	GS, PRL	Near-term	$	UR-5.1
Ensure adequately sized and conveniently located solid waste collection facilities are provided in new development and redevelopment.	5	CD	Near-term	$	UR-5.1
Work with service providers to coordinate improvements as city streets are constructed or improved.	2	CD	Ongoing	$	UR-6.2

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Update city standards and specifications to ensure deployment of broadband infrastructure during construction projects that disrupt the public right-of-way.	5	CD	Near-term	$	UR-6.3
Evaluate feasibility of constructing fiber to connect learning facilities (such as schools and libraries) that currently pay for commercial broadband services.	1	CD	Mid-term	$-$$$	UR-6.3
Work with cable and internet providers to provide service delivery equitably to all areas of Westminster.	5	CD	Ongoing	$	UR-6.3
Require appropriate screening of all wireless communications facilities and supporting equipment.	2	CD	Ongoing	$	UR-6.4
Prioritize rooftop (rather than facade-mounted) installations for wireless communications facilities and supporting equipment.	2	CD	Ongoing	$	UR-6.4
For small cell wireless poles placed in the public right-of-way, or on private property, promote forward-looking technology installations to avoid additional disruption of the public right-of-way to accommodate changing technologies.	2	CD	Ongoing	$	UR-6.4
Require small cell installations follow the hierarchy of placement/location requirements found in the City of Westminster's Small Cell Infrastructure Guidelines.	2	CD	Ongoing	$	UR-6.4

1.8 PLAN ADMINISTRATION

The proposed actions in this section are provided to illustrate the connection between the 2040 Comprehensive Plan and future implementation actions. As a result of future plan reporting, indicator results or related plan administration activities the items below may be updated, replaced or removed.

Table 1-7. Plan Administration Implementation Strategies and Initiatives

Initiative Description	Type	Dept. Lead	Timing (ongoing,, near-term, mid-term, long-term)	Cost ($, $$, $$$)	Relevant Policies
Organize an implementation team to begin plan implementation, communication efforts and participation initiatives.	2	CD	Near-term	$	PA-1.1
Identify and request budget resources to implement the plans policies, as applicable.	2	CD	Ongoing	$	PA-1.1
Prepare a Biennial Report on plan compliance and implementation activities.	2	CD	Near-term	$	PA-1.1
Educate future elected officials and city staff about the Plan.	2	CD	Ongoing	$	PA-1.1

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