

# WESTMINSTER *FORWARD*

*one community. one vision. one future.*



## **SUSTAINABILITY PLAN**

*State of Sustainability Report*

January 2019

## STATE OF SUSTAINABILITY SNAPSHOT

This Snapshot provides a visual summary of many of the key metrics and themes included in this report. Refer to each section for more details on data sources, trends, and opportunities.

### Vision

*Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant inclusive, creative, and well-connected city. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.*

### Land & Growth

7%

Land area in Westminster that is classified as vacant (available for new development, 2018 City of Westminster GIS data)

### Communication & Education

58%

Residents that used the City of Westminster website in the last 12 months (2018 Westminster Biannual Citizen Survey)

### Mobility

48%

Community greenhouse gas emissions from transportation (2018 City of Westminster Greenhouse Gas Inventory)

### Energy

49%

Community greenhouse gas emissions from building energy (2018 City of Westminster Greenhouse Gas Inventory)

### Parks, Arts & Culture

85%

Residents reporting that the quality of park maintenance services in Westminster is good or very good (2018 Westminster Biannual Citizen Survey)

### Food & Health

73%

Residents with limited access to healthy food (live more than ½ mile from nearest supermarket, supercenter or large grocery store, [City Health Dashboard](#))

### Safety

80%

Residents reporting that they feel very or somewhat safe from violent crime (2018 Westminster Biannual Citizen Survey)

### Homes & Neighborhoods

48%

Renters that are cost burdened (pay more than 30% of income on rent and utilities, 2016 American Community Survey 5-Year Estimates)

### Waste & Materials

3%

Community greenhouse gas emissions from solid waste (2018 City of Westminster Greenhouse Gas Inventory)

### Jobs & Businesses

34%

Residents reporting that job opportunities in Westminster are good or very good (2018 Westminster Biannual Citizen Survey)

### Water

97%

Residents reporting that providing safe drinking water and sewer services is essential or very important for the city to do (2018 Westminster Biannual Citizen Survey)

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## INTRODUCTION

### *Westminster Forward Overview*

“Westminster Forward” is a coordinated community engagement process created to support six concurrent city planning efforts. These plans include:

- Comprehensive Plan (land use)
- Parks, Recreation and Libraries Plan
- Sustainability Plan
- Transportation and Mobility Plan
- Unified Development Code
- Water Supply Plan

Westminster Forward’s key objective is to seek and maximize community and stakeholder engagement, and to prevent community outreach fatigue by providing coordinated opportunities for public input. Under a single umbrella, Westminster Forward can facilitate combined outreach efforts for the plans.

In addition to community outreach and engagement, the Westminster Forward project managers and consultants will coordinate and integrate plan policies and objectives to ensure alignment with the City of Westminster Strategic Plan and the city vision. The vision for the City of Westminster is as follows:

*Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant inclusive, creative, and well-connected city. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.*

### *Why A Sustainability Plan?*

The city is developing its first Sustainability Plan. The Sustainability Plan is our community’s desire for an economically strong, socially vibrant and environmentally healthy Westminster. Commitment to sustainability will enhance quality of life and community resilience, generate economic growth, and create equitable access to services for the entire Westminster community. It is an essential component of the City of Westminster’s vision and it is a common theme of the city’s Strategic Plan. Recently, the city entered a new era of sustainability planning with the hiring of its first Chief Sustainability Officer (CSO) in 2017. This position helps align, coordinate, and unify sustainability efforts across the city organization and the greater Westminster community.

The Sustainability Plan will contain goals, strategies, specific actions, and measurable targets on economic, community and environmental topics. The specific topics covered in the plan could include economic vitality, community health, community resilience, energy/climate, water resources, waste and materials, and other relevant issues.



## *Sustainability Plan Process Overview*

The Sustainability Plan will involve four major phases:

1. **State of Sustainability** – a discovery phase focused on identifying current initiatives, establishing baseline conditions, and identifying new opportunities to advance sustainability in Westminster.
2. **Sustainability Plan Framework** – a robust phase that involves developing the structure of the plan and building the foundational objectives and targets.
3. **Strategies and Priorities** – an evaluation phase that explores benefits and tradeoffs of potential strategies and develops implementation details for priorities.
4. **Plan Review and Adoption** – a synthesis phase that pulls together the work from all previous phases for review and consideration for adoption.

This State of Sustainability report is a summary of the first of the four Plan phases with a focus on discovery. To succeed, this phase relied on the support and cooperation of stakeholders. Engagement efforts during the discovery phase included the following activities:

- Online survey completed by 61 City staff members (see Appendix A for survey results)
- In-person and telephone interviews with 25 City leaders and staff stakeholders
- Review of Westminster Forward public outreach outcomes (e.g., visual preference survey and Harvest Festival feedback)

Note that this report also draws upon extensive inventory work led by the CSO in Spring 2018 (see Appendix B for details).

## *Report Purpose and Organization*

This State of Sustainability report provides a common baseline of information about what the city has already committed to from a sustainability perspective, what is underway or recently completed, and what opportunities are on the horizon. The report is organized around the following topical areas:

1. Communication and Education
2. Food and Health
3. Homes and Neighborhoods
4. Jobs and Businesses
5. Land and Growth
6. Leisure
7. Mobility
8. Energy
9. Safety
10. Waste and Materials
11. Water and Utility Infrastructure

Each topic area chapter includes the components below and is presented as follows:

- **Existing plans and policies** – completed plans, plans in development, and other formally adopted policies or regulations related to the topic
- **Programs and initiatives** – past or current programs or initiatives related to this topic (with a focus on efforts led by or with major involvement by the City of Westminster)
- **Metrics** – an inventory of existing quantitative metrics that are routinely reported and/or readily available and preliminary list of ideas for other metrics related to the topic that could be tracked
- **Trends and opportunities** – a summary of the challenges and trends related to the topic area, as well as other opportunities and best practices to consider
- **Cross-cutting considerations** – important cross-cutting concepts phrased as questions to be explored through the planning process

Topic-based technical working groups will use these pieces of the report during the planning process to develop objectives, targets, strategies, and priorities. During the Sustainability Plan Framework phase, these topical areas will be further refined or reorganized to better align with other Westminster Forward initiatives.

## Cross-cutting Themes

Several cross-cutting themes were evaluated for each topic area:

- **Resiliency** –the community’s capacity to adapt to and bounce back from acute shocks or ongoing stressors
- **Equity** –concept focusing on reducing disparities and addressing the needs of vulnerable community members
- **Growth Management** –policies, regulations, and practices to ensure coordinated and desirable community growth

As noted above, questions around resiliency, equity, and growth management will be of focus throughout the planning process, especially as they relate to topic-based programs, initiatives, and opportunities.

## COMMUNICATION AND EDUCATION

Communication and education is the foundation to every successful planning process as well as implementation progress. Many of the recommended strategies must include effective outreach to connect with the broader community. Below are the city’s existing plans, programs, trends, and opportunities related to communication and education.

- [City of Westminster Strategic Plan \(2017\)](#)
- Westminster Public Schools [Vision 2020 Strategic Plan \(2016\)](#)

### *Recent Programs and Initiatives*

- **Access Westminster** – This website is designed to provide residents, businesses, and visitors with the opportunity to access City Hall, 24-hours a day, 7-days a week to share issues and requests.
- **City Sustainability Team** – A new internal and cross-departmental City of Westminster Sustainability Team was formed in Spring 2018.
- **City Sustainability Website** – This website keeps residents engaged and connected with sustainability resources, rebates, and efforts happening at the city and in the community. ([www.cityofwestminster.us/SustainabilityPlan](http://www.cityofwestminster.us/SustainabilityPlan))
- **City Communication and Outreach Division** – This division manages various communication and outreach responsibilities including the [City Edition](#) newspaper, [The Weekly](#) email newsletter, [Cable Channel 8](#), [social media](#), [news releases](#), and internal city communications.
- **Community Engagement** – Various approaches to community engagement have been tested by the city in recent years, including virtual videos, partnerships with nonprofits, parent and youth councils, schools, faith-based organizations, and responses to questions.
- **Strategic Plan Status Reporting** – Twice a year the City of Westminster publishes a report that communicates the progress of the Strategic Plan initiatives.
- **Talking Sustainability** – The City provides a speaker series that introduces employees to ideas and projects in the region related to the environment, economy and community. Past speakers have presented on EcoDistricts, climate resilience, and the Envision rating tool.
- **Westy Live Better! and ¡Westy Vive Mejor! Websites** – These new websites connect people to free and low-cost services for Westminster residents.
- **Adams 12 Five Stars Schools** – STEM students, working with Colorado State University researchers with funding from the U.S. Environmental Protection Agency, are conducting research on how the classroom environment impacts student achievement. Topics include lighting quality, sound quality, air quality, and energy efficiency. The school district also publishes a bi-annual Sustainability Report that is available in English and Spanish.

- **Water Festival** – For the last 14 years the Cities of Westminster, Thornton, and Northglenn put on an annual festival for 5<sup>th</sup> grade students. The 2018 event was attended by over 1100 students. The festival includes over 30 presentations and activities teaching students about water conservation, water chemistry, the water cycle, local water supplies, water treatment, Colorado water law, aquatic wildlife, ecology and more.

## Metrics

### Baseline Metrics

VALUE	UNIT	SOURCE
58	% of residents reporting that they had used the City of Westminster website in the last 12 months	2018 Westminster Biannual Citizen Survey (mailed results)
91.5	% of population with at least a High School Degree	2016 American Community Survey 5-Year Estimates

### Potential Metrics

- Number of sustainability-related trainings and education offerings for city staff
- Number of local sustainability-related K-12 and higher education programs and/or courses
- Proportion of residents with access to high speed internet

## Trends and Opportunities

- **Metrics Monitoring and Reporting** – In addition to periodic updates on Strategic Plan progress, opportunities exist to establish metrics for ongoing monitoring and reporting to inform city staff and community members about the progress of its initiatives, including but not limited to Sustainability Plan implementation.
- **Internal Sustainability Coordination and Education** – This planning process and resulting strategies create an ideal opportunity for internal communication at the city – to share goals, strategies, and ways to take action with all city staff. Furthermore, leverage the city Sustainability Team and internal communications channels to share sustainability best practices across departments.
- **Broad, Community-wide Communication** – The city cannot rely on social media, website, or one communication channel alone, because each only reach a segment of the community audience. The city must be diligent and creative in communicating and providing education to different segments of the community including non-English speakers, youth, seniors, neighborhood groups, business communities, and more.
- **Sustainability Education and Training** – The city could do more to increase public and staff understanding of sustainability, including defining what sustainability means in simple, practical terms, communicating the sustainability efforts the city is leading, and sharing how people can participate and benefit from sustainability efforts. An effective training program could help build a more educated community that understands the connections between an individual’s daily activities and Westminster’s overall vision. Ideally, this program could lead to more ambassadors within the community promoting sustainable actions and the overall implementation of this Plan.
- **Smart Infrastructure Investments** – The city could continue to explore and invest in new infrastructure, including fiber optics and smart grid technologies to support economic development, communication, and educational objectives.

## Cross-cutting Considerations

- How can we build in more city staff education, information sharing, and institutional knowledge transfer to make the city organization more resilient to staffing changes?

- How can we provide information and education to staff on latest best practices that better integrate sustainability concepts into city operations?
- How can we ensure an inclusive approach for future sustainability-related education and communications (e.g., non-English speakers, certain geographic areas, and other unique demographic groups like students and seniors)?
- How do we promote a better understanding of climate change risks and preparedness opportunities among residents and businesses?
- Are there methods for leveraging communication channels to build the social cohesion needed to respond as a community to disruptions or disasters?



## ENERGY

Energy plays a vital role in a sustainable community, as energy-related decisions are closely linked to economic considerations, environmental quality, and human comfort and safety. Below are the city's existing plans, programs, trends, and opportunities related to energy.

### *Existing Plans and Policies*

- **2015 International Energy Conservation Codes (IECC)**, plus additional 2018 amendments that focus on energy conservation in the built environment (lighting, windows, and occupant sensors)
- **Partners in Energy Energy Action Plan (2018)**
- **Design Standards and Guidelines** (updates underway, adoption anticipated in early 2020)

### *Recent Programs and Initiatives*

- **Downtown District Energy Project** – The city is developing a Downtown district energy system to support redevelopment of this strategic corridor that includes centralized and more efficient heating and cooling.
- **Partners in Energy** – The city collaborated with Xcel Energy to document baseline city and community energy use, identify community energy priorities, and develop and implement short-term strategies to reduce energy use and increase renewable energy options community wide. Targets in the plan include the following:
  - Reduced greenhouse gas emissions (by 136,000 metric tons CO<sub>2</sub> per year)
  - Electricity savings (1% per year)
  - Natural gas savings (0.5% per year)
  - Increased energy produced from renewable sources used by the city (1,640 megawatt hours per year)
- **Community Solar Gardens** – Westminster has subscribed to 4.2 megawatts of community garden solar energy, enough to power City Hall, the Public Safety Center, and City Park Recreation and Fitness Centers (coming soon). The city also is working to get other municipalities involved in community solar gardens.
- **Geothermal Project** – A geothermal system was installed to heat and cool City Hall.
- **Streetlight Pilot Project and Conversion Efforts** – A test of LEDs for aesthetic value and duration in several lights in front of City Hall and along 104<sup>th</sup> Avenue. The city also is working with Xcel Energy to upgrade streetlighting to LEDs.
- **Efficiencies at Water Treatment Facilities** – With the amount of energy needed to move and process water, the city is working to upgrade lighting to LEDs, install variable frequency drives and high-efficiency pump motors at facilities and pump stations, and has added a large-scale HVAC heat recovery unit to a filter complex.
- **Source Water Protection** – Protecting source water quality before it goes to the plants for treatment reduces both chemical and energy needs for the treatment process.
- **Load Management** – As part of efficiency operations at the Northwest Water Treatment facility, the facility is collaborating with Xcel Energy to respond with emergency generation for limited times in response to Xcel Energy triggers during peak electricity periods.
- **Life-cycle Cost Analysis** – The city has funded a life-cycle cost analysis in all city contracts over \$50,000 to encourage and identify energy efficiency projects.
- **Energy Performance Contracting** – The city has participated in several rounds of energy performance contracting to capture energy savings from equipment and operations within city facilities (2008, 2010, and 2011).
- **Residential Design Standards Updates** – Updated design standards adopted in February 2018 incorporated sustainability concepts in the areas of energy, water, and mobility, with support for zero energy-ready homes.

- **Climate Mayors and Colorado Communities for Climate Action** – The city is a signatory to both initiatives aimed at honoring the Paris Agreement goals and advocating for state and federal policies to address Colorado climate change issues.

## Metrics

### Baseline Metrics

VALUE	UNIT	SOURCE
669,269	Emissions due to commercial and industrial and residential building energy use	City of Westminster Greenhouse Gas Inventory (2018)
77,0311,928	Kilowatt hours (KWH), Community-wide electricity use	City of Westminster Greenhouse Gas Inventory (2018)
38,018,751	Therms, Community-wide natural gas use	City of Westminster Greenhouse Gas Inventory (2018)
48.8	Percent of community greenhouse gas emissions from building energy use (commercial, industrial, and residential)	City of Westminster Greenhouse Gas Inventory (2018)
81	Million British thermal units (MMBTU), average energy use per residential customer (combined electricity and natural gas)	Xcel Energy (2016)
590	MMBTU, Average energy use per commercial customer (combined electricity and natural gas)	Xcel Energy (2016)

### Potential Metrics

- Number of municipal efficiency projects
- Total installed municipal renewable energy capacity
- Total installed community renewable energy capacity
- Annual municipal energy statistics (kWh, therms)
- Energy savings from new construction as result of improved codes and standards
- Percent of household/Business income spent on energy utilities
- Percent of municipal revenue spend on energy utilities

## Trends and Opportunities

- **Energy Benchmarking and Targets** – The City could benchmark its own facilities to monitor electricity, natural gas, and water use and could explore setting targets for specific facilities. It could also encourage (potentially incentivize) businesses in the community to do the same for increased awareness and informed decision-making.
- **Building Recommissioning and Equipment Upgrades** – The City and other public institutions are developing organizational priority lists for building recommissioning and equipment upgrades for improved efficiency that will inform annual budgeting and implementation schedules.
- **Streetlighting Upgrades** – The City and Xcel Energy are working to upgrade a portion (roughly 20%) of city streetlights with LED lamps).
- **New Building Standards** – As the City defines and adopts updated building standards, it will be important to communicate early and often with the development and building community about these standards, the resources available to help address concerns about higher construction costs, and training opportunities to learn how to best apply the standards. These standards may encourage renewable energy-ready development.
- **New Construction Incentives** – A market-based program, such as a “feebate” system, rewards construction of green buildings over conventional buildings through incentives as opposed to requiring green building standards for all new construction. The City could offer incentives to developers for buildings that demonstrate they are above new building code and standards.

- **Promoting Financing Programs for Community-oriented Energy Efficiency Upgrades and Solar Installations** – Greater promotion of the Property Assessed Clean Energy (PACE) financing program for commercial buildings could increase investment in energy improvements or renewable energy installations. The program finances improvements through a special assessment on the property paid back over a period typically up to 20 years. Examples of other programs may include but are not limited to establishing a revolving energy loan fund or enabling on-bill financing through utility billing provider.
- **Efficiency and Renewable Energy Education** – Working with local utilities and other conservation organizations, the City could provide an education campaign about energy and water efficiency as well as renewable energy options using a variety of information channels (events, workshops, social media, websites, home owners; associations [HOAs], etc.). These efforts could help reduce the utility burden for all residents, especially low-income.
- **Multi-family Buildings** – The City could raise awareness about energy efficiency options and resources in this hard to reach sector by partnering with the rental inspection office, local utilities, HOAs, and property management companies. These efforts could help reduce the utility burden for all residents, especially low-income residents.
- **Small Business Outreach** – Working with Xcel Energy, the City will continue to identify geographic corridors or business sectors to target for direct efficiency outreach and potential resources for improvements.
- **Green Building Policy** – The City will implement its new policy for new municipal construction to meet LEED Silver standards.
- **Asset Management and Envision Guidelines** – The City will continue to invest in an overarching asset management system and embrace Envision guidelines that help inform life-cycle concerns as well as best and highest efficiency asset replacement. Several city staff are already Envision certified.
- **Increase Use of Solar** – The City could provide resources and tools for cost-effective investments in residential, commercial, community and utility-scale solar as well as detailed plans for marketing new or updated solar programs and for financing mechanisms.
- **Process Improvement** – For greater resiliency, the City could foster a culture of strategic decision-making and deliberate process for continuous improvements that include fiscal considerations.
- **Microhydro Installation** – The City could re-evaluate capacity to install in-conduit microhydro generation within the water distribution system, potentially replacing pressure release valves with energy generation technologies.

### *Cross-cutting Considerations*

- How can the City demonstrate energy conservation while providing responsive services for a growing community and population?
- What technologies are available that will build in energy resiliency (against rising costs and stretched infrastructure)?
- What is the best approach for managing growth and development such that new construction is more efficient and sustainable for the long-term?
- How can we leverage emerging energy technology development and deployment to develop new skills/jobs for our workforce?
- How can the City promote energy equity and a just transition to a clean energy economy in Westminster?

## FOOD & HEALTH

Myriad factors play into the health and wellness of a community's residents, including equitable access to and availability of healthy food, cost and availability of health care, a connected network of sidewalks and other recreation opportunities, and social service programs and systems. Many cities like the City of Westminster do not have formal health or human service departments or divisions but that does not mean that they do not play a role in the food landscape or health of their residents. Below are the City's existing plans, programs, trends, and opportunities related to food and health.

### *Existing Plans and Policies*

- Municipal Code Section [6-7-19 Bee Permitting](#) and [6-7-20 Chicken Permitting](#)

### *Recent Programs and Initiatives*

- **Community Gardens** – The City of Westminster has four community gardens: Allison Community Garden, Elm Tree Gardens, Westminster Garden, and Windmill Community Garden.
- **Invest Health Grant** – This grant from the Robert Wood Johnson Foundation and Reinvestment Fund is helping food banks in the southern portion of the community share a van to reduce waste of fresh food.
- **Strong Prosperous and Resilient Communities Challenge** – Metro Denver was selected to join this initiative in 2017, and through Mile High Connects, a diverse group of organizations were awarded \$1 million in direct grant and technical assistance fund to help drive investments in Westminster and other areas of Adams County that will serve as demonstration projects for other developments in the Denver region (this is connected to the Invest Health grant).
- **Summer Lunch/Never Play Hungry Program** – The City of Westminster, in partnership with Westminster Public Schools offers a free summer lunch program for youth at four City facilities. The program also includes family activities to encourage healthy eating as part of an active lifestyle.
- **Colorado Farm to School** – Adams 12 Five Star Schools, and Westminster 50 School District participate in the Colorado Farm to School program.
- **Invest Health Planning** – Grant of \$60,000 to improve the health outcomes of low-income community members through focus on accessible transit.
- **Healthy Living Programs** – Offered at city recreation centers, several programs seek to engage community members in fitness and wellness programs.  
(<https://www.cityofwestminster.us/ParksRecreation/ProgramsClasses/FitnessWellness/HealthyLivingPrograms>)
- **Regional Air Quality Council (RAQC) Programs** – The [Air Quality Toolkit for Local Governments](#) and other regional air quality programs are available to Front Range communities including the City of Westminster.
- **Jefferson County Public Health** – Jefferson County Public Health has two ongoing groups: The Active Living Coalition, and the Food Policy Council. The latter compiled a list of all urban agriculture-type allowances in the various Jefferson County municipalities in Spring of 2018. One of the biggest gaps that stood out in Westminster's allowances is the prohibitive nature of the PUD processes for the purpose of building greenhouses and other structures to lengthen the growing season. Greenhouses are one of the more critical ways to alleviate food deserts and increase access to healthy food since Colorado has a short growing season; greenhouses can provide food year-round whereas gardens can provide it for a much shorter period of time. An additional project underway has been to create a food desert and food swamp map to identify areas in which it is difficult to buy affordable, good-quality fresh food and, contrastingly, where there is an abundance.

## Metrics

### Baseline Metrics

VALUE	UNIT	SOURCE
7	% of population receiving food stamp/Supplemental Nutrition Assistance Program (SNAP) benefits in the past 12 months	2016 American Community Survey 5-Year Estimates
72.9	% of Westminster’s residents with limited access to healthy food (living more than ½ mile from nearest supermarket, supercenter or large grocery store; compared to an average of 61.9% across 500 cities)	City Health Dashboard
22.3	% of Westminster’s adults who report being obese (compared to an average of 28.8% across 500 cities)	City Health Dashboard

### Potential Metrics

- Number of free lunches served to youth (Summer Lunch Program and Never Play Hungry Program)
- Food insecurity rate (Rate of individuals in each Area; [Feeding America](#))
- Percentage of people living in a food desert, without easy access to healthy food options
- Percent of Westminster grocers and markets that accept SNAP and WIC (Women, Infants, and Children Supplemental Nutrition Program) (Hunger Free Colorado)
- Median Air Quality Index
- Percent of adults experiencing mental distress
- Percent of individuals that are obese (community obesity index)

## Trends and Opportunities

- **Community Gardens and Food Forests** – Demand for community garden plots outpaces current availability, as a result, there are opportunities for expansion and new gardens. The City already plans to expand the existing Westminster Garden in coming years and is exploring the concept of food forests along Westminster Station as well as a community garden.
- **Community Supported Agriculture (CSA)** – Opportunities exist to remove barriers for private CSA operations and to leverage portions of open space land for CSA activities.
- **Policies and Programs** – Few formal City policies or programs exist to support the six (6) steps of the food cycle: grow/produce, sell, process, distribute, consume, and compost. The City could review and amend code to allow more local food production and distribution (i.e., front-yard gardens, farm stands, etc.).
- **Increase Food Access** – More could be done to remove barriers for food access by reviewing/updating zoning and development regulations for urban agriculture, by supporting programs that enable healthful retail food outlets to locate in underserved areas and exploring opportunities to increase healthful food sold in existing establishments.
- **Promote Healthy Eating** – The City is already offering food and nutrition programming but continued coordination and enhancement of healthy eating campaigns for residents to learn about nutrition, food safety, and food assistance programs could increase participation,
- **City Health and Human Services Department** – The City of Westminster offers myriad health and human services under various departments and divisions. Opportunities exist for enhanced coordination and potential centralization of services focused on issues such as homelessness, health, and emergency preparedness.
- **Develop Local Purchasing Plan** – A preferred local purchasing plan or policy could allow the City to level the playing field for locally grown or produced products when making purchasing decisions. A local purchasing plan or policy is defined as the procurement of goods and services considered local (e.g.,



within municipal boundaries) to minimize negative environmental effects and support the economy. It would assure preference for a local item when other factors such as price and availability are relatively equal. By supporting local growers and producers, the City can help generate local jobs, stimulate economic growth and bolster the local food system to provide healthier food choices to residents.

- **Community Health Assessment** – Many communities decide to conduct a comprehensive community health assessment to inventory and identify opportunities related to public health, active living, air quality, safety, and emergency response.
- **Healthy Buildings** – To improve health of building occupants, a variety of techniques can be explored to support healthy buildings, such as indoor air quality monitoring, active building design features; WELL building or National Healthy Housing Standard adoption, and incentives and programs for indoor air pollution remediation.
- **Outdoor Air Quality** – Regional programs exist to monitor and improve outdoor air quality, but there are opportunities to expand publicly available information and understanding of solutions at the local level.
- **Healthy Workplaces** – The City of Westminster can continue to lead by example by offering health and wellness benefits to employees and can work with others to encourage and implement healthy workplace programs.

### *Cross-cutting Considerations*

- How do we ensure equitable healthy food access as the community continues to grow?
- How do we ensure food system resilience for sustained, year-round, increased access (e.g. responding in times of disruption, effects of climate change, effects of rapid urbanization)?
- How do we ensure equitable access to healthcare and wellness programs across all demographics?
- How do we maintain and adapt our healthy living programs as the community grows and demographics shift?
- How do we support healthy indoor air quality across all demographics and living situations?
- How can we address the intersection between public health and climate impacts (e.g., heat stress, respiratory and cardiovascular disease, injuries related to extreme weather events)?
- Are there opportunities to create jobs or develop our workforce around urban agriculture or local food hubs?

## HOMES AND NEIGHBORHOODS

Families are attracted to Westminster’s quality neighborhoods and housing options. Yet, as the City grows and the region’s economic landscape changes, finding attainable and suitable housing is becoming increasingly challenging for many in the community. Below are the City’s existing plans, programs, trends, and opportunities related to homes and neighborhoods.

### *Existing Plans and Policies*

- [City of Westminster Comprehensive Plan](#) (adopted in 2013, updates underway, adoption anticipated in early 2020)
- [City of Westminster Strategic Plan](#) (2017)
- [City of Westminster Affordable and Workforce Housing Strategic Plan](#) (2017)
- [Westminster Station Area Specific Plan](#) (2017)
- [Downtown Westminster Specific Plan](#) (2015)
- [City of Westminster Residential Design Standards](#) (2013)
- [Growth Management Program](#) (2018) (Chapter 3 of the Land Development and Growth Procedures in the Municipal Code)

### *Recent Programs and Initiatives*

- **Affordable and Workforce Housing Projects** – Alto is a mixed-use development that includes 70 units of affordable apartments in the area around Westminster Station. It is the first of several buildings planned by Adams County Housing Authority in this development area.
- **Homeless Task Force and Initiatives** – Led by the Parks, Recreation and Libraries Department, the City and a variety of partnering organizations are working to identify resources and connect people to those resources, including temporary housing and shelter.
- **Imagine a Better Block** – This initiative started in summer 2018 and engages community members in helping shape the future of their communities. Downtown Westminster is an example of this initiative for sustainable resource management and growth with Smart City functionality.
- **Tree Initiative** - The City could incentivize the planting of trees on private property, including businesses, residences and non-profit organizations. The City could use tree canopy coverage GIS maps to identify locations with the greatest need for new trees; emphasis could be placed on increasing the number of trees planted on public property and partnering with non-profit organizations to further leverage City investments, such as partnering with local nurseries or landscaping material providers to purchase tree saplings in bulk.
- **Health Disparities Grant** - At the Alto Development, \$749,000 of work is being completed by the Early Childhood Partnership of Adams County, Unison Housing Partners, and Growing Home to help families transition out of affordable housing and into sustainable, attainable housing.
- **Home Investment Partnerships Program (HOME) and Community Development Block Grants** – Administered through the U.S. Department of Housing and Urban Development (HUD), Westminster nonprofits can apply for and receive funding from this program which provides gap funding for affordable residential development.
- **Westminster Station Area Transit-oriented Development (TOD)** – In this area, Westminster and Unison are taking a balanced housing approach and building a spectrum of housing opportunities. The idea is a compact, bikeable, walkable neighborhood with a balanced housing strategy located close to transit.
- **Westminster Downtown Development** – The City requires that buildings in Downtown be certified to the LEED Silver standard.
- **Scalable Water Tap Fees** – PWU changed the way residential tap fees are charged to be “scalable” (e.g., cheaper for small homes on small lots, more expensive for large homes on large lots). This will promote housing affordability for smaller home products that are the main thrust of residential development in Westminster.

## Metrics

### Baseline Metrics

VALUE	UNIT	SOURCE
68	% of residents reporting that the high cost of housing is a major or moderate problem	2018 Westminster Biannual Citizen Survey (mailed results)
81	% of residents who rate the overall quality of their neighborhood as very good or good	2018 Westminster Biannual Citizen Survey (mailed results)
25.8% (owners) 48% (renters)	% of Westminster residents that are cost burdened (pay more than 30% of their income on rent and utilities)	2016 American Community Survey 5-Year Estimates
100	Estimated number of homeless people based on HUD definition	<a href="#">City of Westminster Homelessness Statistics and Data</a>

### Potential Metrics

- Number of new affordable housing units created (total housing cost is no more than 30% of gross income)
- Number of housing units rehabilitated annually
- Percentage of housing units that are workforce development housing
- Number of renters on wait lists for subsidized housing
- Housing vacancy rates (renter and/or owner)
- Median home price; median rental rates
- Number of developers using potential incentives for diverse housing projects

## Trends and Opportunities

- **Neighborhood Enhancement Landscape Program** – Opportunities exist to refresh the existing Neighborhood Landscape Enhancement Grant program to encourage deep water conservation retrofits and other sustainability practices.
- **Coordination with HOAs** – There are more than 70 homeowners’ associations (HOAs) in the community, presenting opportunities to improve coordination and collaboration to educate about and support sustainability objectives.
- **Cross-department Coordination** – The City could explore ways to align and expand efforts across departments to address resident housing and service needs.
- **Life-cycle Analysis in Design Standards** – Incorporating elements of life-cycle analysis into new residential and development design standards will encourage longer-term sustainability and mindfulness.
- **Land Bank/ Land Trust for Housing Developments** – A land bank or trust program could allow the City to acquire vacant and underperforming parcels, be a catalyst for desired redevelopment (especially affordable or low-income units), and benefit from increased tax revenues from properties.
- **Incentives for Affordable Housing** – Consider offering and/or enhancing incentives for developing or preserving affordable housing options. Incentives could include streamlined development approvals, attention to removing zoning barriers, fee waivers, and encouragement of more product types (accessory dwelling units, or ADUs, and multi-generational homes). New residential building standards also have the potential to improve unit efficiency, which will lower utility costs and improve affordability.
- **Multifamily Rehabilitation Program** – The City could consider a pilot program that offers funds for rental rehabilitation to landlords in exchange for keeping rents affordable for a set number of years.
- **Housing Variety and Affordability** – The City could identify and elevate the housing needs of seniors and persons with disabilities through permanent supportive housing models.
- **City Building and Development Codes** – Opportunities exist to modify City codes to encourage/require/incent upgrades to new/existing housing, which could cover net zero energy, renewable energy, electric vehicle infrastructure, healthy building codes, water conservation, etc.

- **Summer Block Parties** – With local partners, continuing to sponsor events in a variety of neighborhoods, especially underserved areas, offers unique opportunities to communicate directly with residents and create a sense of belonging and connection.
- **Close Coordination with Housing Authorities** – The Adams County Housing Authority is the largest land owner in the Station Area TOD and the City can support efforts to bring a balanced housing approach to the area during development. The Jefferson County Housing Authority is another important entity for continued collaboration.
- **Unified Development Code** – The City of Westminster has initiated a project to revise the design and development regulations into a unified development code. Currently the City has eight separate regulatory documents (Title XI of the Westminster Municipal Code), landscape ordinance, four sets of design standards, and two sets of design guidelines.

### *Cross-cutting Considerations*

- How can the existing affordable/workforce housing inventory be maintained and improved?
- What improvements are necessary to make homes and neighborhoods more resilient and sustainable?
- How can the City address the perception (real or otherwise) that South Westminster has not seen the same level of public or private investment as other parts of the community?
- What policies can be put in place to ensure that new or redeveloped housing, particularly affordable housing, is built to healthy and efficient (green) standards, thus reducing utility cost burden and improving health and well-being of residents?
- How do we engage businesses to invest in/support transit oriented-development and affordable workforce housing to attract talent to Westminster?

## JOBS AND BUSINESSES

The City of Westminster features a varied mix of businesses and industries, but like many Colorado communities, the City budget is heavily dependent upon sales tax revenues. Supporting and growing a diverse mix of businesses is critical in ensuring long-term financial and economic resiliency. Below are the City's existing plans, programs, trends, and opportunities related to jobs and businesses.

### *Existing Plans and Policies*

- Economic Development Strategic Plan (planned for 2019)
- [City of Westminster Strategic Plan \(2017\)](#)
- [City of Westminster Station Specific Plan \(2017\)](#)
- [City of Westminster Downtown Specific Plan \(2015\)](#)

### *Recent Programs and Initiatives*

- **Opportunity Zone Designations** – The Opportunity Zone program provides a tax incentive for investors to reinvest unrealized capital gains into designated census tracts. Westminster has three census tracts designated as Opportunity Zones: two in South Westminster (Westminster Station and Harris Park areas) and one in the Downtown area.
- **Enterprise Zone Program** – Areas within Adams County and Jefferson County are eligible for the program, designed to promote a business-friendly environment in economically distressed areas through state income tax credits.
- **Westminster Chamber of Commerce Business Sustainability** – “What is good for residents and what is good for the community is good for business.” The chamber is embarking on an initiative to raise awareness among its membership by recognizing sustainable products; encouraging good corporate citizenship; highlighting resources within the community; and offering sexual harassment, diversity, and inclusion trainings.
- **Westminster Chamber of Commerce Economic Sustainability Summit** – Slated for fall 2019, the summit objectives are to help businesses of all sizes become more aware of the business case for sustainability, provide tips and best practices, and share resources to support sustainable activities (car and van pooling, recycling at events, etc.).
- **Pipeline/Apprenticeship Program** – The City currently works with local vocational and high schools to engage the next generation of workers.
- **Small Business Capital Project Grant** – The City offers existing and new small businesses one-time reimbursement of 10% for eligible capital project expenses up to \$50,000, with a maximum grant award of \$5,000.
- **M@s Innovation Fund** – The City of Westminster’s Office of Economic Development, in partnership with Solderworks (a makerspace), offers membership grants for technology creators and other creative innovators to accelerate turning ideas into successful start-ups.
- **Small Business Scholarship Program** – Reimbursement is available through the City for tuition, fees, and required materials associated with business training to licensed Westminster entrepreneurs and small business owners/employers with 50 or fewer employees.
- **Business Façade and Site Improvement Program** – The City offers business and commercial property owners matching grants to improve façade and landscaping aspects of their property. This program is restricted to projects in historic business districts and neighborhoods.
- **Small Business Classes** – Business classes and training are available from the Westminster Small Business Development Center (SBDC), a part of the North Metro Denver SBDC dedicated to helping new and existing businesses grow and prosper by providing free confidential consulting and no- to low-cost training programs.



- **Economic Development Agreements (EDAs)** – City economic development staff evaluate participating company qualifications based on wage levels, sales tax generated, number of employees, and size of private investment for alignment with the City’s strategic goals to consider rebates on building permit fees, use tax on construction materials, or use tax on equipment.
- **City of Westminster Business Sustainability Webpages** – The City has a set of webpages that connect local businesses with information and resources related to energy, waste, water, transportation, and environmental protection. This is a good way to communicate with the business community about opportunities and strategies.

## Metrics

### Baseline Metrics

VALUE	UNIT	SOURCE
61	% of residents reporting that the quality of economic development services is good or very good	2018 Westminster Biannual Citizen Survey (mailed results)
34	% of residents reporting that job opportunities in Westminster are good or very good	2018 Westminster Biannual Citizen Survey (mailed results)
<4.6	% of unemployment rate (percent of population 16 years and over; compared with 6.0 % for State of Colorado, and 7.4% nationally)	2016 American Community Survey 5-Year Estimates
>150	Number of new licensed business entities	<a href="#">City of Westminster Economic Development New Business Listing (2018)</a>

### Potential Metrics

- Percentage of population below area median income (AMI)
- Cost of living index (through Westminster Chamber of Commerce)
- Number of applicants to City economic development programs (or direct business contacts annually)
- Sales tax rebate incentives compared to revenue
- Chamber membership, contacts, and event attendance (trainings, summit, etc.)
- Percentage of jobs in different sectors
- Concentration of jobs from a single employer
- Concentration of taxable property class other than commercial or residential
- Number of registered disadvantaged, minority, and/or woman-owned businesses

## Trends and Opportunities

- **City Succession Planning** – Building in redundancy, cross-training, and succession planning within the City could create greater resiliency and help develop the next generation of City employees and leaders.
- **Technology Advancement** – Staying abreast of and adopting useful new technologies that create efficiencies will help the City move away from costly support of antiquated technology. This might leverage work being done by the Smart City Task Force.
- **Partnerships and Promotions** – Finding partnering organizations in the region that support and encourage entrepreneurship and innovation that align with the City’s sustainability goals could lead to job creation or workforce development as businesses move to Westminster.
- **Green Job Support** – More opportunities are becoming available in the sustainability sector to serve the demand for sustainable products and services. Incentives or other programs designed specifically around green or sustainable services and industries could attract new types of employment to the City.
- **Green Business Clusters** – The City could encourage sustainably-minded businesses to co-locate or centralize to collaborate in areas of waste and recycling, shared systems for efficiency, or supply chains

and transport. These businesses, with the City, could develop infrastructure that supports multi-modal transportation, such as ride sharing.

- **Improved Urban and Suburban Workplaces** – By creating mixed-use neighborhoods, access to public transit, and walking and biking options, the City can attract businesses looking to hire and keep employees that work where they live rather than commuting elsewhere.
- **Training** – Continuing to work directly with Front Range Community College and local high schools, creating internship opportunities, and supporting businesses that engage students for work-related experiences will result in a stronger local workforce and more opportunities.

### *Cross-cutting Considerations*

- How does the City address its own staff resiliency and succession planning across departments?
- What types of jobs will help the community be more resilient and how can the City support training for these jobs?
- With focus on downtown redevelopment, there is some concern from the business community about equal attention to other areas, as well as access to downtown. How will the City demonstrate equity across the community in terms of development support and resources?
- How does the City address equity in the new Downtown Development so that businesses feel included and like they have access (parking, site design, vehicle access)?
- Are there opportunities for new business indicators? How do we best support small business opportunities and access to resources?
- How can we best work with community businesses/business sectors to promote a range of sustainability practices (e.g., energy, water, waste, community engagement, workforce development)?
- Are our businesses/industries and the workforce that supports them resilient to significant disruptions or disasters?
- Are workers able to access their workplace – housing nearby and/or accessible via bike/walking/transit?
- How is the City and business community ensuring equitable living wage practices and supportive benefits?

## LAND AND GROWTH

With a land area of 34 square miles, the City of Westminster’s population is projected to grow and growth projections are currently being examined through the update to the Comprehensive Plan. This growth will likely lead to development pressure on remaining vacant land, interest in redevelopment and intensification of underutilized areas, pressure on existing infrastructure, services, water supply, and gentrification in select areas of the community. Below are the City’s existing plans, programs, trends, and opportunities related to land use and growth.

### Existing Plans and Policies

- [City of Westminster Comprehensive Plan](#) (adopted in 2013, updates underway, adoption anticipated in early 2020)
- [City of Westminster Multi-Hazard Mitigation Plan](#) (2018)
- [Water Supply Plan](#) (update underway, adoption anticipated in 2019 in coordination with the Comp Plan)
- [City of Westminster Strategic Plan](#) (2017)
- [City of Westminster Affordable and Workforce Housing Strategic Plan](#) (2017)
- [Westminster Station Area Specific Plan](#) (2017)
- [Denver Regional Council of Governments Metro Vision](#) (2017)
- [Downtown Specific Plan](#) (2015)

### Recent Programs and Initiatives

- **Green Building Policy** – The City adopted a policy focusing on constructing new City facilities to the Leadership in Energy and Environmental Design (LEED) standards.
- **Sustainability Design Criteria** – The City is starting to use sustainability criteria to evaluate and improve long-term capital projects. The Envision rating tool is currently being evaluated as a tool to integrate sustainability practices into Capital Improvement Projects.
- **Urban Renewal Areas (URAs)** - The Westminster Economic Development Authority (WEDA) has established seven Urban Renewal Areas (URAs) as regulatory and financial vehicles for improvements and redevelopment.
- **Downtown Westminster Development** – The City is directly involved in developing this 105-acre site that includes mixed-use urban features (housing, businesses, public spaces, and potential central energy district).
- **Westminster Station Area Development** – The City is involved in transforming this underutilized area to include adaptive reuse of older structures, redevelopment (housing and commercial spaces), parks and open spaces, and increased economic activity.

### Metrics

#### Baseline Metrics

VALUE	UNIT	SOURCE
0.86	Jobs to housing ratio (a balance between the two would be a 1:1 ratio, and would indicate that in-commuting and out-commuting are matched)	DRCOG 2016 estimates for jobs; American Community Survey 2016 5-Year estimates for Employed Residents.
7.05	% of land classified as vacant (or 1,100 acres)	City of Westminster GIS data

#### Potential Metrics

- Annexations (total acreage)
- Annual certificates of occupancy or building permits
- Annual development approvals and applications (new development and redevelopment)
- Population growth and demographics
- Average density

- Average distance/proximity to services (e.g., schools, parks, libraries, etc.)
- % build out water supply remaining

### *Trends and Opportunities*

- **Sustainability Certification Systems and Standards** – Various rating systems and standards, such as Envision, LEED, and Sustainable Sites Initiatives, provide frameworks for design, construction, operations, and maintenance of facilities and infrastructure. The City of Westminster can continue to pilot these different frameworks and explore training and/or adoption of one or more to inform decision making.
- **Full Service City Expectations** – The City of Westminster offers a complete suite of services to community members. As the community grows, resources to provide services at current levels are stretched due to myriad factors, including Taxpayer Bill of Rights (TABOR) and Gallagher amendment limitations, aging infrastructure needs, and comparatively low revenue rates compared to other Front Range communities. The City will need to continue to explore opportunities to align revenue and service expectations of a growing community.
- **Special Districts** – Some communities across Colorado’s Front Range leverage or create special districts as alternative ways to provide various community services (e.g., library, parks and recreation, etc.). Special districts operate somewhat autonomously and are responsible for generating and spending their own revenue.
- **Development Moratorium and Tracking** - New development applications in the City generally north of 92<sup>nd</sup> Avenue are currently subject to a development moratorium due to sewer capacity issues. This pause in development activity presents opportunities to rethink processes and procedures for tracking growth and service requirements/forecasts, and also serves as a model for how to address development until services catch up.
- **Cross-departmental Coordination** – While coordination across City departments is common for development projects involving City facilities or properties, there are more opportunities to expand collaboration and communication to ensure more sustainable and resilient project outcomes.
- **Water Budgets for Undeveloped Parcels** – Directly linking the water supply plan to the comprehensive plan by assigning a total water budget to each undeveloped parcel could promote greater interdepartmental coordination and long-term sustainability of the City’s water supply.
- **Unified Development Code** – The City of Westminster has initiated a project to revise the design and development regulations into a unified development code. Currently the City has eight separate regulatory documents (Title XI of the Westminster Municipal Code), landscape ordinance, four sets of design standards, and two sets of design guidelines.

### *Cross-cutting Considerations*

- What strategies are available to ensure that new development projects in South Westminster do not encourage gentrification without rehabilitation and consideration of existing residents and businesses?
- How can the City ensure sustainable concepts are included in any growth and development planning over the long term?
- How can the City better communicate and engage the community in discussing the challenges of growth management, sustainability, and City infrastructure? How does the City balance its current fiscal realities with the need for strategic decision-making and long-term resiliency?
- Are there creative ways to engage community members in the hard decisions related to growth and expected services such that there is greater buy-in of and support for decisions that may seem wise but potentially unpopular?

## MOBILITY

Transportation choices have a profound impact on the health, safety, and viability of a community. Exciting changes to Westminster’s transportation system are underway including Westminster Station among others. Below are the City’s existing plans, programs, trends, and opportunities related to mobility.

### Existing Plans and Policies

- [2030 Bicycle Master Plan](#) (2011)
- Alternative Energy Fleet Study and Vehicle GPS System (2013)
- [Mobility Action Plan](#) (2017)
- [City of Westminster Comprehensive Plan](#) (adopted in 2013, updates underway, adoption anticipated in early 2020)
- Transportation and Mobility Plan (slated for completion, 2020)
- Complete Streets Policy (accepted by City Council – potential adoption 2020)

### Recent Programs and Initiatives

- **Bicycle Trails and Lanes** – The City currently has 74 miles of bicycle trails, 17 miles of on-street bicycle facilities, and over 50 bicycle/pedestrian underpasses.
- **City Electric Vehicle Charging Stations** – The City was the recipient of a grant from the Regional Air Quality Council to install dual-port charging stations in Downtown Westminster and the Westminster Station parking garages. City Hall has a dual-port charging station for employee and visitor use.
- **Hybrid and Electric Fleet Vehicles** – Starting in 2008, the City has increased its alternative fuel fleet to include hybrid and plug-in hybrid vehicles (almost 40) and electric motorcycles.
- **Idling Reduction** – More than 180 City fleet vehicles have been equipped with idling monitoring devices.
- **Fleet Asset Management**– The FASTER fleet and asset management software has been in use for approximately 20 years by the City of Westminster.
- **Bike to Work Day** – Annual event to encourage commuters to use alternative modes of transportation.
- **Smart City Alliance** – A statewide, multi-jurisdictional, public-private-academic coalition to collaborate on finding innovative, cost-effective ways to better monitor, manage and improve infrastructure and public services.
- **Four-day Work Week** – By operating longer hours for four (4) work days, the City is trying to reduce employee commuting among other employee health and wellness benefits.

### Metrics

#### Baseline Metrics

VALUE	UNIT	SOURCE
76	% of residents reporting that strongly agree or agree that “ease of mobility” describes their image of the City of Westminster	2018 Westminster Biannual Citizen Survey (mailed results)
37	Walkability score (on a scale of 0-100)	<a href="#">Walk Score</a>
32	Transit score (on a scale of 0-100)	<a href="#">Walk Score</a>
51	Bike score (on a scale of 0-100)	<a href="#">Walk Score</a>
1,800	Average daily ridership on the B-Line	Regional Transportation District 2017
17	% of commutes by carpool, transit, bicycle, or walking	MAP 2017
20,422	Average household vehicle miles traveled (VMT)	<a href="#">H+T Fact Sheet</a>
20	Average % of income spent on transportation	<a href="#">H+T Fact Sheet</a>
27.1	Mean travel time to work (minutes)	2016 American Community Survey 5-Year Estimates



VALUE	UNIT	SOURCE
48.2	% of community greenhouse gas emissions from transportation sector	City of Westminster Greenhouse Gas Inventory (2018)
300,000	Annual City fleet fuel consumption (in gallons)	City of Westminster Fleet Division 2018

#### Potential Metrics

- Annual greenhouse gas emissions from City fleet vehicles
- Utilization of fleet vehicles (number of vehicles and how often used – to right-size fleet needs)
- Total mileage of complete streets and/or bicycle routes
- Percentage of residents that live within ½ mile of transit
- Percentage of sidewalks in “good” repair
- Annual bicycle/pedestrian crash history
- Average commute distance

#### *Trends and Opportunities*

- **Expand Multimodal Connectivity** – Shifting trips to active modes of transportation by adopting car and bike sharing programs and filling sidewalk gaps, etc. could help complete last mile connections and increase mobility options for residents, visitors and employees who do not have an automobile.
- **Enhance Accessibility to Community Destinations** – Implementing a cohesive wayfinding system between neighborhoods, services, employment opportunities, and transit stations as well as new bikeway facilities could improve navigation and make facilities low-stress environments to encourage walking, bicycling, transit, and carpooling.
- **Adopt Complete Street Policies** – By creating mixed-use neighborhoods with block-by-block solutions, access to public transit and walking and biking options, the City can foster active modes of transportation.
- **Economy and Job Creation** – Alternative transportation can reduce individual transportation costs giving people more money to spend locally. In addition, new transportation infrastructure creates both temporary construction jobs and long-term jobs for operations and maintenance.
- **Establish Dedicated Funding Sources for Expanding Public Transit** – Low levels of transit service are due to existing funding levels and are often cited as a primary barrier to increased transit use. The uncertainty of funding commitments from year to year limits meaningful long-term planning for new and expanded services. One or more dedicated funding sources for transit could allow for more frequent bus and rail service, as well as expansions in underserved areas of the City.
- **Clarifying Fleet Purchasing Policies** – The City has been purchasing hybrid and plug-in hybrid vehicles as opportunities arise and based on the recommendations from the 2013 Alternative Energy Fleet Study. Opportunities exist to create policies related to purchasing of hybrid and electric fleet vehicles and equipment since the fleet division replaces approximately 40 to 60 vehicles each year.
- **Electric Vehicle Charging Infrastructure** – Expanded charging infrastructure is needed to support growth in electric vehicle adoption, for both City fleet vehicles and privately-owned vehicles in the community.
- **Idling Monitoring Data and Policies** – Devices are tracking idling data on City fleet vehicles and data are reported to the Regional Air Quality Council (RAQC). However, different vehicle needs for different City divisions, and limited use of the data beyond what is reported to RAQC, reveal that the role of this technology may need clarification.
- **Motor Pool Improvements** – Opportunities exist to purchase combined assets for some City divisions to improve utilization and expected life of fleet equipment.
- **Education and Outreach** – Each of these strategies will require continued outreach and education to residents, developers, consultants, elected boards and City staff. To achieve the City’s vision, visitors, employees and residents must be aware of the transportation options available and be able to use them conveniently.

### *Cross-cutting Considerations*

- How can access to schools across the community be improved, particularly in south Westminster?
- How can bicycle and pedestrian connections from south Westminster to northern destinations (including Downtown Westminster and Sheridan Station) be improved?
- What transportation infrastructure vulnerabilities must be considered or addressed for the community to be more resilient to future hazards?
- How can the City continue to build and maintain high quality transportation infrastructure as its population grows?
- How do we ensure that neighborhoods are designed and developed with health of the users in mind, prioritizing health and mobility over vehicle right of way?

## PARKS, ARTS & CULTURE

Community members take pride in the City of Westminster’s high-quality parks, recreation, library, and cultural amenities. Demand for these offerings continues to expand, and the City is a recognized leader in its creative and unique service offerings. Below are the City’s existing plans, programs, trends, and opportunities related to parks, arts, and culture.

### *Existing Plans and Policies*

- Westminster Forward Parks, Recreation and Libraries Plan (slated for completion, 2019)
- [Public Library Master Plan \(2017\)](#)
- [Open Space Stewardship Plan \(2014\)](#)
- [Westminster Municipal Code Title XIII – Parks, Recreation, and Libraries](#)

### *Recent Programs and Initiatives*

- **Westy POWER/PODER** – This community coalition is focused on connecting Westminster kids and nature and was awarded a \$1.4 million grant from Great Outdoors Colorado in 2017. Initiatives include after-school programming, a gear library, internships and jobs, England Park corridor enhancements, and building a pavilion space next to the greenhouse.
- **Project Design Enhancements** – Recent Parks, Recreation, and Library (PR&L) projects have incorporated sustainable design features including native plants, permeable pavement, and smart trash cans.
- **Habitat Enhancement** – Westminster has many efforts to enhance the tree canopy and natural habitats across the community including the Tree Select Program, “Re-Leaf” Westminster, Adopt-a-space program, and Aquatic Nuisance Species Program.
- **Community Gardens** – Allison, Elm Tree, Windmill and Westminster gardens are available for residents to participate in.
- **Park Naturalist Programs** - Activities and educational nature programs are offered at Standley Lake for visitors wanting to learn more about nature, the park, and wildlife (e.g., Leave No Trace).
- **Youth and Adult Art Classes** – Art classes for children and adults are offered at City recreation centers, including crafts, drawing, painting, photography, and pottery.
- **Historic Preservation Program** - The City’s historic preservation program was established to protect local historic landmarks. The purpose of the landmarking program is to preserve the historically significant elements of landmarked structures, so they may continue to be a source of visual interest and education for the public.
- **Public Art Program** – Westminster has a mature public art program and more than 100 public art installations in a wide range of locations, enhancing the overall experience of the built environment in the community.
- **North Metro Arts Alliance** – A non-profit organization serving Westminster and surrounding areas for performance and visual arts, including education, awareness, and access to the arts year-round. Metrics

### *Metrics*

#### Baseline Metrics

VALUE	UNIT	SOURCE
85	% of residents reporting that the quality of park maintenance services is good or very good	2018 Westminster Biannual Citizen Survey (mailed results)
87	% of residents reporting that the quality of library services is good or very good	2018 Westminster Biannual Citizen Survey (mailed results)

#### Potential Metrics

- Total acreage of park and open space area
- Program participation levels (recreation and libraries)

- Percentage of residents that live within ½ mile of park or natural area
- Biodiversity targets: native vs. non-native plants, bird species and/or butterfly abundance, etc.
- Percentage of designated areas covered by tree canopy or regionally appropriate vegetation

### *Trends and Opportunities*

- **Asset Management and Business Analytics Tools** – Opportunities exist to enhance maintenance, monitoring, and asset management at parks, recreation, and open space facilities through better asset tracking software, capital replacement planning, and other smart technologies (such as self-reporting garbage cans).
- **Performance Metrics and Benchmarking** – The City of Westminster could establish standard metrics to measure levels of service and performance for parks, recreation, and library and compare to peers.
- **Rating Systems** – The City of Westminster could continue to pilot and consider more formal adoption of a rating system, such as SITES, Envision, or another comparable system to parks development process.
- **Recreational opportunities North of 120<sup>th</sup> Street** – Opportunities exist to develop a more balanced system of recreational opportunities (e.g., parks, recreation centers, libraries) across the community, especially in areas north of 120<sup>th</sup> Street.
- **Cultural Preservation** – Consider preserving the culture of local Latino and Hmong communities through cultural events or art installations.
- **Regional Recreation Program** – An opportunity exists to develop a regional recreation program that would allow access to nearby community opportunities in addition to Westminster.
- **Public Art** – The City can continue to explore unique opportunities to integrate art installations into new and existing developments, both public and private.
- **Access to Cultural Attractions** – Opportunities exist in the new Downtown district to increase art, music, and theater exhibits, as well as transportation to cultural attractions.
- **Water Conservation** – Enhanced conservation activities in City parks to reduce indoor and outdoor water use could be adopted.

### *Cross-cutting Considerations*

- How accessible are parks, natural areas, recreation facilities, libraries, and cultural centers for all residents, regardless of location, ability, age, race, or socioeconomic status?
- How can the City increase resiliency and sustainability practices at parks, recreation, and library facilities?
- How can the City continue to build and maintain high quality parks, recreation, and library services as it grows?
- What role can parks, natural areas, recreational and cultural facilities play in educating and communicating sustainability and resiliency? And, in enhancing resiliency overall (e.g., reducing urban heat island, managing stormwater, etc.)?

## SAFETY

Community safety includes emergency services such as police and fire, as well as mitigation of potential hazards and preparedness for ongoing stressors and emergency events. Below are the City’s existing plans, programs, trends, and opportunities related to safety.

### Existing Plans and Policies

- **City of Westminster Multi-Hazard Mitigation Plan (2018)**
- **City of Westminster Strategic Plan (2017)**
- **Drought Management Plan** – The City is currently updating its Drought Management Plan which will ensure the City is appropriately prepared for drought conditions which will improve overall resiliency of the water supply.

### Recent Programs and Initiatives

- **Emergency Preparedness Resources** – The City of Westminster’s Emergency Management division provides an assortment of preparedness resources for businesses, residents, houses of worship, and schools.
- **Law Enforcement Community Services and Engagement** – The City of Westminster offers and supports many community safety activities and programs including National Night Out, Citizen’s Police Academy, Teen Police Academy, and more.
- **Westminster Citizens Fire Academy** – Residents can learn about the services provided by the Westminster Fire Department and emergency services systems.
- **Emergency Management Systems** – The City offers numerous systems to alert and notify community members about emergencies, including the Emergency Warning and Evacuation System, CodeRed emergency notifications, and Emergency Alert System.
- **Clear Creek Call Down System** – This call down system allows first responders in the Clear Creek watershed to notify water providers of emergency water quality events such as traffic incidents off of I-70 that result in discharge of oil or other hazardous materials into Clear Creek. Westminster, and partner agencies, are then able to close intake structures to ensure contamination doesn’t enter our drinking water supply.
- **Utility Risk Assessment and Response Plan** – This plan will be kicking off in 2019 and will provide insight into specific risks to the water supply and water and wastewater infrastructure and will develop an appropriate response plan.

### Metrics

#### Baseline Metrics

VALUE	UNIT	SOURCE
84	% of residents reporting that they feel very or somewhat safe from residential fires	2018 Westminster Biannual Citizen Survey (mailed results)
80	% of residents reporting that they feel very or somewhat safe from violent crimes	2018 Westminster Biannual Citizen Survey (mailed results)
60	% of residents reporting that they feel very or somewhat safe from property crimes	2018 Westminster Biannual Citizen Survey (mailed results)

#### Potential Metrics

- Crime rates over last 3 years within identified threshold limits
- Emergency response times
- Businesses/agencies reporting having an emergency/disaster preparedness program in place
- Residents reporting having a disaster preparedness plan/kit at home

### *Trends and Opportunities*

- **Hazard Mitigation High Priority Actions** – The Hazard Mitigation Plan identifies several high priority actions for implementation, including natural hazards public information booths and social media, local climate change awareness, continued floodplain land acquisition, and Clear Creek Watershed protection and wildfire mitigation.
- **Environmental Management System (EMS)** – Development of a City-wide EMS based on ISO 14001 or similar could support more comprehensive management and documentation of the City’s environmental and safety programs.
- **Safe Communities** – The City of Westminster could formalize its many safety practices and programs by developing and adopting a safe communities strategic plan with comprehensive, balanced approach including violence prevention, intervention, suppression and enforcement, community policing, and crime prevention through environmental design practices.

### *Cross-cutting Considerations*

- How can the priority mitigation actions of the Hazard Mitigation Plan be incorporated into other Westminster Forward documents and recommendations?
- How do we ensure rapid and equitable emergency response across all demographics and areas of the community as it grows?
- How will the City and partner stakeholders ensure that future climate risks are incorporated into hazard mitigation planning and disaster preparedness?
- How do we build a sense of social cohesion to support safety and resiliency in our neighborhoods?



## WASTE AND MATERIALS

Waste collection and disposal services are not provided by the City of Westminster. However, all community members make decisions about the materials they purchase and the disposal of materials that impact the local and regional economy, environment, and quality of life. Below are the City’s existing plans, programs, trends, and opportunities related to waste and materials.

### Existing Plans and Policies

- [Westminster, CO, Code of Ordinances, Title V Licensing and Regulations, Chapter 7 Solid Waste Collection](#)

### Recent Programs and Initiatives

- **Electronic Records** – The City is moving toward all electronic records to reduce waste and printing costs.
- **Print Shop Supplies** – The City’s print shop uses soy-based ink and recycled content paper for all printing.
- **Wastewater Treatment Waste** – The City has an annual permit from the Colorado Department of Public Health and Environment (CDPHE) for land application of wastewater treatment sludge and works with local farmers for application.
- **Water Treatment Facilities Recycling** – All water treatment facilities host a receptacle for used and discarded metal parts for beneficial reuse purposes.
- **Trash and Recycling Services** – Licensed collection companies must provide trash and recycling to all customers in Westminster and have increased their services at City facilities.
- **Recycling Drop-off Sites** – The City has four recycling drop-off sites throughout the Westminster community. Free household hazardous waste pick-up for residents is also offered.
- **Large Item Clean-up Events** – The City offers a program to pick up large trash items at the curb, including mattresses, water heaters, furniture and some appliances.
- **Leaf and Pumpkin Recycling** – The City hosts an annual event for residents to recycle leaves and pumpkins to be turned into compost.
- **Zero Waste Events** – The City Sustainability Team staff numerous low and zero waste (i.e., compostable) events each year.

### Metrics

#### Baseline Metrics

VALUE	UNIT	SOURCE
13	Number of licensed trash and recycling collectors	City of Westminster (2018)
403	Number of EPA regulated sites within the City	Environmental Protection Agency/City of Westminster
40,300	Tons of landfilled waste treated outside of the City	City of Westminster Greenhouse Gas Inventory (2018)
2.9	% of community greenhouse gas emissions from solid waste	City of Westminster Greenhouse Gas Inventory (2018)

#### Potential Metrics

- Percentage of the City’s licensed waste haulers that offer residential curbside composting service
- Domestic and/or landfilled waste (total pounds per year per capita)
- Domestic and/or municipal diversion rate (percentage of total waste diverted from landfills)

### Trends and Opportunities

- **Waste and Recycling Education** – Opportunities exist to improve education about waste reduction, recycling, and composting opportunities for the community, as well as the benefits and challenges with different waste management techniques.

- **City Policies and Procedures** – Coordinated standards and procedures around waste, materials, safety, and other sustainability topics could be developed and made accessible to all City staff through education, COWnet and other strategies.
- **City Environmental Management System** – A coordinated EMS could help prioritize most the important facilities, standardize procedures, clarify roles and responsibilities, and provide a method for determining best return on investment for decision-making.

### *Cross-cutting Considerations*

- How can the City partner more effectively with local waste management providers and the region to equitably expand the services offered for the benefit of all in the community?
- How can the City plan for future waste management activities in a climate of uncertainty about recycling market viability?
- How can the City proactively plan for future waste management services and collection needs as the community grows?
- How can the City promote or incentivize businesses/industries focused on recycling/reuse of materials? Encourage more closed-loop materials management? See waste as a resource?
- How can the City incentivize waste diversion or disincentivize sending waste to landfills?
- How will the City work with neighboring communities, businesses, and institutions to tackle the challenges presented by recent China Sword Policies restricting the amount of recyclable material the US is able to export?

## **WATER**

Water is a complex topic covering quality and treatment, runoff and infiltration, supply, conservation, reuse, infrastructure, rates, and more. Below are the City's existing plans, programs, trends, and opportunities related to water.

### *Existing Plans and Policies*

- **Water Supply Plan** (update underway, adoption anticipated in early 2020 in parallel with Comp Plan adoption; climate change analysis has been completed)
- **City of Westminster Multi-Hazard Mitigation Plan** (2018)
- **Utility Risk Assessment and Response Plan** (2019)
- **City of Westminster Water Conservation Plan** (2013; update to begin in 2019)
- **Drought Management Plan** (update to be finished in Q1 2019)

### *Recent Programs and Initiatives*

- **Water 2025**– This is a planning, design and construction to replace the City's aging Semper Water Treatment Facility and ensure high-quality drinking water for the Westminster community present and in the future.
- **Water Rate Increase** – The City of Westminster recently approved an increase in water and sewer rates and tap fees to fund critical needs in the water system for 2019 and 2020.
- **Water Conservation and Efficiency Program** – Through Resource Central, the City provides residents and HOAs with free irrigation system inspections, toilet rebates, and discounted Garden In A Box do-it-yourself low-water landscaping kits. The City provides educational information on its website about water conservation and conducts an annual 5<sup>th</sup> grade water festival in partnership with Thornton and Northglenn.
- **Use of Reclaimed Water** – The City of Westminster captures and uses reclaimed water for irrigation at many of its parks and recreation facilities, its two golf courses, as well as large private turf areas.
- **Water Bill Assistance Program** – Income-qualified residents can receive an annual \$100 credit on their water bills, two free high-efficiency toilets, free household plumbing repair, and a one-time "hardship" bill credit for short-term difficulties paying water bill due to temporary interruption of income.
- **Big Dry Creek Interceptor Sewer Project and Moratorium** - In July 2018, the City enacted a 12-month moratorium on new development applications to address critical sanitary sewer capacity issues in the City generally north of 92<sup>nd</sup> Avenue.
- **Source Water Program** – This program ensures water in Stanley Lake is high quality and includes instream, live monitoring of water quality parameters, water quality modeling efforts, and a variety of other activities.
- **Stormwater Utility** – The City operates a stormwater utility with the primary goal of reducing the amount of pollutants entering Little Dry Creek and Big Dry Creek and ensuring compliance with state and federal regulations.
- **Water Quality Process Efficiencies** – The City purchased a colony counter to eliminate the need to do manual water quality process checks, saving hours of staff time. This is one example of process improvement and efficiency measures that continue to ensure the City provides a robust and efficient potable water quality program.
- **Envision Sustainable Infrastructure Framework** – The City is certifying the Big Dry Creek Wastewater Treatment Biosolids Dewatering Facility to the Envision Sustainable Infrastructure standards at the Bronze level.

## Metrics

### Baseline Metrics

VALUE	UNIT	SOURCE
553.55	Miles of treated water lines	City of Westminster
414.73	Miles of treated wastewater lines	City of Westminster
97	% of residents reporting that providing safe drinking water and sewer services is essential or very important for the City to do	2018 Westminster Biannual Citizen Survey (mailed results)
85,521	Population served by wastewater treatment	City of Westminster Greenhouse Gas Inventory (2018)
0.04	% of community greenhouse gas emissions from wastewater treatment	City of Westminster Greenhouse Gas Inventory (2018)

### Potential Metrics

- Total acre feet of water conserved actual vs. projected by build-out (indoor water use only) to be determined with the Water Supply Plan update
- Water quality requirements/metrics to meet standards (stormwater, source water, potable water, wastewater discharge management)
- Percentage of public and/or private landscaped area that is designated or has been converted to xeric or low water use
- Domestic and municipal water consumption (gallons per capita per year; TBD)
- Quantification of participation and estimated savings from irrigation audits and Garden in a Box activities
- Water-energy nexus performance indicator (amount of energy used per gallon of water or wastewater treated; TBD)

## Trends and Opportunities

- **Utility Billing Improvements** – The City is in the process of transitioning its water utility billing software to be more efficient. Future phases of the improvements will include greater amounts of paperless billing, a customer web-portal for tracking water use, and greater 2-way communication with residents.
- **Water Budget Based Rates** – Move all irrigation accounts to monthly water budgets based on climatic conditions. Transition to monthly water budgets for residential water users to educate customers about their water use, improve efficiency, and enable more equitable drought response actions.
- **Conservation of Treated Water** – Enhance the water conservation program by adding more financial incentives to reduce water use through high-efficiency indoor and/or outdoor fixtures. Target conservation programs to water wasters through data analysis and specific outreach efforts.
- **Translate Mindset of Efficiency** – Foster a culture of conservation in water utilities that can be translated across all City departments.
- **Enhance Reclaimed Water Opportunities** – Continue to strategically plan to maximize reuse water.
- **Creative On-site Water Quality and Detention Requirements** – Consider allowing new projects to utilize low impact development (LID) methods to achieve water quality and detention requirements.
- **Asset Management (Inventory)** – The City could be more deliberate in documenting existing infrastructure assets for better management (starting to use CityWorks). This applies beyond water infrastructure to all departments.
- **Landscape Regulations** – Revise and/or update regulations (e.g., water use, stormwater management, community development) to encourage sustainable design and conservation.
- **Stormwater Maintenance** – Parks, Recreation, and Libraries staff support maintenance of stormwater facilities with an opportunity to elevate the importance of maintenance certification and training.
- **New Development Incentives** – Incentivize water efficiency in new development that exceeds current standards.

- **Staff Knowledge and Retention** – Continue to strategically and effectively cross train staff to ensure adequate coverage and understanding across the entire team of key activities and planning efforts.
- **Unified Development Code** – The City of Westminster has initiated a project to revise the design and development regulations into a unified development code. Currently the City has eight separate regulatory documents (Title XI of the Westminster Municipal Code), landscape ordinance, four sets of design standards, and two sets of design guidelines.

### *Cross-cutting Considerations*

- How can the City continue to equitably provide safe, reliable, and affordable water for residents and businesses in a rapidly increasing cost environment?
- How can the City leverage new water, sewer, and stormwater technologies and practices to support conservation and enhance resiliency?
- How can the City encourage or incentivize sustainable design, conservation, and efficient water development as a growth management consideration?
- How can the City equitably balance investment in and maintenance of aging water and wastewater infrastructure while also supporting new growth and infrastructure development?
- How will the City ensure that water supply is secure and adequate and resilient to climate change or other disruptions?
- How can the City serve as a responsible environmental steward considering the uses and impacts to the watershed?

## **APPENDIX A: SURVEY RESULTS**



#1

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 9:33:20 AM  
**Last Modified:** Thursday, September 13, 2018 9:37:52 AM  
**Time Spent:** 00:04:32  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Respondent skipped this question

---

## #2

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 9:46:10 AM  
**Last Modified:** Thursday, September 13, 2018 9:47:11 AM  
**Time Spent:** 00:01:01  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Respondent skipped this question

---

## #3

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 9:56:51 AM  
**Last Modified:** Thursday, September 13, 2018 9:59:55 AM  
**Time Spent:** 00:03:04  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

I'm assuming we have a means to measure the characterized descriptors.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements?  
What metrics or data do you use?

Respondent skipped this question

---

**Q11** What do you believe is the most pressing  
sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability  
opportunity in your department?

Respondent skipped this question

---



## #4

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 9:43:45 AM  
**Last Modified:** Thursday, September 13, 2018 10:10:18 AM  
**Time Spent:** 00:26:33  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

I might look at the order - and assure the order is "sticky" and draws in the resident's interest. I might move top two bullets down and move core services up. Try out 4,3,6,2,1,5

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Vibrant, Inclusive and Engaged Community.

Pursue workforce and affordable housing throughout the community

Develop programs and strategies that build a unique sense of community in westminster

Dynamic and diverse economy

[paraphrase] work collaboratively on multiple objectives to assure economic resilience and opportunity for residents

**Q4** Are these goals/targets/policies effective? Why/why not?

They allow staff to focus on convening resources and build a coalition to assure that the human infrastructure is able to live, work, learn and shop locally. This has cascading benefits that support community sustainability and resiliency on a number of fronts.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Creating live-work environments; advocating for green-building; proponents for structural infill and adaptive re-use of existing buildings

**Q6** Are these initiatives effective? Why/why not?

In process :-)

**Q7** What sustainability activities do you have planned over the next few years?

Get the City staff to develop better recycling and composting practices, be mindful about and limit the purchase of plastics, neighborhood conversations about what makes neighborhoods safe and healthy, identifying what creates a sustainable neighborhood, other community education and involvement

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

That would be a great start :-)

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Take it from the "me" to the "we." Help people attach to the identified practices that then allow them to champion an "buy in" to more.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Level of community engagement and education opportunities  
# of housing units added to affordable inventory  
# of housing units preserved in the city's affordable inventory  
\$/resources attracted and provided to support affordable housing

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

I'll work on that one. Shared understanding of the Sustainability goals and benefits across the departments would be a great place to start.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

same....

---

## #5

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 10:20:39 AM  
**Last Modified:** Thursday, September 13, 2018 10:22:39 AM  
**Time Spent:** 00:02:00  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

**Respondent skipped this question**

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

**Respondent skipped this question**

## #6

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 11:06:48 AM  
**Last Modified:** Thursday, September 13, 2018 11:08:39 AM  
**Time Spent:** 00:01:50  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

What comments do you have to refine the vision?: maybe (and) informed citizens? Nothing else, it looks great

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

**Respondent skipped this question**

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

**Respondent skipped this question**



#7

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 11:43:10 AM  
**Last Modified:** Thursday, September 13, 2018 11:58:07 AM  
**Time Spent:** 00:14:56  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Neutral**

The vision is well written. Should all of Westminster be working towards the same vision - "the next urban center ..."? The sustainability mission would support the City vision rather than be an independent vision. With multiple visions the question would be which vision trumps the other with regards to next steps.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

We have water and resource efficiency goals and these will be fine tuned in the current comp plan process.

**Q4** Are these goals/targets/policies effective? Why/why not?

As we continue to flush through the goals and establish measures for accountability, they will more effective

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Site design, material usage, electric equipment/golf carts, irrigation practices; homeless advocacy and connection of services; walkability and transit accessibility

**Q6** Are these initiatives effective? Why/why not?

Yes, because the practices are implemented into operations, however they could always be improved. A limiting application factor is funding.

**Q7** What sustainability activities do you have planned over the next few years?

These will be determined in the comp plan

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Respondent skipped this question

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Respondent skipped this question

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

This will be better defined as a result of the comp plan

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

#8

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 2:24:24 PM  
**Last Modified:** Thursday, September 13, 2018 2:36:51 PM  
**Time Spent:** 00:12:26  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Like**

Thriving businesses is a good start, but perhaps add or refine this to include good jobs or those that provide "livable" wages.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements?  
What metrics or data do you use?

Respondent skipped this question

---

**Q11** What do you believe is the most pressing  
sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability  
opportunity in your department?

Respondent skipped this question

---

#9

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 2:57:11 PM  
**Last Modified:** Thursday, September 13, 2018 3:49:56 PM  
**Time Spent:** 00:52:44  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Update of the Comprehensive Land Use Plan; Conversion of all traffic signals to LED lights, saving energy; Using LED programmable/dimmable street lights for city-owned lights.

---

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, they have proven to save energy by comparing past years energy costs to current costs with the LED fixtures in place.

---

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

We've installed electric vehicle charging stations in our two new parking structures.

---

**Q6** Are these initiatives effective? Why/why not?

Not sure.

---

**Q7** What sustainability activities do you have planned over the next few years?

Use Envision program to audit our Capital Improvement Projects.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Our Sustainability Plan website

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

No

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

In te case of our use of LADs we compare energy usage from past billings.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Short term, conversion of all current non-city owned street lights to LED fixtures from high pressure sodium fixtures.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

The one I mentioned in #11 above.

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## #10

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, September 14, 2018 7:42:46 AM  
**Last Modified:** Friday, September 14, 2018 7:48:06 AM  
**Time Spent:** 00:05:20  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

Respondent skipped this question

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

Respondent skipped this question



#11

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 6:10:59 AM  
**Last Modified:** Monday, September 17, 2018 6:15:32 AM  
**Time Spent:** 00:04:33  
**IP Address:** 50.246.205.154

---

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Nothing

**Q4** Are these goals/targets/policies effective? Why/why not?

No, because we do not have anything identified.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Summer Lunch Programs  
Recycling in Recreation Centers  
Solar cells on roofs  
Scholarship program for underserved populations  
Spanish swim lesson  
Cloth towels to clean gym equipment at MAC

---

**Q6** Are these initiatives effective? Why/why not?

We believe them to be but do not have any quantitative evidence.

**Q7** What sustainability activities do you have planned over the next few years?

Nothing at this time.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

NA

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**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I think it would be helpful to identify specific targets for each Division.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

I do not know. \$\$ saved, people served, CO2 reduced...

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Financial sustainability to provide the current level of service.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Grey water use to flush toilets.

---

# #12

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 6:15:49 AM  
**Last Modified:** Monday, September 17, 2018 6:29:54 AM  
**Time Spent:** 00:14:04  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

What is a "prosperous neighborhood"?

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Reform the Comprehensive Plan based around resources.

**Q4** Are these goals/targets/policies effective? Why/why not?

Initially. Growth is outpacing expectations. Also, council and staff keep supporting amendments to the plan that are throwing the equations off. Will create more issues due to not sticking with the plan.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Supposed to be doing smart growth.

**Q6** Are these initiatives effective? Why/why not?

Not quite. None of our standards truly reflect smart growth and there are substantial hurdles to actually doing smart growth.

**Q7** What sustainability activities do you have planned over the next few years?

The department is revising its Comp Plan and Design Standards.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Read the 2008 Comprehensive Roadway Plan.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

**Respondent skipped this question**

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Should be using tax data, leasing rates, and vacancy rates in housing. I'm fairly confident that none of that is done.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Changing culture of employees and mostly City Leadership.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Transportation. We need to get away from "Stroad" infrastructure.

---

#13

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 6:35:53 AM  
**Last Modified:** Monday, September 17, 2018 6:37:18 AM  
**Time Spent:** 00:01:24  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

Respondent skipped this question

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

Respondent skipped this question

# #14

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 7:40:57 AM  
**Last Modified:** Monday, September 17, 2018 7:46:07 AM  
**Time Spent:** 00:05:09  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

envision certified professionals for all engineers  
consider envision rating for all large projects

**Q4** Are these goals/targets/policies effective? Why/why not?

generally

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

all projects, as matter of good engineering practice, look at life cycle cost and energy efficiency

**Q6** Are these initiatives effective? Why/why not?

yes, save money and are environmentally friendly

**Q7** What sustainability activities do you have planned over the next few years?

**Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

**Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

---

Respondent skipped this question

**Q10** How do you measure progress & achievements?  
What metrics or data do you use?

---

Respondent skipped this question

**Q11** What do you believe is the most pressing sustainability issue in your department?

funding - repair and replacement needs are falling behind do to lack of funding

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

WATER2025

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# #15

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 8:34:26 AM  
**Last Modified:** Monday, September 17, 2018 8:47:29 AM  
**Time Spent:** 00:13:02  
**IP Address:** 174.16.83.137

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

Maybe expand the thriving business to hit emphasize job opportunities with "livable wages".

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

LEED Silver required for new construction in Downtown Westminster, analysis of financial sustainability (no formal policy yet)

**Q4** Are these goals/targets/policies effective? Why/why not?

TBD. Specific to financial sustainability, formal policies should be adopted and practices be implemented.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

EV coordination.

**Q6** Are these initiatives effective? Why/why not?

Time will tell, initiative dependent on of course, funding.

**Q7** What sustainability activities do you have planned over the next few years?

Help support EV initiatives. Encourage LCA and use of Envision tools as it relates to CIP projects to keep people thinking about sustainability.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Unsure

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Engage in activities to help get "buy-in" from stakeholders, both internal and external, to ensure success.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

My primary focus is financial sustainability due to where I work. We could enhance efforts in this area on the budget side, but progress is generally measured in financial position over time, using statistics from the city's CAFR.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Financial

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Easy wins with environmental sustainability, stuff we can implement internally at the city at low cost. Financial sustainability can be more challenging as we do not have a lot of control over revenues, but we can make progress with continued monitoring.

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#16

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 9:29:43 AM  
**Last Modified:** Monday, September 17, 2018 11:46:01 AM  
**Time Spent:** 02:16:17  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Like**

The core services piece does not include how those services meet the needs of future residents (ie, is this service sustainable over the long term), or the land (ie environmental sustainability). I would like to see more about the ability for a sustainable community to maintain services and infrastructure for future generations of Westminster residents.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

- Tree Limb and Leaf Recycling
- 2014 Open Space Stewardship Plan

**Q4** Are these goals/targets/policies effective? Why/why not?

The 2014 plan is a good starting point, but requires more updating.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Westy POWER-PODER -GOCO Grant initiative to get youth from Westminster Public Schools engaged in outdoor programming to build the next generation of conservationists and outdoor enthusiasts

Open Space Volunteer Program- Engages residents in maintenance and improvements to our Open Space properties to (1) help keep our 3,000 acres of public open space pristine and open to the public and (2) for the sustainability of our POST fund through voter approved taxes.

**Q6** Are these initiatives effective? Why/why not?

Both have been effective thus far. Westy POWER-PODER is new and therefore not much data exists around it's efficacy. The volunteer program is over 20 years old and we have volunteers who have worked with us since then and the program has grown since it's inception. These volunteers are our biggest advocates in the community and they represent some of the best engaged citizens in Westminster.

---

**Q7** What sustainability activities do you have planned over the next few years?

Increased volunteerism and special events to highlight the importance of stewardship among residents.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Open Space Stewardship Plan  
Westy POWER-PODER Grant Application

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Respondent skipped this question

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

We use different metrics depending on the project. For most of the stewardship activities, we measure participants and hours.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Internal sustainability. Having the capacity within the department to sustain the services and programming we provide with the amount of staff we have without burn-out

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

The opportunity to preserve what is consistently listed as residents' top reason for enjoying living here: a robust open space and trail system. We have the ability to preserve over 15% of the land mass in perpetuity, ensuring a sustainable legacy for future generations. This also provides habitat for wildlife to maintain biodiversity and health of the natural environments in Westminster.

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#17

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 12:14:39 PM  
**Last Modified:** Monday, September 17, 2018 12:48:15 PM  
**Time Spent:** 00:33:36  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Commitment to Nature, Wellness, and Literacy.

**Q4** Are these goals/targets/policies effective? Why/why not?

They are not well-defined.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Bike share; a variety of nature-themed events.

**Q6** Are these initiatives effective? Why/why not?

They are not as effective as they could be. Staff are not well-informed on many sustainability initiatives.

**Q7** What sustainability activities do you have planned over the next few years?

"Plastic-free living" library program; Earth Day outreach event; Urban farm tour; I would like to have waste-free events.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Access to a PRL strategic plan would be really helpful.

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I would love to have a easy-to-read document that would help guide staff on what our department's goals are and how we can achieve them.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

We don't measure it.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

More waste-free events for staff and public

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

LEED certified buildings

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#18

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 2:35:36 PM  
**Last Modified:** Monday, September 17, 2018 2:37:56 PM  
**Time Spent:** 00:02:19  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

Respondent skipped this question

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

Respondent skipped this question



#19

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 3:15:22 PM  
**Last Modified:** Monday, September 17, 2018 3:36:36 PM  
**Time Spent:** 00:21:13  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

None at this time.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

I am not aware of any specific goals that we have committed to or formalized. We have a general philosophy of being stewards of the environment, efficient use of resources, identifying and providing core services, and evaluating projects to determine the most cost-effective solution while considering the impact on natural resources.

**Q4** Are these goals/targets/policies effective? Why/why not?

No. I think we need more specific goals/targets/policies so that we can measure success.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

EV charging stations  
 Idling mitigation  
 Powering City facilities with solar energy  
 District Energy  
 Electronic records  
 Printing with soy based ink on recycled paper  
 Environmental compliance program is working on a number of projects/initiatives

**Q6** Are these initiatives effective? Why/why not?

Some yes, some no. Some of these have been in place for some time while some are in the early stages of development. Would be helpful to set specific targets/timelines for implementation.

**Q7** What sustainability activities do you have planned over the next few years?

GS is developing a more robust environmental compliance program to implement over the next few years.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Strategic Plan updates to City Council

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**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

None at this time.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

GS does not currently have a method to measure progress and achievements. This will be a part of the more robust environmental compliance plan.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Standardization in relation to environmental compliance. E.g. guidelines for "green" purchasing, standard recycling containers, SOP for battery recycling, rag disposal, aerosol containment, etc. Regular audits and tracking follow up items.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Standardization of compliance. Fuel consumption and vehicle usage is another huge area of opportunity.

---

#20

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 4:51:51 PM  
**Last Modified:** Monday, September 17, 2018 4:56:06 PM  
**Time Spent:** 00:04:14  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

Its "city-speak" but pretty good...not something that rolls off the tongue or is naturally inspiring.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

? (too new)

**Q4** Are these goals/targets/policies effective? Why/why not?

? (too new)

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

? (too new)

**Q6** Are these initiatives effective? Why/why not?

? (too new)

**Q7** What sustainability activities do you have planned over the next few years?

? (too new)

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Water conservation plan

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

not at this time

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

total water use in acre-feet  
per person water use in gallons per capita per day (gpcd)

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

long-term water supply reliability for residents of Westminster

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

reductions in outdoor water use

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#21

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 5:58:05 PM  
**Last Modified:** Monday, September 17, 2018 6:06:08 PM  
**Time Spent:** 00:08:02  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Neutral**

What comments do you have to refine the vision?:

Mobility is very auto dependent in Westminster, and that is not a sustainable quality. Population density is low and there is often resistance to increase density.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements?  
What metrics or data do you use?

Respondent skipped this question

---

**Q11** What do you believe is the most pressing  
sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability  
opportunity in your department?

Respondent skipped this question

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#22

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, September 18, 2018 10:52:30 AM  
**Last Modified:** Tuesday, September 18, 2018 11:10:48 AM  
**Time Spent:** 00:18:17  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Like**

My question would be... "are we there yet?" In other words, if we have not yet achieved all that we wish to achieve, I do not think it is proper to say that our City IS one of the most sustainable cities in America, but rather that it is our GOAL to be such a city. Perhaps a question of semantics, but I would be concerned that we are declaring something as if it is already achieved, if the real goal is to inspire the energy, passion, and action needed to get us to the point of achieving the goal.

---

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Our design guidelines and comprehensive plan and Title 11 of the WMC have many elements that are geared toward sustainability-related goals. All three of these documents are currently undergoing updates and revisions.

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, but we are working to make them even more effective and relevant with our new updates.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Construction and design requirements that lead to aesthetically pleasing, durable structures, development standards that achieve vibrant and attractive places to live, work, and play, revised landscape regulations, etc.

**Q6** Are these initiatives effective? Why/why not?

Yes... they are and have been. And now, we are working to make them even more effective and relevant.

**Q7** What sustainability activities do you have planned over the next few years?

(See above)

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Once the revisions are complete: New Title 11, Comp Plan, and Design Guidelines.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

N/A

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

This depends on which element we are trying to measure. For example, if we are checking on the effectiveness of landscaping, we would review the requirements to ensure that developers are installing drought-resistant, low-water use planting designs.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Water and (especially) Sewer capacity sufficient to support build-out of the City. Second would likely be affordable housing.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Completing the updates described previously.

---



# #23

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, September 18, 2018 2:05:01 PM  
**Last Modified:** Tuesday, September 18, 2018 2:26:01 PM  
**Time Spent:** 00:21:00  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label) **Love**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

We have adopted 2015 energy code, and have made some updates to the electives for residential development to encourage Low Impact Development storm water practices, reduced turf areas, energy efficiency, recycling, and walkability.

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, but could be improved and applied more broadly.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Our department also has electives to encourage the installation of EV stations in residential development, as well as info available on design assistance for efficient buildings.

**Q6** Are these initiatives effective? Why/why not?

Yes but could be improved.

**Q7** What sustainability activities do you have planned over the next few years?

We are evaluating our Comprehensive Plan and Land Development Code for sustainability updates, particularly in areas not yet addressed such as commercial and mixed use development.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

The Multifamily Residential Design Standards, as well as our Landscape Regulations.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

We need a bit more support in terms of water and sewer sustainability, particularly data to back up recommended best practices.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

We currently track only a few things such as solar panels installed. We are bringing on some scenario software, but we could use more staff/assistance in tracking.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Understanding the impact of having a clearly written development code, what measures can and should be required, and how that helps shape the sustainability of the whole city.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Revising our land development code represents a huge opportunity.

---

#24

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, September 19, 2018 7:27:59 AM  
**Last Modified:** Wednesday, September 19, 2018 8:14:08 AM  
**Time Spent:** 00:46:08  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Love**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

New Admin Memo

**Q4** Are these goals/targets/policies effective? Why/why not?

They will be because they will set the expectation throughout the organization

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

**Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not?

**Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years?

**Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

**Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

**Respondent skipped this question**

**Q10** How do you measure progress & achievements?  
What metrics or data do you use?

Respondent skipped this question

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

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**Q12** What do you believe is the greatest sustainability opportunity in your department?

Setting a standard and being the model for the rest of the organization

---

# #25

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 5:00:08 PM  
**Last Modified:** Wednesday, September 19, 2018 9:53:16 AM  
**Time Spent:** Over a day  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Neutral**

What comments do you have to refine the vision?:

Needs more focus on cultural and economic diversity.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Rewrite to design guidelines will include more emphasis on sustainability.

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes since it governs how buildings are built.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

None

**Q6** Are these initiatives effective? Why/why not?

NA

**Q7** What sustainability activities do you have planned over the next few years?

None in Planning specifically--but we work on initiatives department wide. I am working on a Downtown Parking Plan which includes EV charging stations, for example.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Urban Design Standards, Comprehensive Plan, Zoning Code.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

no

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Don't.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

We don't incentivize developers to be more energy efficient or income diverse in development

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**Q12** What do you believe is the greatest sustainability opportunity in your department?

see above.

---

#26

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 4:32:16 PM  
**Last Modified:** Wednesday, September 19, 2018 10:03:23 AM  
**Time Spent:** Over a day  
**IP Address:** 50.246.205.154

---

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Love

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

I have been working as the City's Environmental Analyst for two months (it was vacant for the year prior). As of this point, I do not have anything officially written as policy. However, I have long-term goals of assessing our chemical purchases, pollution prevention opportunities, and continually addressing our environmental impacts.

---

**Q4** Are these goals/targets/policies effective? Why/why not?

I believe so. If our facilities bring in less hazardous materials, we could produce / dispose of less haz waste.

---

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

None at the moment.

---

**Q6** Are these initiatives effective? Why/why not?

N/A

---

**Q7** What sustainability activities do you have planned over the next few years?

I would like to work with other members of the environmental services team and sustainability team to develop a basic citywide EMS based on ISO 14001.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

None are available at the moment.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

**Respondent skipped this question**

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**Q10** How do you measure progress & achievements? What metrics or data do you use?

I'll be completing City facility compliance assessments with a consultant this fall. I plan to record our "findings" and, periodically, determine what percentage has been mitigated. As other aspects of my program develop, I plan to be aware of opportunities for measurable achievements.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Chemical procurement, use, and disposal; I would like to see standardization in this area.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

I can assist Westminster in evaluating our environmental / resource impacts and working to find better alternatives and implement BMPs across various departments.

---



#27

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 17, 2018 7:02:59 AM  
**Last Modified:** Wednesday, September 19, 2018 10:39:26 AM  
**Time Spent:** Over a day  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Neutral**

What comments do you have to refine the vision?:

Does not say much about utilizing technology

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

water use reduction through better technology, adapt to native landscape materials and turf; use of recycled materials in construction; permeable pavements and water storage; raingardens;

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, but I do not know if public education about these measures is being done. Also, I find some reluctance to change old ways of doing things from some departments

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Not sure if we have any specific goals; these are things that landscape architects can do to help the environment

**Q6** Are these initiatives effective? Why/why not?

I have seen where some of our ideas are not utilized because of cost, timing, or lack of understanding

**Q7** What sustainability activities do you have planned over the next few years?

Same as listed above.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Open Space Stewardship; revised PRL Comprehensive plan when complete in 2019

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Willingness to try in spite of budgets. I think we missed a lot of things so far in the downtown.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Not sure how this would be done.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Water use

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**Q12** What do you believe is the greatest sustainability opportunity in your department?

water use and use of native materials, grasses to reduce our dependence on water. We really need to look at our landscape codes, and PENALIZE those that put in non-natural, water hogging landscapes. We do live in a desert. We need to treat it that way.

---

#28

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Saturday, September 22, 2018 7:13:55 PM  
**Last Modified:** Saturday, September 22, 2018 7:41:09 PM  
**Time Spent:** 00:27:13  
**IP Address:** 174.16.127.198

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Love**

What comments do you have to refine the vision?:

I would like to see a way to weave "equity" into the vision somewhere.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Affordable housing through both new development of units and preservation of existing (now tracking both); action steps identified in the Affordable and Workforce Housing Strategic Plan. Promoting investment into the redevelopment of the Westminster Station Area TOD, Historic Westminster, and Downtown.

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, though we are in the process of developing key metrics to better identify ROI or other measures to track progress. These are large initiatives with many smaller components, so this is still a challenge for us. We are committed to a triple bottom line approach to sustainability in our departmental work.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

LEED certification for buildings in the Downtown (and elsewhere when possible); multimodal transportation in redevelopment areas; affordable housing/balanced housing; expanding access for small, local businesses and entrepreneurs.

**Q6** Are these initiatives effective? Why/why not?

Yes, and largely because the City has invested in them by providing gap funding to cover additional expenses related to achieving them.

**Q7** What sustainability activities do you have planned over the next few years?

Continued focus on affordable housing and redevelopment of the three areas previously mentioned. Much of that emphasizes supporting local business development, neighborhood revitalization, and making environmentally sound choices in renovations and public infrastructure.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Affordable & Workforce Housing Strategic Plan, Westminster Station Area Specific Plan, Downtown Westminster Specific Plan

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

There is work on Historic Westminster or Harris Park area in progress that should also be integrated.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

We are in the process of capturing those now and will have those more clearly identified over the next 3-6 months as we map our updated departmental strategic plan to include the breadth of new positions.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Given our role as economic developers, we want to make sure that sustainability is viewed in the larger sense with an appreciation for financial viability and social equity. I think this can be a challenging perspective and will require more education.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

I think we have tremendous opportunity to help inform the message of sustainability as being more than environmental responsibility and to include these other dimensions. Certainly, we also have the benefit of being able to demonstrate leadership through the redevelopment areas and need to maximize those.

---

#29

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 24, 2018 12:14:31 PM  
**Last Modified:** Monday, September 24, 2018 12:26:23 PM  
**Time Spent:** 00:11:51  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Neutral**

What comments do you have to refine the vision?:

How will we measure our progress? What are the milestones or indicators that will let us know if/when we are successful?

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

WATER 2025 is committed to being ENVISION rated and certified.

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, selecting a specific project and committing staff to complete the process is effective.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Utility Engineers are ENVISION trained and credentialed.

**Q6** Are these initiatives effective? Why/why not?

Yes, however industry standards for materials frequently prevent the use of some of the newer recycled materials on construction projects.

**Q7** What sustainability activities do you have planned over the next few years?

WATER 2025. I am holding 1 hr interviews with Project Managers for ~15 CIPs for the 2019/2020 cycle.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

ENVISION training from ISI

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I volunteered to take the training (20+ hours) for the City's participation in the Colorado Compact of Communities

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

We don't have an agreed upon method to measure. We are pursuing really good stuff but w/o a metric. I like ENVISION but it is not yet universally accepted/agreed upon.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

PWU submitted a list of the sustainability activities we are pursuing. The list included so many items including day to day work that it seemed like we are saying everything we do is sustainable. Identifying a metric against which to measure our progress is the most pressing issue.

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**Q12** What do you believe is the greatest sustainability opportunity in your department?

Helping the City to identify a metric that applies to most of the things the City does.

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#30

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, September 24, 2018 6:30:11 PM  
**Last Modified:** Monday, September 24, 2018 7:03:20 PM  
**Time Spent:** 00:33:08  
**IP Address:** 50.243.140.70

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Love**

What comments do you have to refine the vision?:

Something about supporting future generations.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

I am embarrassed to admit I don't know. Engineering's updated Standards and Specifications will include state of the art directions for pedestrian and bicycle infrastructure which will encourage travel by non-motorized transportation, supporting clean air.

**Q4** Are these goals/targets/policies effective? Why/why not?

The roadway striping to create safer and preferential non-motorized travel, sidewalks and ADA ramps are quantitative and will provide useful metrics.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

We manage the contract for EV caharging stations in Westminster's parking structures. Our stormwater team is implementing state of the art management protocols.

**Q6** Are these initiatives effective? Why/why not?

Measureable

**Q7** What sustainability activities do you have planned over the next few years?

I work everyday to facilitate improvements to provide alternatives to non Single Occupant Vehicle travel. I plan to bring new policies to City Council to support this and seek future funding for implementation through grants and city investment.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Comprehensive Plan and Engineering Standards and Specs.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

**Respondent skipped this question**

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Miles of new bike lanes and sidewalks, funding for mobility programs.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Planning for growth through land use and transportation integration.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

See above.

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#31

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, September 25, 2018 4:46:28 PM  
**Last Modified:** Tuesday, September 25, 2018 4:55:22 PM  
**Time Spent:** 00:08:54  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Strongly Dislike

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

**Respondent skipped this question**

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

**Respondent skipped this question**

#32

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 27, 2018 9:01:06 AM  
**Last Modified:** Thursday, September 27, 2018 9:05:27 AM  
**Time Spent:** 00:04:20  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Respondent skipped this question

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#33

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 27, 2018 2:11:42 PM  
**Last Modified:** Thursday, September 27, 2018 2:13:01 PM  
**Time Spent:** 00:01:19  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

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**Q12** What do you believe is the greatest sustainability opportunity in your department?

Respondent skipped this question

---

# #34

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Friday, September 28, 2018 9:23:34 AM  
**Last Modified:** Friday, September 28, 2018 9:41:00 AM  
**Time Spent:** 00:17:26  
**IP Address:** 198.243.1.192

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label) **Like**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

water conservation, single stream recycling, use of electric equipment to reduce emissions, use of more drought tolerant plants/turf

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, very attainable and can track and document easily

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

water conservation, recycling, alternative fuels, use of more drought tolerant plants/turf

**Q6** Are these initiatives effective? Why/why not?

Yes, very attainable and can track and document easily

**Q7** What sustainability activities do you have planned over the next few years?

More alternative fuels such as CNG or propane, additional electric equipment, turf reduction program, xeric plant program

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

N/A

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Not at this time

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**Q10** How do you measure progress & achievements? What metrics or data do you use?

Simple measurements: total gallons used, acres of turf reduced

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**Q11** What do you believe is the most pressing sustainability issue in your department?

water conservation

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**Q12** What do you believe is the greatest sustainability opportunity in your department?

water conservation

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#35

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 8:16:29 AM  
**Last Modified:** Monday, October 01, 2018 8:19:17 AM  
**Time Spent:** 00:02:47  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Respondent skipped this question

---

#36

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 8:10:36 AM  
**Last Modified:** Monday, October 01, 2018 8:23:11 AM  
**Time Spent:** 00:12:35  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

Generally I think this is very good. While not necessarily uniquely Westminster (should it be??), it does provide guidance with flexibility for internal and external stakeholders to find ways to support this in different ways.

---

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Probably too many to list - but I am happy to meet and discuss (Jason Genck):

- Service Model/Cost Recovery
  - Open Space Stewardship Plan
  - Water Reduction Plan
  - Standley Lake Master Plan
  - Many more efforts.
- 

**Q4** Are these goals/targets/policies effective? Why/why not?

The vast majority yes. However, some are newly adopted and need time to test success.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Again, probably too many to list, happy to meet and discuss (Jason):

- Water use reduction
  - Native grass restoration
  - Invasive species/weed management
  - Various budget initiatives include Service Model
-

**Q6** Are these initiatives effective? Why/why not?

Yes, but again, some of these are relatively new measures and need more time to test success.

---

**Q7** What sustainability activities do you have planned over the next few years?

Certainly the most comprehensive "activity" will be the pursuit and completion of an updated PRL Comprehensive Plan to be completed in 2019.

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**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

PRL Service Model

Open Space Stewardship Plan

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

It seems to me that we have significant staff excitement and willingness to help - around the Sustainability Plan. Finding ways to provide guidance and capture this momentum will be important. I appreciate Paul's approach to be goal oriented and reaching, yet empowering for employees to find ways to connect.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Perhaps too many to list, happy to meet.

For now:

PRL Service Model

Budget

RecTrac

Quarterly Financial Reports

Weekly division updates

Before/After Project Assessments (photos, etc.)

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

A common vision of what sustainability means to Westminster. We have over 800 staff in a year in diverse areas of service that cross over to multiple facets of sustainability. Ways that we can clearly explain our vision and goals will be helpful to support all areas/employees success.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

The most visible to the community would be efforts through the Open Space Stewardship Plan. Citizens connect to the City through the value of open space, trails, etc. - which is uniquely Westminster. Accomplishments through the OSSP would be highly meaningful.

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#37

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 8:20:39 AM  
**Last Modified:** Monday, October 01, 2018 8:27:38 AM  
**Time Spent:** 00:06:59  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Like**

"Prosperous" neighborhoods may mean different things to people - it might imply wealthy instead of what I think you mean to be healthy communities

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

support citywide efforts on sustainability (economic, financial, social and environmental)

**Q4** Are these goals/targets/policies effective? Why/why not?

we're working to support citywide efforts; limited financial and staff resources with so much to do

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

we have Paul. :)

**Q6** Are these initiatives effective? Why/why not?

he's making good progress

**Q7** What sustainability activities do you have planned over the next few years?

I'm not sure we have these outlined as well as I'd like, especially the financial. Would like to refine better for long term financial sustainability to provide the excellent services to our community.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

budget document - especially the misc funds section that shares what the reserve fund policies are

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

the financial sustainability study summary

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

n/a

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**Q11** What do you believe is the most pressing sustainability issue in your department?

time and money

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**Q12** What do you believe is the greatest sustainability opportunity in your department?

time and money

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#38

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 8:11:37 AM  
**Last Modified:** Monday, October 01, 2018 8:32:01 AM  
**Time Spent:** 00:20:23  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Like**

Not sure what "prosperous" means wrt neighborhoods. Maybe a better descriptor is needed? Thanks for having "informed" as a vital aspect of sustainability wrt our residents.

---

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Well, our department does have this sustainability officer person so that probably counts for something.

I know policy and budget are committed to attaining financial sustainability.

---

**Q4** Are these goals/targets/policies effective? Why/why not?

To early to evaluate.

---

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Paul knows better than I.

---

**Q6** Are these initiatives effective? Why/why not?

Ditto

---

**Q7** What sustainability activities do you have planned over the next few years?

COD's role will be communicating about our activities.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

N/A

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I already mentioned at the ELT meeting last week, but the importance of engaging with our Spanish-speaking community specifically, and with a more inclusive approach generally, will help make this a more community focused effort.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Nothing on sustainability.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Finding Paul a permanent office!

More seriously, aside from Paul's entire role, I would say financial sustainability.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Financial sustainability.

---



#39

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 8:26:27 AM  
**Last Modified:** Monday, October 01, 2018 8:33:54 AM  
**Time Spent:** 00:07:27  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

I am not sure. I know we utilize the recycling program.

**Q4** Are these goals/targets/policies effective? Why/why not?

I am not aware of the goals/targets/policies. I think more communication about these things would be effective.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Again, I am fairly new to the organization and I am unaware of what we are doing.

**Q6** Are these initiatives effective? Why/why not?

I cannot answer this question as I am not aware of what the initiatives are.

**Q7** What sustainability activities do you have planned over the next few years?

To continue to recycle and use resources more responsibly.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Not sure

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I think having a plan would be very helpful. I am not sure what the city is doing overall with regards to sustainability. I am picking up piece along the way and having one plan to refer to would be helpful.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

N/A

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**Q11** What do you believe is the most pressing sustainability issue in your department?

Not sure

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**Q12** What do you believe is the greatest sustainability opportunity in your department?

Not sure

---

#40

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 8:13:50 AM  
**Last Modified:** Monday, October 01, 2018 8:43:57 AM  
**Time Spent:** 00:30:06  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Like**

I would like an acknowledgement of the potential for climate change to compromise the future of the city and the need for greater commitment to sustainable environmental actions. There is power in small, incremental, consistent and responsible actions. We need to promote responsible environmentalism as individuals, families, businesses and as a city.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Included climate change in our 2018 community risk assessment/Hazard Mitigation Plan.

**Q4** Are these goals/targets/policies effective? Why/why not?

Acknowledging and documenting the problem is a good first step, but it has to be addressed by specific local efforts to reduce our carbon footprint and mitigate the consequences of global warming (i.e. extreme weather events and drought).

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

EM promotes climate change awareness and supports individual, family, business and community efforts to reduce carbon emissions and prepared for extreme weather events.

**Q6** Are these initiatives effective? Why/why not?

Inclusion of climate change in the risk assessment and mitigation plan formalizes the City's recognition of this issue and promotes a discussion of our roles/responsibilities. It also highlights that the majority of the public acknowledges this as a concern.

**Q7** What sustainability activities do you have planned over the next few years?

Continue to promote climate change awareness and encourage efforts to reduce our carbon footprint.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Natural Hazard Mitigation Plan (adopted Sep. 24, 2018)

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Not that I can think of.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Social media reaction to post that include climate change provide a perspective on public views of this issue. I would like to know a baseline of our carbon footprint (City and community) and actions taken to reduce/off-set it.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Addressing the increasing community hazard related to climate change.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Continued promotion of awareness of climate change, our responsibility to reduce our carbon footprint, and the need to improve our preparedness for extreme weather events such as flooding and prolonged drought.

---

#41

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 8:40:12 AM  
**Last Modified:** Monday, October 01, 2018 8:53:22 AM  
**Time Spent:** 00:13:09  
**IP Address:** 50.246.205.154

---

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Compost and recycling; reduce printing, reuse or repurpose items rather than throwing it out

---

**Q4** Are these goals/targets/policies effective? Why/why not?

Overall yes. I think individuals could be better informed about what is compostable and recyclable. Most of HR has laptops and our conference rooms allow for displaying which helps to reduce the need to print. I feel like we could be doing more, but I am not sure what that would be.

---

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

None that I know of.

---

**Q6** Are these initiatives effective? Why/why not?

NA - I do not know of any.

---

**Q7** What sustainability activities do you have planned over the next few years?

None that I know of.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

I do not know.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Actions that can be done in the office setting at City Hall to be more sustainable.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

NA

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

While we try to reduce printing, we are heavy paper users. We recycle when possible, but the documents we have to shred cannot be recycled with our current recycling situation at City Hall and just become trash.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Reducing paper usage.

---

#42

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 8:52:28 AM  
**Last Modified:** Monday, October 01, 2018 9:02:13 AM  
**Time Spent:** 00:09:45  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Love

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

**Respondent skipped this question**

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

**Respondent skipped this question**



#43

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 9:03:12 AM  
**Last Modified:** Monday, October 01, 2018 9:07:18 AM  
**Time Spent:** 00:04:05  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Neutral**

Big goals - I'm not sure they are all appropriate for the municipal level. For instance, safe and healthy residents. We need to ensure safe water and those types of services that we offer that help keep citizens safe, but what beyond that? Seems too broad a statement.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

**Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not?

**Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

**Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not?

**Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years?

**Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

**Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

---

**Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use?

---

**Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

**Respondent skipped this question**

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

**Respondent skipped this question**

#44

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 9:02:51 AM  
**Last Modified:** Monday, October 01, 2018 9:30:59 AM  
**Time Spent:** 00:28:08  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Strongly Dislike**

The way it is stated is inaccurate and arrogant. It sounds like we have already achieved those things and we are nowhere close. It would be better to say, "Westminster strives to become one of the most sustainable..."

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

We do not have specific targets yet, but we will be incorporating them into our plan next year as part of the Comprehensive Plan. We do have some vague goals, such as reducing irrigation water throughout the park system. It feels like most sustainability is dependent upon the comfort level of the manager for operations or the landscape architect for capital projects. We do not have specific goals and metrics.

**Q4** Are these goals/targets/policies effective? Why/why not?

No, they are not, because there is a lack of policy and specific direction. (I hope to fix this in the Comp Plan!)

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

We are utilizing permeable pavers and likely a small green roof for the England Park Greenhouse Center, which goes to Council 10/22 for a contract. We are also promoting alternative transportation through Bike to Work events. We are working directly with the community on park design to ensure we have input from across our demographics. We are working to design planting and irrigation for low water consumption.

**Q6** Are these initiatives effective? Why/why not?

The citizen engagement has been very successful, because it was initiated through a grant process (read: required!). Other methods are simply reliant on the project manager in charge. We often have to work with multiple departments on construction departments and we have a fair amount of mid to high level management that is not supportive of trying new technologies, because it is different.

---

**Q7** What sustainability activities do you have planned over the next few years?

We're looking into a pilot project for smart trash cans throughout the parks. The idea is that it could save wear and tear on the park fleet, and direct maintenance staff to the most needed areas first. We are also looking into asset management software that could help with efficiency and budgeting.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

We are working on our PRL Plan, but do not have anything in writing yet. (That I'm aware of.)

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I would like to review the Sustainable Sites Initiative to see if we should use it as a bench mark similar to LEED for buildings.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

We are working on metrics as part of the PRL Plan.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

1. Irrigation & water useage
  2. Ensuring maintenance and operations can keep up with capital improvements.
  3. Being willing to try new products and methods that are more sustainable & understanding that small failures can be large learning lessons.
- 

**Q12** What do you believe is the greatest sustainability opportunity in your department?

1. Incorporating as many sustainable concepts into current construction projects.
  2. Taking the lead as a community liaison to ensure the public is engaged and aware of all types of work the City is doing towards these efforts. (Citizens have the most contact with the City according to surveys through Parks, Rec, Libraries and Trails, so we should use that platform for other departments.)
-

#45

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 9:51:40 AM  
**Last Modified:** Monday, October 01, 2018 10:02:16 AM  
**Time Spent:** 00:10:35  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Neutral

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Sustainability goals have been incorporated into all construction projects similar to LEED credits.

---

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes we have practiced this in past projects. Always looking to implement the latest technology to provide energy savings and minimal impact on the environment.

---

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Energy efficient drives and motors during the current construction project.

---

**Q6** Are these initiatives effective? Why/why not?

Yes they should be once completed.

---

**Q7** What sustainability activities do you have planned over the next few years?

Nothing at this point.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Not sure

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

None at this time.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Through plant performance and removal rates at the wastewater facility.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Transportation and water.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Not sure

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#46

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 9:50:54 AM  
**Last Modified:** Monday, October 01, 2018 10:13:56 AM  
**Time Spent:** 00:23:02  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Like**

I may be a bit biased, but I'd prefer to see something that speaks a little more to our parks and open space, a unique feature in Westminster that many others don't have to the extent we do. I think this is core to being a "desirable place to live, work, visit and play." Maybe add "well-managed/well-planned parks and open spaces"

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

In 2017 we started to develop some specific goals, led by our strategic planning committee. This was dialed back and put on hold to be integrated into our Comp Plan (which has also been delayed).

All of our Special Events are zero-waste events

LEED Silver for Downtown Pavilion

Parks does have turf reduction/water conservation goals and a pilot project they are launching. Their response should contain more detail.

**Q4** Are these goals/targets/policies effective? Why/why not?

We need more clearly defined goals/targets. Some of this can/will be done internally, but I think we are really looking to CMO and the Sustainability Officer for direction.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

- All events zero waste.
- turf reduction program
- Utilizing native/xeric in more our our work (city hall plaza)

**Q6** Are these initiatives effective? Why/why not?

Yes, but we could use more specific, measurable, time-bound goals to increase effectiveness. Also direction on where we should head as a city with sustainability. We've had some sustainability initiatives/projects stopped due to budget or political concerns. So at times there is a mixed message.

**Q7** What sustainability activities do you have planned over the next few years?

- turf reduction
- evaluating the future of boating on Standley Lake
- LEED Silver for downtown public spaces (pavilion)

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Open Space Stewardship Plan  
PRL Service Delivery Model  
Future Comp Plan

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Respondent skipped this question

**Q10** How do you measure progress & achievements? What metrics or data do you use?

We are currently working on an initiative with Information Technology to pull all of our data into Microsoft Power BI to provide much better metrics and reports. Our comp plan process will help us identify goals and what we should be tracking. We currently track financial sustainability metrics (cost recovery of our services, alignment with our service delivery model). We also monitor water usage and budget implications.

**Q11** What do you believe is the most pressing sustainability issue in your department?

Financial sustainability - our ability to provide the services our citizens expect in alignment with our service delivery model. Rising costs and outdated infrastructure on a city-wide level are a challenge to this.

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Reducing the number of watered acres in our parks.



#47

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 9:10:50 AM  
**Last Modified:** Monday, October 01, 2018 10:32:33 AM  
**Time Spent:** 01:21:43  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

Reflecting on the recent debate on raising water rates, maybe something about financing core services.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

We are bringing the stormwater utility into compliance with regulations and becoming a sustainable utility and we set user fees accordingly. A sustainable utility means we care for our infrastructure and have a plan for rehabilitating and reinvesting in it when it starts to wear out.

**Q4** Are these goals/targets/policies effective? Why/why not?

It seems to be so far. We will be adding 4 FTE to create a compliance workgroup in the 2019-2020 budget cycle.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

I am not aware of any.

**Q6** Are these initiatives effective? Why/why not?

N/A

**Q7** What sustainability activities do you have planned over the next few years?

To be sustainable, the city must comply with environmental regulations. We aren't doing that right now, but we will be implementing programs over the next few years that will bring the city into compliance.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

I am not aware of any.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I am not aware of any discussions at the department head level about what sustainability means for each department. It would be great to hear that from my department head.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Right now we are measuring whether we meet state permit requirements for compliance. We prepare annual reports to the state and we keep records of inspections.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Talking about sustainability in our daily work. We don't do it, and it's not part of the departments strategic plan or budget as far as I know.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Clearly identify (maybe in the ODP) who is responsible for infrastructure associated with any development. Right now, some of that info gets buried in economic development agreements, metro district service plans, interdepartmental agreements - it's confusing and frustrating and it impacts the condition of our infrastructure in the long run.

---

#48

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 10:40:01 AM  
**Last Modified:** Monday, October 01, 2018 11:01:17 AM  
**Time Spent:** 00:21:16  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Neutral**

I feel that the vision statement should reflect our commitment to arts and culture. Many people define "core" services, as "essential" services such as public safety and utilities. It's worth calling out arts and culture, because they are instrumental in creating "a desirable place to live, work, visit, and play."

---

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

All signature special events are zero-waste events.

**Q4** Are these goals/targets/policies effective? Why/why not?

To an extent. Zero-waste can be extremely limiting and sometimes harms our ability to attract vendors.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Mostly limited to special events, such as Community Pride Day, Earth Day, and our zero-waste festivals.

**Q6** Are these initiatives effective? Why/why not?

Somewhat. At times I'm not sure public interest in sustainability matches our enthusiasm.

**Q7** What sustainability activities do you have planned over the next few years?

None aside from the special events already mentioned.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Possibly the forthcoming PRL Comprehensive Plan? (probably too late to inform this process).  
Golf/parks might have relevant info regarding water conservation...

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

No.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

No specific performance metrics within my team; unsure about rest of department.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Water conservation/irrigation (parks and golf)

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Ability to reduce water consumption

---

#49

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, September 13, 2018 5:01:36 PM  
**Last Modified:** Monday, October 01, 2018 11:19:54 AM  
**Time Spent:** Over a week  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Financial Sustainability presentation to Council in summer of 2018 to educate them and frame discussions around budget and financial resources.

---

**Q4** Are these goals/targets/policies effective? Why/why not?

Thus far the City, under it's current leadership and under previous leadership, has maintained a financially sustainable and responsible financial model. Our reserves are healthy, meet requirements and the amount the City has in carryover reflects a conservative budgeting practice that has proved to keep the organization in good stead.

---

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Financial sustainability.

---

**Q6** Are these initiatives effective? Why/why not?

The formal Financial Sustainability model was just introduced this year. It's utilization and effectiveness is yet to be determined.

---

**Q7** What sustainability activities do you have planned over the next few years?

Continuing to work with departments with their budget needs/requests in a financially sustainable way.

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

The Strategic Plan.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I think it is very important for employees to be able to draw a direct connection between the Sustainability Plan and the work they do every day.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

There are no specific measures re: financial sustainability in place right now, other than maintain a balanced budget aligned with the Strategic Plan set forth by City Council. In terms of other measurements, we do not have formal performance measures in place.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Maintaining financial sustainability and placing that at the center of the policy process, as well as at the strategic and tactical levels.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

To continue to assist leadership and educate employees regarding the importance of financial sustainability in anchoring all decisions.

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#50

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 10:59:47 AM  
**Last Modified:** Monday, October 01, 2018 12:00:07 PM  
**Time Spent:** 01:00:20  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

The vision should include a reminder of the harsh reality that funding, through taxation and fees must be adequate, or the vision will suffer proportionally.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Water Treatment sustainability policies:

- Provide a reliable supply of high quality potable water at all times
- Converting lighting to LEDs
- Energy efficient heat exchange cooling and heating
- Retrofitting Variable frequency drives onto pumps throughout the plants and City pump stations
- Direct beneficial land application of water treatment generated residuals to farmer's fields instead of composting in a landfill
- Maximum, efficient use of water treatment chemicals
- Recycling of water used to backwash filters
- WiFi compatible SCADA tablets which enable an operator to be mobile and still operate the plants' SCADA systems.
- In 2018 received the Director's award from the AWWA Partnership for Safe Water
- Semper and Northwest WTF's plant Improvements Project

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, All of them are based on using resources as efficiently and as effectively as possible, while also producing the best quality product (drinking water).

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Already answered

**Q6** Are these initiatives effective? Why/why not?

Already answered

---

**Q7** What sustainability activities do you have planned over the next few years?

Continue the activities already listed

Rebuilding the Semper High Service Pump Station

Replacing all worn-out pumps at the Northwest WTF with modern VFD replacements

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

The single most important document in recent history was the detailed submittal to the AWWA Partnership for Safe Water, for the Semper WTF

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

N/A

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

- Annual Consumer Confidence Report

- Monthly Operating Reports submitted to CDPHE

- Tri-Annual Sanitary Survey conducted by the CDPHE

Number of complaints from customers due to water related issues.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Funding to improve the vast amount of aging infrastructure

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Getting through the huge inventory of ongoing capital improvement projects with minimal disruption to our customers.

- New Water Plant 2025 - actually getting the new plant built by 2025

---



#51

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 2:42:50 PM  
**Last Modified:** Monday, October 01, 2018 3:02:10 PM  
**Time Spent:** 00:19:20  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

What comments do you have to refine the vision?:

**Like**

I think we have quite a long way to go before we get to being one of the most sustainable cities in America, so that statement seems to me like we're out of touch with where we're really at. I would also emphasize somewhere in there that we want to grow sustainably and responsibly and to pursue policies that support our vision of sustainability.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Smart growth approach to focusing development in specific areas that maximize infrastructure investment and efficiency as well as access to transit and major transportation corridors. With respect to inclusivity, specifically working to have 20% or more of the units in Downtown to be for workforce or greater affordability. Creating a strong social and civic foundation through the development of open, accessible public spaces and programming in the Downtown. District energy in the Downtown. Achieving 6.5 million square feet of development within 1/2-mile radius of the Sheridan Park and Ride and future Fastracks Commuter Rail Station, with an emphasis on office use and providing retail services and amenities to maximize ridership and shared parking as well as have the greatest impact on reducing vehicle trips generated by the development.

**Q4** Are these goals/targets/policies effective? Why/why not?

They will be--they are targets specifically focused on reducing vehicle miles travelled in association with the Downtown and creating a more inclusive environment with affordable housing and an accessible public realm.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Supporting transit and mobility efforts, district energy, EV station location, etc. Leading affordable housing and implementation of transit oriented development.

**Q6** Are these initiatives effective? Why/why not?

See above

---

**Q7** What sustainability activities do you have planned over the next few years?

Respondent skipped this question

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

The above document as well as Downtown Specific Plan

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Respondent skipped this question

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Actual development constructed. Public dollars leveraged to private dollars spent.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Long term economic resilience for the City, businesses and residents.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Creating jobs and opportunities for a wide range of housing.

---

#52

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 2:54:02 PM  
**Last Modified:** Monday, October 01, 2018 3:28:03 PM  
**Time Spent:** 00:34:00  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Love

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

- maintain utility index at a level that is sustainable
- support development consistent with comprehensive water supply plan
- maintain utility consistent with the comprehensive land use plan and appropriate to current utility funding

**Q4** Are these goals/targets/policies effective? Why/why not?

To the best of my knowledge they are.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

- as long as it's reasonably economical we incorporate sustainability into our CIPs
- our department has some hybrid vehicles
- our group participates in composting

**Q6** Are these initiatives effective? Why/why not?

yes - I think our group incorporates appropriately

**Q7** What sustainability activities do you have planned over the next few years?

I'm not sure we plan on expanding our sustainability reach

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Professional conference information on sustainability practices in engineering design

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

City guidelines, directives, and budgets

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

ENV SP certification provides a way to evaluate and measure the capital improvement projects objectively for sustainability

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

I'm curious if there are ways to further expand on sustainability with asphalt paving patch back and projects

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

VFDs on pumps and asphalt paving

---

#53

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 3:27:35 PM  
**Last Modified:** Monday, October 01, 2018 3:29:18 PM  
**Time Spent:** 00:01:42  
**IP Address:** 198.243.1.41

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label) **Love**  
 What comments do you have to refine the vision?: n/a

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements?  
What metrics or data do you use?

Respondent skipped this question

---

**Q11** What do you believe is the most pressing  
sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability  
opportunity in your department?

Respondent skipped this question

---

#54

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, October 01, 2018 4:01:26 PM  
**Last Modified:** Monday, October 01, 2018 4:14:02 PM  
**Time Spent:** 00:12:35  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

adopted some of the 2018 energy code requirements within the 2015 code adoption so we are unsure if going to the 2018 is needed right now but maybe wait for the 2021 that will be written in 2019.

**Q4** Are these goals/targets/policies effective? Why/why not?

partially. Need training on what those amendments are because some staff do not remember that the energy code amendments exist so they aren't being fully enforced.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Unsure at this time

**Q6** Are these initiatives effective? Why/why not?

**Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years?

Unsure at this time. Haven't been back long enough to flush all of the plans out yet.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

**Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

Respondent skipped this question

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Respondent skipped this question

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Respondent skipped this question

---



#55

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, October 02, 2018 5:03:10 AM  
**Last Modified:** Tuesday, October 02, 2018 5:10:31 AM  
**Time Spent:** 00:07:20  
**IP Address:** 50.246.205.154

Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label) Like

Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Recycling, reduce fuel/energy consumption, increase efficiency of fire stations

**Q4** Are these goals/targets/policies effective? Why/why not?

don't know

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

unknown

**Q6** Are these initiatives effective? Why/why not?

unknown

**Q7** What sustainability activities do you have planned over the next few years?

none that I know of

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Fire department strategic plan

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

unknown

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Fire management analyst analyzes data

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Increase building efficiency when remodeling or building a new fire station.

---

#56

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, October 02, 2018 9:09:33 AM  
**Last Modified:** Tuesday, October 02, 2018 9:37:08 AM  
**Time Spent:** 00:27:34  
**IP Address:** 198.243.1.3

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

It is a very lofty statement. "Most sustainable cities in Colorado" might be more applicable and realistic rather than "in America".

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Replacing turf areas in Parks with native plants.  
 Concerted effort increasing tree planting.

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, effective

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Noxious weed control.  
 Open Space land preservation

**Q6** Are these initiatives effective? Why/why not?

Yes, effective.

**Q7** What sustainability activities do you have planned over the next few years?

Water use issues at Standley Lake to preserve water quality.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

Open Space Stewardship Plan

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

N/A

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Public opinion/comment

GIS data input/mapping

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Water use issues at Standley Lake

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Resolve/refine water use issues at Standley Lake

---

#57

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, October 02, 2018 3:14:37 PM  
**Last Modified:** Tuesday, October 02, 2018 3:15:49 PM  
**Time Spent:** 00:01:11  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Love

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements? What metrics or data do you use? **Respondent skipped this question**

**Q11** What do you believe is the most pressing sustainability issue in your department?

---

Respondent skipped this question

**Q12** What do you believe is the greatest sustainability opportunity in your department?

---

Respondent skipped this question

#58

INCOMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, October 03, 2018 7:55:31 AM  
**Last Modified:** Wednesday, October 03, 2018 7:56:55 AM  
**Time Spent:** 00:01:24  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

Nothing really to add. It looks good to me!

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes) **Respondent skipped this question**

**Q4** Are these goals/targets/policies effective? Why/why not? **Respondent skipped this question**

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations) **Respondent skipped this question**

**Q6** Are these initiatives effective? Why/why not? **Respondent skipped this question**

**Q7** What sustainability activities do you have planned over the next few years? **Respondent skipped this question**

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan) **Respondent skipped this question**

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update? **Respondent skipped this question**

**Q10** How do you measure progress & achievements?  
What metrics or data do you use?

Respondent skipped this question

---

**Q11** What do you believe is the most pressing  
sustainability issue in your department?

Respondent skipped this question

---

**Q12** What do you believe is the greatest sustainability  
opportunity in your department?

Respondent skipped this question

---



#59

**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, October 04, 2018 7:59:51 AM  
**Last Modified:** Thursday, October 04, 2018 8:23:48 AM  
**Time Spent:** 00:23:56  
**IP Address:** 50.246.205.154

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

**Like**

What comments do you have to refine the vision?:

I like the statement because it defines sustainability, which often has numerous meanings based on the person.

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

Community Development adheres to financially sustainable projects and resilient infrastructure with their projects.

**Q4** Are these goals/targets/policies effective? Why/why not?

Yes, due to our excellent project management teams at the city, industry consultants, and contractors.

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Electric vehicle charging stations at Westminster Station

**Q6** Are these initiatives effective? Why/why not?

They are being used often; however, the charging is free. That will change with future City Code updates, and we will monitor the utilization.

**Q7** What sustainability activities do you have planned over the next few years?

We will select a future CIP to be determined for Envision certification.

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

I can't think of specific documents that address these goals.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

I can't think of additional information.

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Scope, schedule, and budget. I tend to use budget data to aid in memorializing success.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Financial sustainability. We are trying to balance the overall city budget and keeping up with the department's ever growing project priority list.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Increased mobility efforts as alternatives to vehicles.

---

#60

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, October 04, 2018 12:05:59 PM  
**Last Modified:** Thursday, October 04, 2018 1:03:15 PM  
**Time Spent:** 00:57:16  
**IP Address:** 50.246.205.154

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## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Like

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

The Fleet Maintenance Division works to reduce fuel consumption by right-sizing new vehicles and looking for opportunities to deploy alternative fuel options within the fleet.

---

**Q4** Are these goals/targets/policies effective? Why/why not?

Currently, the City has no official targets regarding fleet composition (# of alternative fueled vehicles) or fuel consumption/GHG emissions reduction goals. Over the past ten years the City has deployed 35 hybrid, and 3 PHEV vehicles. So, I feel that the approach has been effective considering the absence of formal goals or policies

---

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

Deployment of alternative fueled vehicles and EV charging station installations.

---

**Q6** Are these initiatives effective? Why/why not?

Yes, they have impacted the City's approach to vehicle/equipment acquisitions.

---

**Q7** What sustainability activities do you have planned over the next few years?

Continue to look for opportunities to right-size the fleet and reduce fuel consumption

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

The City's Strategic Plan updates that are facilitated by CMO.

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

It would be nice to have more concrete sustainability goals and objectives for Staff to work toward

---

**Q10** How do you measure progress & achievements? What metrics or data do you use?

Fleet size and composition, vehicle idle data, and fuel consumption

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

Setting organizational expectations regarding the adoption of alternative fueled vehicles and reduction of vehicle idling.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Reduction of fuel consumption by idle management, alternative fueled vehicles, and fleet right-sizing.

---

#61

COMPLETE

**Collector:** Web Link 1 (Web Link)  
**Started:** Thursday, October 04, 2018 3:17:29 PM  
**Last Modified:** Thursday, October 04, 2018 4:49:29 PM  
**Time Spent:** 01:32:00  
**IP Address:** 198.243.1.41

---

## Page 1: Background

**Q2** The City of Westminster has developed a draft vision for the Sustainability Plan, above. How do you feel about this vision statement?

(no label)

Love

## Page 2: Your Department

**Q3** What existing sustainability-related goals, targets and policies has your department already committed to? (Example: adopt 2018 energy codes)

- doing everything we can to align the organization behind the City Vision Statement

---

**Q4** Are these goals/targets/policies effective? Why/why not?

the vision statement is effective - we still have a long way to go with our employees understanding what it means and how they can contribute to achieving it

---

**Q5** What existing sustainability initiatives is your department leading or involved with? (Example: electric vehicle charging station installations)

- the City Manager's Office prioritized establishing the Chief Sustainability Officer position, filling it, and providing funding for sustainability initiatives

---

**Q6** Are these initiatives effective? Why/why not?

the Chief Sustainability Officer has been very effective at getting our organization started on its sustainability journey

---

**Q7** What sustainability activities do you have planned over the next few years?

continue to support Chief Sustainability Officer in all his work, making sure he has the resources he needs

---

**Q8** Which 1-2 documents are most relevant to review to find out more about your department that provide insight to your sustainability goals? (e.g. Affordable & Workforce Housing Strategic Plan)

City's sustainability web pages

---

**Q9** Is there other information you think is important to share to inform the Sustainability Plan update?

- education of our internal community is critical to our sustainability successes
  - celebrating successes is key
  - look for what appeals to people, and go there first e.g. financial benefits, and celebrate sustainability later
- 

**Q10** How do you measure progress & achievements? What metrics or data do you use?

This is tough. We should make it relatable to people i.e. put it in terms or measures that make sense to them. Tons of GHG emissions reduced is probably not very relatable, whereas 5 less tanks of gasoline for a car might be.

---

**Q11** What do you believe is the most pressing sustainability issue in your department?

The organization understanding and buying into our sustainability vision.

---

**Q12** What do you believe is the greatest sustainability opportunity in your department?

Our employees. They can all be sustainability champions, both internally and externally.

---

## **APPENDIX B: CITY DEPARTMENTAL SUSTAINABILITY EFFORTS (SPRING 2018)**

## **Spring 2018 Westminster Sustainability Highlights**

(Primary Sustainability Elements: EN = Environment; EC = Economy; C = Community)

Description	Primary Departments	Sustainability Elements	Status
Completed the Affordable and Workforce Housing Strategic Plan	Economic Development	EC, C	Done
Hired the City's first Housing Coordinator	Economic Development	EC, C	Done
Selected a consultant to help develop the update to the Comprehensive Plan	Community Development	EN, EC, C	Done
Received grant for Westminster Station Nature Play Area	PR&L	EN, C	Done
Adopted the 2015 IECC energy codes in full and anticipating the 2018 energy codes	Community Development	EN, EC, C	Done
Finalized a Partners in Energy plan with Xcel, which lays out a multi-year energy strategy for the city	Multiple departments	EN, EC, C	Done
Joined the Colorado Smart Cities Alliance as a founding member	Community Development	EN, EC, C	Done
Created the Westy Live Better website to provide one-stop site for low to no cost services	CMO/PR&L	C	Done
Contracted with METech to handle responsible disposal of used city monitors	Information Technology	EN	Done
Held the Everyone Counts event for the homeless, part of which was to care for their animals while they had a hot meal and shower.	PR&L/Police/ Multiple departments	C	Done
Formed the new internal Sustainability Team.	Multiple departments	EN, EC, C	Done



Subscribed to 4.2 MW of community solar gardens to power city facilities	General Services	EN, EC, C	Done
Received grant from the RAQC for battery-powered lawn equipment (e.g., leaf blowers, chain saws)	PR&L	EN, EC	Done
Signed an Exclusive Negotiating Agreement to create an innovative Reduced Energy District in the Downtown	General Services/ Economic Development	EN, EC, C	Ongoing
1,632 single family homes in Westminster have solar, which represents 6% of all homes; total generating capacity is 8.9 MW	Community Development	EN, EC, C	Ongoing
Received funding from the Regional Air Quality Council (RAQC) for an electric vehicle charging station for employees and residents	Finance/CMO	EN, C	Ongoing
Certifying the Dewatering Facility to the Envision sustainable infrastructure standard	Public Works	EN, EC, C	Ongoing
Hiring Environmental Compliance Coordinator	General Services	EN, C	Ongoing
Refining the Westminster Hazard Mitigation Plan	Fire	EN, EC, C	Ongoing

### Upcoming Topics

- Future RAQC application in 2018 for additional EV charging stations
- Drafting a new City Sustainable Building Policy
- Creating Contracts for:
  - Westminster Sustainability Plan
  - City and Community Greenhouse Gas Inventory

# 2018 CD Sustainability Highlights

(Primary Sustainability Elements: EN = Environment; EC = Economy; C = Community)

Description	Sustainability Elements	Status
<p>In December 2016, the City initiated fully electronic/online planning project and building permit review (TRAKIT). This electronic development review process added operational efficiencies, reduced greenhouse gas emissions by reducing the need for applicant travel and dramatically reduced paper consumption. Over the past year, the City has issued close to 9,000 building permits. According to the Alliance for Building Regulatory Reform in the Digital Age, by using electronic plan review technology, the City reduced (approximately):</p> <p>936,000 miles driven and 62,400 gallons of gas            1,372,800 pounds of carbon monoxide emitted            \$171,600 in fuel costs            37,440 hours of drive time            576,000 pounds of paper or 717 trees            36,000 pounds of paper requiring storage</p> <p>Please keep in mind this is for building permits only and does not include savings for planning projects processed. Likely, City and applicant savings are even greater.</p>	EN, EC	Ongoing
<p>In February of 2018, the City enacted targeted updates to the City’s Residential Design Standards to incorporate sustainability concepts in the areas of energy, water and mobility. These changes included the addition of standards and “points” for Department of Energy Zero Energy Ready homes, stricter limits on areas of high water consumption turf grass, low impact development practices for stormwater management and improved multi-modal transportation and connectivity. These changes represented Phase I of overall efforts to update Design Standards. Phase II is underway and potential changes will seek to better support sustainability of the City’s built environment.</p>	EN, C, EC	Ongoing
<p>In October 2017, the City adopted the 2015 International Energy Conservation Code (IECC) to continue to increase energy conservation requirements for the built environment. This resulted in a 16% energy efficiency increase in the minimum standards for residential homes. The estimated costs of the increased energy efficiency requirements for a detached single family home is between \$1,500 and \$1,800 per home in the Westminster area with an estimated energy savings of over \$300 a year. There are similar increased energy efficiency requirements for commercial buildings, but those costs and savings vary based on the building type and use.</p>	EN, C, EC	Ongoing

<p>The City adopted several additional amendments beyond 2015 IECC requirements that will result in increased energy savings. These amendments will appear in the 2018 IECC when published. The specific amendments include:</p> <ul style="list-style-type: none"> <li>• <b>Residential lighting equipment (Section R404.1):</b> The amendment increases the amount of high efficiency lighting in any dwelling unit that has to use such fixtures to 90%.</li> <li>• <b>Building Solar Heat Gain Coefficient (Table C402.4):</b> The amendment lowers the Solar Heat Gain Coefficient (SHGC) for windows in commercial buildings. Lowering this coefficient will result in a 5% reduction in SHGC in comparison to the 2015 IECC requirement.</li> <li>• <b>Occupant Sensor Control Function (C405.2.1.1):</b> This amendment reduces the amount of time for occupant sensor shut-off from 30 minutes to 20 minutes in commercial buildings. Reducing the shutoff time for occupancy sensors will result in lights turning off sooner after occupants leave a room and, thus, increases savings (estimated at 5%).</li> <li>• <b>Exterior Lighting Allowances (Table C405.5.1 (2)):</b> This amendment reduces the lighting power densities for exterior lighting to be more in line with what is already available on the market and utilized for projects.</li> </ul>		
<p>In 2018, the City secured a \$10,000 grant from the Sonoran Institute pursuant to the “Growing Water Smart” workshop held in September 2017. The funding will enhance the scope of work for updating the City’s development code and design standards to improve water supply planning and coordination. The project will result in a report outlining gaps between current codes and policies versus the City’s current Strategic Plan to serve as the framework for improving alignment and consistency.</p>	EN, C, EC	Ongoing
<p>The 2030 Westminster Bicycle Master Plan identified 102 projects. Transportation/Mobility and Streets Staff continue to work together to add bicycle facilities during resurfacing projects. In 2017, Staff added seven miles of bicycle facilities and improved crossing conditions in 20 locations. For 2018, the City is adding bike facilities to the following streets:</p> <p>78th Avenue - Wolff Court to Sheridan Boulevard  80th Avenue - Federal Boulevard to Lowell Boulevard  107th Drive - Stuart Street to Sheridan Boulevard  108th Avenue - Lamar Street to Harlan Street  110th Court - Legacy Ridge Parkway to 111th Avenue</p>	EN, C	Ongoing

<p>114th Place - Gray Street to Depew Court  118th Place - Chase Street to Bradburn Boulevard  Chase Street - Depew Court to 118th Place  Cotton Creek Drive - Vrain Street to Stuart Street  Depew Court - 115th Avenue to Chase Street  Gray Street - Trail access to 114th Place  Harlan Street - 108th Avenue to 112th Avenue  Lamar Street - South end to 108th Avenue  Lowell Court - 104th Drive to Lowell Drive  Lowell Drive - Legacy Ridge Parkway to 107th Drive  Pecos Street- 112th Avenue to 120th Avenue  Stuart Street - Tennyson Place to 112th Avenue  Tennyson Street - 80th Avenue to Turnpike Drive  Tennyson Street - Cotton Creek Drive to 107th Drive  Turnpike Drive - Raleigh Street to North End  Vrain Street - Tennyson Place to 112th Avenue  Westminster Boulevard - 92nd Avenue to 104th Avenue  Yates Street- City limits to 92nd Avenue</p>		
<p>The Mobility Action Plan was completed and presented to City Council at the May 15, 2017 Study Session. The Plan identified 80 projects throughout the City ranging from Complete Streets corridor studies to neighborhood bikeways. Eight projects have been completed: West 68th Avenue Bikeway, West 88th Place Trail Connection, West 121st Avenue/Melody Complete Streets, West 88th Avenue Complete Streets, West 108th Avenue Bike Lanes, West 90th Avenue Bikeway Improvements, Church Ranch Bus Rapid Transit (BRT) Station Access Improvements, and Bradburn Street Complete Streets Improvements. In addition, work is already underway on ten projects: Sheridan Station Underpass (30% design), Wadsworth Parkway Bus stop connections, U.S. 36 Ramps Crossing Improvements, Sheridan Station Crossing Improvements, West 108th Avenue Bikeway Improvements, Cotton Creek Drive Bike Lanes, Sheridan Green Bikeway Improvements, Yates Street Bike Lanes, Public Access to City Services Improvements and Westminster Boulevard Bike Lanes.</p>	EN, C	Ongoing
<p>The City launched the Smart City Task Force, an inter-departmental working group that leads research and implementation of smart city technologies in Westminster. This effort has lead the City to be a founding member of the Colorado Smart Cities Alliance and apply for grants that seek to install technologies that will ease congestion and enhance economic vitality.</p>	EC, C	Ongoing
<p>The City has numerous graduates of the Denver PEAK Academy (process improvement) that are working on process improvement initiatives across the City (i.e. utility billing management, stormwater utility compliance, land disturbance permitting, building permitting, etc.)</p>	EC	Ongoing
<p>The City's Rental Property Maintenance Code and Rental Property Maintenance Inspection Program provides minimum standards to</p>	C, EC	Ongoing

<p>safeguard public health, safety, and welfare while maintaining the stability and appearance of neighborhoods. Currently, a total of 13,000 residential rental units are systematically inspected. Systematic City inspections of multi-family and clustered townhome/condominium units (four or more) are conducted on two and four year intervals based on the age of the building. Inspections begin when a building turns six years old. Staff conducts approximately 6,000 systematic inspections per year. Rental units in single-family detached, townhome, condominium, duplex (less than four units under a single ownership) and hotel/motel occupancies are inspected on a complaint-only basis. Currently, 1,612 of these types of residential rental units are registered with the City. For all property types, Staff responds to approximately 150 complaints per year.</p>		
<p>The City's Stormwater Program is working on a multi-year strategy and business plan to achieve a compliant and sustainable utility enterprise. Resources and operations are being planned to improve upon current functional gaps with master planning for capital improvements, asset management, repair and replacement of infrastructure and routine operations and maintenance tasks.</p>	EN, EC, C	Ongoing
<p>City work on capital projects (roadways, bridges, etc.) and traffic infrastructure incorporate life cycle cost considerations and environmental impacts when considering materials, project approach, etc. For instance, the City uses LEDs in traffic signals and city-owned street lights to reduce energy consumption and costs.</p>	EN, EC	Ongoing

# 2018 CMO Sustainability Highlights

(Primary Sustainability Elements: EN = Environment; EC = Economy; C = Community)

Description	Sustainability Elements	Status
Hired Chief Sustainability Officer in 2017	EN, C, EC	Ongoing
Led development of the City Council's vision and Strategic Plan that emphasized Westminster becoming one of the most sustainable cities in America	EN, C, EC	Ongoing
Joined multiple organizations that promote sustainability practices (e.g., CC4CA, Compact of Colorado Communities, USDN, etc.)	EN, C, EC	Ongoing
Structural framework for sustainability - shape city vision, strategic plan, budget for the work, and execute the vision	EN, C, EC	Ongoing
Champion key projects <ul style="list-style-type: none"> <li>• Downtown - pushed for LEED Silver and basic sustainability attributes. WRED.</li> <li>• Increased investment in solar gardens</li> <li>• Geothermal at City Hall</li> <li>• EV charging stations - Westminster Station and Downtown</li> <li>• Transportation/mobility section - 2 positions</li> <li>• Bike route implementation</li> </ul>	EN, C, EC	Ongoing
Telling the story <ul style="list-style-type: none"> <li>• Geothermal description</li> <li>• Solar gardens, solar on City facilities</li> <li>• Sustainability aspects of Downtown</li> <li>• Marketing of the City of Westminster</li> <li>• PSAs on sustainability -- videos</li> </ul>	EN, C, EC	Ongoing
Leadership on sustainability - Don, Jody, Barbara	EN, C, EC	Ongoing
Budgeting - provide resources for sustainability work	EN, C, EC	Ongoing
Initial work on streetlights project - Ben Goldstein	EN, EC	Ongoing
Regular work relating to City Boards - Inclusivity, Human Services, EAB	EN, C	Ongoing
Building partnerships <ul style="list-style-type: none"> <li>• Non-profits, Chamber</li> <li>• Numerous demographic groups - Hispanic organizations</li> </ul>	C, EC	Ongoing

## ECONOMIC DEVELOPMENT

### Past/Present/Planned Sustainability Actions and Success Stories

- A district energy system is planned for Downtown Westminster for the purpose of:
  - Reducing energy costs and consumption
  - Reduction of greenhouse gas emissions
  - Sharing thermal loads between developments
  - Renewable energy development
  - Smart City ready network backbone
  - Streetlights and public amenity systems
  - Education and outreach to the public
  - Other resource sharing
- The Downtown Westminster fiber conduit infrastructure will provide a cohesive backbone beneath every street within Downtown. Multiple paths for connection will be offered to service providers as well as individual businesses.
- All development within the Downtown is required to meet LEED Silver certification
- The City's first public garage in the Downtown is the first certified publicly-owned ParkSmart garage in the nation and includes over 70 bicycle parking spaces, energy efficient design and materials resourcing, and electrical vehicle charging stations. Ultimately the City intends to certify the Downtown as a Neighborhood LEED development
- The City is a founding member of the recently launched Smart Cities Alliance. The Alliance is a statewide multi-jurisdictional partnership designed to accelerate the development of Smart Cities initiatives across the state. As a member, the City will participate in information and data sharing, developing best practices and statewide goals for smart city applications and technology.
- The City worked with various partners to develop the TOD as a compact, bikeable and walkable neighborhood with a balanced housing strategy, located close to transit
- We created a development strategy that integrates the following all in an inclusive setting:
  - A regional storm water solution
  - Active and passive recreational opportunities
  - Arts and culture options
- This provided easier access to these features for a lower socioeconomic demographic than they might normally have

## Past and Present Sustainability Accomplishments

### Finance

7/3/2018

- We set our copiers to default to black and white with color being available upon selection.
- We also set the copiers to print on two sides as the default.
- From a social standpoint, we have a utility billing assistance program.
- We have incentivized affordable housing.
- We look to be financially sustainable by making sure any issuance of debt is not for operating costs and provides intergenerational equity.
- We were instrumental in getting the first charging stations and the Zonar equipment grants.



## **2018 General Services Sustainability Highlights**

(Primary Sustainability Elements: EN = Environment; EC = Economy; C = Community)

Description	Sustainability Elements	Status
City Hall geothermal project	EN	Complete
Rejoined Rocky Mountain Climate Organization	EN	Ongoing
District Energy feasibility study (2015): A more comprehensive study for Downtown Westminster	EN + EC + C	Complete
Community Solar Gardens pilot program (2014): Powered the City's most expensive meters via solar energy for one year (Legacy Ridge and Walnut Creek maintenance shops and irrigation pumps, Christopher Fields, Wolff Run Park)	EN	Complete
Community Solar Gardens 3.7 MW subscription: Approved by City Council in 2017 to power City Hall, Public Safety Center, and City Park Recreation and Fitness Centers via solar energy. Solar array will be built in the future.	EN	Ongoing
Streetlight pilot project (2013): A small project to test LEDs for aesthetic value and duration in several lights in front of City Hall and along 104th Avenue	EN + C	Complete
City Park Recreation Center Chiller Study (2014): Study determined a replacement with more efficient equipment. Funding requested for 2019 replacement.	EN	Complete
Swim & Fitness Center boiler study: Made significant changes to components rather than returning the boiler to its original state. Producing higher efficiency, and reducing energy load needed to operate.	EN	Complete
Preliminary technical energy audit (Ameresco) (2013): Identified opportunities for the greatest energy savings within each building. Energy related projects have been implemented because of this audit.	EN + EC	Complete
Server room cooling study (2014): Determined no need for changes	EN	Complete
Back-up server room study (2015): PWU implemented minor changes in 2016 as a result	EN	Complete
Electric vehicle charging stations (2016): The City has four EV charging stations at the TOD and two at the Public Safety Center	EN + EC + C	Ongoing
Life Cycle Cost Analysis (2013): This analysis is embedded in all contracts over \$50k and is very effective in identifying energy efficient projects	EC	Complete
Community recycling sites: added capacity and pickup services	EN + C	Ongoing
Increased recycling services in City facilities	EN+ C	Ongoing
Alternative Energy Fleet Assessment: Identified vehicle idling issue and looked at cost effectiveness of alternative energy sources for the City's fleet. As a result of this study, Staff implemented the Zonar (telematics/gps system) system on 180 vehicles to reduce idling. To help reduce fuel consumption, Staff identified opportunities to replace	EN	Ongoing

conventionally fueled vehicles with hybrid and plug-in hybrid electric vehicles.		
Added first hybrid vehicle to the fleet in 2008 and now have 35 hybrid sedans and 3 Chevrolet Volts (plug-in hybrid electric) for increased fuel efficiency	EN	Ongoing
Municipal Court: Implementation of various electronic processes to reduce paper	EN	Ongoing
The City Operators provide information about City events and activities to thousands of callers each year.	C	Ongoing
The Hard to Recycle guide on the City website was updated in 2017 with accurate contact information and added services	EN + C	The last edited edition is still being used currently.
Staff connect hundreds of residents a year with options on how to recycle unwanted goods. This includes the limb recycling drop off site, paint recycling, scrap metal, large item pick-up, cell phone donation, and the shred-a-thon	EN + C	Ongoing
Staff share information with residents who are seeking information about the City's recycling drop off locations and clarify what materials are accepted	EN+ C	Ongoing
Staff communicate with residents on many topics that have an environmental impact, such as water sprinkler consultation, water breaks, and the "bee guru"	EN + C	Ongoing
The City Messenger revised the internal mail delivery route to save 1000 miles a year while still providing the same level of service to internal customers.	EN	Complete
The City Print Shop exclusively uses recycled paper and soy-based ink, continuing a practice that began two decades ago.	EN	Ongoing
The EAB has held an electronics recycling event, a paper shredding event, and a leaf collection event during the past couple of years (Open Space & Adams County funded and EAB staffed)	EN	Ongoing
The Green Team staffs numerous "zero waste" (i.e. compostable) events each year	EN + C	Ongoing
The City's Environmental Health & Safety Analyst was involved with the Adams County Sustainability Network and participated in stakeholder input on Colorado's Integrated Solid Waste and Materials Management Plan	EN	Ongoing
The City has reengaged with the Colorado Association for Recycling	EN + C	Ongoing

## **2018 Human Resources / General Services Sustainability Highlights**

(Primary Sustainability Elements: EN = Environment; EC = Economy; C = Community)

Description	Sustainability Elements	Status
The Hard to Recycle guide on the City website was updated in 2017 with accurate contact information and added services	EN + C	The last edited edition is still being used currently.
Staff connect hundreds of residents a year with options on how to recycle unwanted goods. This includes the limb recycling drop off site, paint recycling, scrap metal, large item pick-up, cell phone donation, and the shred-a-thon	EN + C	Ongoing
Staff share information with residents who are seeking information about the City's recycling drop off locations and clarify what materials are accepted	EN+ C	Ongoing
The EAB has held an electronics recycling event, a paper shredding event, and a leaf collection event during the past couple of years (Open Space & Adams County funded and EAB staffed)	EN	Ongoing
The Green Team staffs numerous "zero waste" (i.e. compostable) events each year	EN + C	Ongoing
The City's Environmental Health & Safety Analyst was involved with the Adams County Sustainability Network and participated in stakeholder input on Colorado's Integrated Solid Waste and Materials Management Plan	EN	Ongoing
The City has reengaged with the Colorado Association for Recycling	EN + C	Ongoing
Staff worked on the Curbside Trash and Recycling project as an effort to make the City more sustainable	EN + C	City Council wanted to continue on but the changes made to the program did not allow for a good quote from the commercial hauler we were working with.

## *2018 Police Department Sustainability Highlights*

*Sustainability Elements Achieved: S = Social; EC = Economic; EN = Environmental*

Description	Sustainability Elements	Status
Westminster Citizens Police Academy (bi-annually)	S	Ongoing
Westminster Teen Police Academy (annually)	S	Ongoing
Santa Cops (annually)	S	Ongoing
National Night Out (annually)	S	Ongoing
Coffee with a Cop	S	Ongoing
Recycling spent ammo casings from the firearms range, separated by type and weighed for the metal processor	EN; EC	Ongoing
Printer Toner recycling	EN; EC	Ongoing
9-1-1 Phone recycling	EN; EC	Ongoing
Battery recycling	EN	Ongoing
Safe Kids Day (FD/PD/Local hospitals combine to provide education for kid's safety)	S	Complete
Shred-a-Thon (Crimestoppers fundraiser that allows residents to drop of personal documents to be shredded free of charge with a donation to Crimestoppers)	S; EN; EC	Ongoing
Summer Block Party (City sponsored event to target outreach in south Westminster)	S	Ongoing
Latino Festival (City sponsored event to target outreach to the Latino Community)	S	Ongoing
Westy Fest	S	Past
Airbus Radio system – 20 year project that as the first one in CO, company will upgrade hardware/software to maintain leading technology advances to the radio system at no cost.	EC; EN	Ongoing
Halloween Harvest Festival (City sponsored fall event)	S	Ongoing
Citizens Academy Alumni Events (on-going education and training classes, monthly meetings; fundraisers, BBQ, patrol car wash, Christmas party)	S, EC	Ongoing
Peace Officers Memorial Day Ceremony	S	Ongoing
Several community meetings and events (HOA, etc.)	S	Ongoing
Recycle/reuse workstations within the PD	EN; EC	Ongoing
Surplus Equipment Auction	EN; EC	Ongoing
Homeless Task Force and Initiative	S; EN	Ongoing
Counterterrorism Educational Learning Lab – partnership with SRO officers and Teen Academy Alumni students attempting to coordinate and facilitate on going sustainable relationship to foster community interaction and interest in law enforcement.	S	Ongoing
Use rechargeable batteries in flashlights and radios	EN; EC	Ongoing

General recycling	EN	Ongoing
Reduced new uniform purchases for new hire officers – minimal clothing purchased until they clear Field Training and other purchases until probation has ended.	EC; EN	Ongoing
ZERO – Electric motorcycle	EN; EC; S	Ongoing
Hybrid and electric vehicles	EN; EC	Ongoing
Idling management and idling reduction	EN; EC	Ongoing
Mutts N’ Struts (Partnership with the City, North Metro Chamber of Commerce, and Jeffco Schools Foundation sponsored Health and Wellness festival to include pets – Animal Management)	S	Ongoing
City sponsored “Everyone Counts” – homeless event that provided free showers, food, hygiene and dental products. PD on scene for security and Animal Management on scene to ‘shelter’ the animals while persons were using services.	S; EC	Ongoing
Living with Coyotes – Public meetings with PD and PR&L	S; EN	Ongoing
Shot Spot – City sponsored low cost vaccine and license clinic put on by Animal Management.	S; EC	Ongoing
Scott Wagner Softball Tournament – community event honoring a former Westminster Police Officer; the proceeds of this tournament are turned into college scholarships for children who have lost a parent that was a first responder.	S	Ongoing
IACP Operations and Management Study – gave the PD direction/ideas on future sustainability to include models for staffing, equipment, and technology.	S; EC	Planned
Radio System – see Nelson		
PD volunteers	S; EC	Ongoing
Researching a new rechargeable CR123 battery system. The PD currently uses an abundance of these batteries for small flashlights and weapon mounted lights.	EN; EC	Planned (researching )
Armed Forces Day Celebration – worked with other city departments to honor our service members at the Armed Forces Tribute Garden	S	Ongoing
Imagine Westminster – city sponsored event. PD provides security and traffic control.	S	Ongoing
Transitioning our current PD policies to Lexipol. The objective is make sure our current policies/procedures are current and sound with best practices and up-to-date with State and Federal laws in hopes of increasing training and awareness and reducing law suits and maintaining better police practices	S; EC	Ongoing
9-1-1; Smart 9-1-1, Code Red community meetings – public outreach meetings with dispatch to educate the public on these issues.	S	Ongoing
Dispatch Open House – an effort to educate the public and recruit potential applicants	S; EC	Ongoing
“This is Dispatch” a video produced by the CMO office Intern program which has aired on Channel 8 and COWnet	S	Ongoing
Orchard Safety Event	S; EC	Ongoing
Westminster Area Community Awareness Action Team – Drug education and Awareness community action group working with	S; EC	Ongoing

parent advocates and school representatives (cyber safety and Safe2Tell)		
MRHS/Open space clean up – PD; Open Space; Adams 12 staff – clean up of neighborhood, open space, and park adjacent to school – annual event	S; EN	Ongoing
Orchard Mall Substation – closed – partnership with mall continues but the mall wanted our floor space. Furniture was re-purposed at the Municipal Courts. New workspace given to PD at the Orchard Security Office using existing workstations.	S; EC; EN	Complete
Canine Training Partnerships – Local businesses will allow PD K9 unit to train after hours; crime prevention tool as signs indicate ‘Police K9’s train here’	S	Ongoing
Westminster Public Schools – back to school BBQ – partnership with schools, PD, FD for this community event	S	Planned
PD SRO’s working with local agencies and schools to complete mapping and exterior/interior classroom labeling. Purchases are being made in bulk by multiple school districts and PD/SO are providing survey and application for regional consistency. All Westminster schools (public and private) are participating.	S, EC	Ongoing
Canine post mass casualty explosive training – Westminster K9 unit coordinated with school in Westminster to conduct a training venue for federal, state, local agencies to conduct mock mass casualty events. This training ensures the PD is ready to respond to the public need in a this catastrophic event.	S	Complete
Partnership with Adams County Housing Authority, the PD, and private apartment complexes that promotes information sharing with the purposes of crime reduction and crime prevention.	S	Ongoing
Motion sensors/lighting for offices	EC; EN	Complete
Partnership with Westminster High School – 3 Westminster H.S. students completed the Westminster Citizens Police Academy as a portion of their workforce readiness internship in conjunction with the City internship efforts.	S	Ongoing
PD and PR&L developing training and pre-event planning that will assist PR&L day care facilities to improve compliance with state licensing regulations.	S; EC	Ongoing
Laserfiche – scanning documents for archives/records retention which reduces the needs for printing and mass storage.	EC; EN	Ongoing
Adams County DHS; Adams County District 12, and PD exploring facility interoperability of PD proximity card access to DHS and schools. Will increase response times into facilities and potentially cut costs, may have technical limitations	EC; S	Planning
Geo-mapping/grid mapping of schools, city facilities, and other identified entities along with on-site staff training to pre-plan for emergency responses.	S	Ongoing
E-ticketing (exploring electronic ticket writing system; this as an option with or prior to the new CAD/RMS system)	EC; EN	Planning
Faith in Safety Summit (Regional event for faith based communities)	S	Ongoing

DEA Drug Take Back Program – PD partners with this federal agency as a collection point to gather prescription drugs to prevent them from contaminating landfills and sewer systems.	EN; S	Ongoing
National Day of Prayer – partnerships with local churches to pray for local, state, and national leaders.	S	Ongoing

# 2018 PWU Sustainability Highlights

(Primary Sustainability Elements: EN = Environment; EC = Economy; C = Community)

Description	Sustainability Elements	Status
Water and sewer rates are set to cover the operating and maintenance costs to maintain and sustain the entire water/wastewater system. Rates also pay for an increasing portion of the system repairs/replacements, and at buildout, will pay for 100% of all utility costs.	EC	Ongoing
Water and sewer fees (e.g., the Meter Service Fee, Backflow, and FOGG fees) also recover a portion of the Utility's operating and maintenance costs.	EC	Ongoing
Water and sewer tap fees are charged to new development, and pay for the right to access the City's water supply and infrastructure. Tap fees are individually calculated by a staff member, and are tailored to the needs of the new development to ensure that the appropriate amount of water is allocated to the new development, thereby managing the city's water supply.	EC, EN	Ongoing
Conservation and outreach programs: to help our residents continue to value the City's water supply, the City offers conservation programs to the public (Garden in a Box, Slow the Flow Irrigation audits). To educate our customers about the Utility, its needs and its value, Staff has worked with a marketing and graphic design firm to create educational mailers for our customers. Staff has also continued to promote water conservation messaging in City-based media.	C, EC, EN	Ongoing
Assistance programs: The City offers water bill assistance programs to income-qualifying residents to help them conserve water.	C, EC, EN	Ongoing
Cost allocation: The City is completing a Cost Allocation Study to update how internal City costs are allocated for services received. This is part of a larger financial sustainability project.	EC	Ongoing
Implemented the Pressure Zone 4 pipeline "Walsh Pipeline" instead of a more energy/cash expensive pump station.	EN, EC	Complete



Implemented North Park Pump Station modifications to eliminate double pumping and expensive elevated storage.	EN, EC	Complete
Added a large-scale HVAC Heat recovery unit to the filter complex at the Semper facility with a payback ROI of only 2 years on a 20 year equipment lifespan.	EN, EC	Complete
Building new elevated storage tank next to the existing elevated tank to streamline maintenance.	EN, EC	Complete
Converted the BDCWWTF to a Biological Nutrient Removal process in 2007 removing key nutrients from the waste stream resulting in less nutrient discharge to Big Dry Creek and less land needed to dispose of the biosolids.	EN, EC, C	Ongoing
Implementing biosolids dewatering at BDCWWTF to reduce the nutrient load in the solids being land applied and reducing the number of truck trips to the SNRF from 22-24/week to 4-5/week. Cost savings, less environmental impact, improved safety to the public.	EN, C	Complete
Converted BDCWWTF from gas chlorine disinfection to UV disinfection. Improved worker and public safety.	EN, C	Complete
Converted Semper WTF from gas chlorine disinfection to liquid hypochlorite disinfection. Improved worker and public safety.	EN, C	Complete
Through the RWTF, use treated wastewater effluent to irrigate golf courses, parks, large corporate campuses and HOAs, offsetting the need for expensive potable water.	EN, EC	Ongoing
Repurposed existing structures and buildings at the BDCWWTF for new uses rather than demolishing them.	EN, EC	Ongoing
Utilize DO monitoring in the bioreactors at BDCWWTF to improve energy efficiency of the blowers and maximize the biological nutrient removal process.	EN, EC	Ongoing
Incorporated heat recovery cycles in the large air handling units at NWTF and the BDCWWTF dewatering building.	EC	Ongoing
Installed a gas scrubber on the digester methane gas lines to remove harmful sulfur dioxide and other corrosive compounds to extend the life of expensive boiler equipment using simple, low cost iron-impregnated wood chips.	EN, EC	Ongoing
Utilized xeriscaping, artificial turf and low water demand grasses in the landscaping of the NWTF.	EN	Ongoing
The BDCWWTF Dewatering project is participating in the Envision process for certification.	EN, EC, C	Ongoing

Utilizing a bio-retention rain garden at the CSPS for mitigating storm water discharges.	EN	Ongoing
Expanding our public outreach for projects to include/inform the public earlier in the project and more frequently.	EC, C	Ongoing
Use VFDs to control pumps rather than just discharge control valves, more energy efficient.	EN, EC	Ongoing
Select engineering and construction services based more on qualifications and experience than low cost, higher rate of long-term success and low O&M costs.	EC	Ongoing
Understand the condition of our system so we can pre-emptively replace equipment prior to failure which would likely result in higher O&M costs and environmental impact (spill).	EN, EC, C	Ongoing
Paying more attention to surge in the distribution system and incorporating equipment to reduce impacts, repair cost and service interruptions.	EC, C	Ongoing
Standley Lake Bypass System found a cost-efficient way to bypass the lake during times of emergency or planned maintenance without the need for pumping.	EN, EC	Ongoing
Standley Lake Bypass conveyance was about 25% new pipeline and 75% existing conveyance (about 1-1/2 miles of the existing FHL canal and built ~2,500 of new pipeline).	EC	Complete
Development review: all new easements provide ease of access for repair, maintenance, replacement to reduce future cost, effort, and impact to customers and the public.	EC, C	Ongoing
Development review: design solutions geared towards ease of access for repair, maintenance, replacement to reduce future cost, effort, and impact to customers and the public.	EC, C	Ongoing
Water treatment master plan - used time frame through 2060 to capture long-term operational costs (including energy) to determine optimal path forward.	EC	Complete
Water treatment master plan - included anticipated future water quality (fire in watershed, increasing TOC in Standley, etc) in analysis to maintain high treatment throughout project time frame	EC, C	Complete
Requiring full size gravity grease interceptors sustains our collections system and the City's ability to treat the waste.	EC, C	Ongoing
Eliminating zones 6/11 PRV's (less maintenance).	EC, C	Complete
Reducing the number of PRV to zone 2 and lowering zone pressure.	EN, EC	Complete

NHLS and RSPS consolidation study with future construction.	EC	Complete
Flow monitor in each pressure zone for water mass balance; direct CIP main replacements to areas of greatest water loss.	EN	Ongoing
Eliminating the Quitman lift station a few years back.	EC	Complete
Replacing old steel storage tanks with new concrete tanks with a lower overall LCA.	EC	Ongoing
Administer the Spill Program for Field Operations - This has been an ongoing program for many years.	EN, EC, C	Ongoing
Administer the FOGG Program - This program recently saw a significant increase in staffing support and will continue to improve with public outreach programs and more frequent inspections.	EN, EC, C	Ongoing
Utilize Trenchless Technology with CIPP lining projects in lieu of replacing piping - This has been an ongoing program for many years.	EN, C	Ongoing
Utilize CIPP repair kits when applicable - This is a recent addition to the tools that WWFO is utilizing.	EN, C	Ongoing
Utilize environmentally friendly herbicide with Root Foaming contract - This has been an ongoing program for many years.	EN, C	Ongoing
Cleaning and Inspection of the Collections system on a 3-year cycle - This has been an ongoing program for many years.	EN, EC, C	Ongoing
Utilize PACP for inspection of the condition of the Collections system - This has been an ongoing program for many years.	EN, C	Ongoing
Future plans to include flow monitoring.	EN, EC, C	Future
State Certified Operators / Certified Water Professionals	EN, C	Ongoing
Partnership for Safe Water Review	EN, EC, C	Ongoing
Dechlorinating Procedures	EN	Ongoing
New Disinfection Procedures	EN, EC, C	Ongoing
In-house water main replacement program since 1985	EN, EC, C	Ongoing
Leak Detection Program	EN, EC, C	Ongoing
Backflow Program	EN, C	Ongoing
Spoils Tracking	EC, C	Ongoing
CIP Monitoring and Assistance Team	EN, C	Ongoing
BMP Procedures	EN, C	Ongoing
Construction Meter Program / Water Loss Tracking	EN, EC, C	Ongoing
Hydrant Inspection Program	EN, C	Ongoing
Valve Inspection Program	C	Ongoing
PRV Maintenance and Monitoring	C	Ongoing
Working Towards a System Wide Pressure Monitoring Program	C	Ongoing

Semper is now in the process of replacing the current energy efficient florescent lights (mercury free) with even more efficient LED lighting.	EN, EC, C	In Progress
Installed energy efficient HVAC system at the Semper WTF in 2016 - 2017.	EC, C	Complete
Most system pumps run on variable frequency drives (VFDs) reducing energy usage, and minimizing expensive startup- shutdown cycles, and water hammer surges.	EN, EC, C	Ongoing
Using high tech instrumentation feedback via SCADA to optimize chemical doses.	EN, EC, C	Ongoing
Running off the upper intake at Standley Lake. This has reduced Permanganate usage in the treatment process.	EN, EC, C	Ongoing
Plant improvements that have reduced/optimized chemical usage of chlorine, ammonia, lime, caustic soda, ferric chloride: Total filter media reclassification during the last 9 years at Semper, Optimizing the placement of the ferric chloride injectors in the flash mixers at Semper, Monthly water quality parameter checks from the distribution system with WQ lab chemist.	EN, EC, C	Ongoing
All backwash water is sent back to the head of the plants and recycled as finished drinking water.	EN, EC, C	Ongoing
Ferric hydroxide sludge is captured from the back wash process at Semper and is recycled by beneficial direct land application as iron rich fertilizer and soil conditioner in farmer's fields.	EN, EC, C	Ongoing
Reclaimed Water Facility- This facility was built to reuse wastewater for irrigation purposes and enhance the City's water portfolio. 2000.	EN, EC, C	Ongoing
Utilization of digester gas- digester gas (methane gas) is a byproduct of sludge digestion. This gas is utilized in boilers to heat plant digesters and promote further sludge digestion without using natural gas for heating. 1995.	EN, EC	Ongoing
Strasburg Natural Resources farm- is utilized to beneficially reuse digested sludge (Biosolids) for fertilizer and soil conditioning to grow wheat, milo, millet, and corn in eastern Colorado. 1998.	EN, EC, C	Ongoing
Solids dewatering- this new facility is being constructed to dewater Biosolids and further extend the use of the city owned farm site. This new process will reduce Biosolids	EN, EC, C	Ongoing

trucked to eastern Colorado but enhance the product. Truck loads will be reduced from +/- 20 truckloads per week to approximately +/- 4 truckloads per week. 2018.		
PWU Street Division has long utilized cost effective pavement preservation strategies to reduce City costs and prolong the life of the city's roadway infrastructure through use of a robust pavement management system.	EC, C	Ongoing
Cost effective pavement resurfacing strategies include Pavement crack sealing, seal coating, hot in place pavement recycling process, double bonded open graded friction course application.	EN, EC, C	Ongoing
Use of recycled asphalt allowed in asphalt hot mix production.	EN, EC	Ongoing
Use of recycled roofing shingles in asphalt hot mix production.	EN, EC	Ongoing
Allow use of Warm Mix Asphalt as appropriate and when applicable and cost effective.	EN, EC	Ongoing
Incorporate use of existing roadway asphalt in full depth asphalt reclamation projects as appropriate.	EN, EC	Ongoing
Separate and Recycle all old asphalt from patching and reconstruction activities. Retain and utilize recycled asphalt as appropriate for road base and temporary parking lots.	EN, EC	Ongoing
Recycle all concrete.	EN, EC	Ongoing
Utilize recycled concrete and asphalt as appropriate for roadway base stabilization.	EN, EC	Ongoing
Promote use/changeover of LED Street lighting from HPS.	EN, EC, C	Ongoing
Established and continue to utilize volunteer groups for Adopt- A- Street litter control.	EN, EC, C	Ongoing
Eliminated use of aggregates for snow and ice control in the 1980's utilizing more environmentally safe deicers, reducing pm10 fine particulate air emissions. Reduced the need of snow and ice control related street sweeping.	EN, EC, C	Ongoing
State PM10 emissions reduction compliance levels have been met since 1989.	EN	Ongoing
Apply deicers and minimal rates by utilizing plow truck ground speed control and annual calibration of all spreader equipment and incorporating annual driver training.	EN, EC	Ongoing
Began outfitting snow removal trucks with a Stainless Steel V-box spreader to obtain a longer life cycle. By switching over to a stainless steel V-box we should see significantly less rust corrosion compared to the current powder coated mild steel V-box.	EC	Ongoing

Target is overall cost savings in equipment replacement in the long term.		
Over the years, use of Engineer Grade Sign Materials has been eliminated. New products allow longer life in the field achieving safer conditions for drivers and long term cost savings.	EN, EC	Ongoing
Old aluminum sign blanks are recycled.	EN, EC	Ongoing
Source Water Monitoring Program - monitor and analyze water health. This is done through an IGA with other neighboring agencies to share resources and decrease cost.	EN, EC, C	Ongoing
Regulatory Actions - Reduce pollution discharged into our watershed.	EN, EC, C	Ongoing
Inter-Agency Watershed Meetings - These inter-agency groups (such as the Upper Clear Creek Watershed Association) give us a forum to educate and actively participate in decisions that directly impact our watershed.	EN, EC, C	Ongoing
Source Water Protection Planning - Work with Standley Lake Cities and communities/organizations in our watershed to identify issues and develop BMPs to minimize those issues.	EN, EC, C	Ongoing
Emergency Call Down System - A time of travel study and coordination with first responders and upstream communities allow us to get real-time critical information to avoid diverting contaminated water from spills related to auto accidents or other incidents.	EN, EC, C	Ongoing
Cosmic Agreement - This agreement, signed in 1988, permanently removed Golden and Coors effluent from our tributary supply. The ongoing coordination and operation of this complicated agreement removes thousands of pounds of nutrients from entering Standley Lake.	EN, EC, C	Ongoing
Woman Creek Reservoir Authority - This is an ongoing authority that Westminster participates in that, via infrastructure upgrades and operation, protects Standley Lakes from runoff from Rocky Flats.	EN, EC, C	Ongoing
Nutrient Reduction - We manage the lake to reduce nutrients and keep the ecosystem of the lake healthy. This ultimately improves the treatment efficiency and finished water quality while also maintaining a pristine recreational and ecological amenity.	EN, EC, C	Ongoing
Nutrient Load Monitoring - We use auto-samplers and manual sampling throughout the watershed, ditch systems, and Standley Lake itself to monitor nutrient loading in Standley Lake. This	EN, EC, C	Ongoing

is used to make operational decisions to improve quality in Standley.		
Chlorophyll a Standard - This standard helps us protect Standley Lake from impacts that can increase algae in the lake. Algae can decrease filter run times, increase disinfection byproducts, and increase taste and odor concern.	EN, EC, C	Complete
Fish Management - We protect spawning grounds and habitat every year by keeping fisherman out of these areas. Predatory fish (such as those that park guests are fishing for) keep the ecosystem of the lake in balance and ultimately affect the amount of algae growing in the lake. Protecting this habitat allows genetically well adapted fish existing in the lake to keep strong presence. These reproducing fish cost nothing and are much more sustainable than expensive and time-consuming process of chemical treatment for algae.	EN, EC, C	Ongoing
Aquatic Plant Management - We control the amount of Eurasian Water Milfoil by the introduction of Eurasian Weevils. Weevils are insects that were stocked in the lake to control the growth of Eurasian Water Milfoil. This plant, if not controlled will grow so prolifically that it causes water quality and recreational issues. Controlling the growth of the plants naturally with a predator insect keeps us from having to use chemicals or mechanical controls on the growth. This saves on chemicals, time, effort and energy costs.	EN, EC, C	Ongoing
Lake Science - Through vigilant monitoring and genuine curiosity, we have gained a better understanding of Standley Lake which has allowed for tangible improvements. We have determined that by withdrawing water from our upper intake instead of our lower intake will reduce the amount of manganese and other metals that water treatment would have to remove. Monitoring has provided us with the knowledge of when to change outlets, which has helped us minimize and reduce impacts of bad water quality, thus reducing chemicals, and energy needed to treat the water.	EN, EC, C	Ongoing
Aquatic Nuisance Species Protection - Aquatic nuisance species can have negative impacts ranging from minimal to catastrophic. They can result in degraded ecosystems that provide less stable water quality, or even cause millions of dollars in damage to critical water supply infrastructure. Staff controls aquatic nuisance	EN, EC, C	Ongoing

species through regulations, inspections, and boat quarantines.		
Standley Lake Bypass System - This is a fairly new system that allows water to be bypassed around Standley Lake via the Farmers Highline Canal. This system is important to the resiliency of the City's water supply. Staff also closely monitors the water quality in this system as it can be much more volatile than the stable Standley Lake supply. This effort to monitor water quality of the bypass protects the water treatment plant and also reduces energy and chemical costs associated with treating poor quality water (that is bypassed if it falls within certain water quality parameters).	EC, C	Complete
Standley Lake Bypass System Regular Testing - ensure this system functions when needed.	C	Ongoing
Canal Maintenance and Flushing - This activity helps reduce poor quality water from entering our crucial Standley Lake water supply.	EN, EC, C	Ongoing
Church Ditch Bypass - A portion of the Church Ditch was reconfigured to protect Standley Lake from poor water quality stormwater. The entire west side of the lake is protected by this system.	EN, EC, C	Complete
Laserfiche scanning of paper files improves document retention compliance, retrieval of archived documents and knowledge retention.	EC	Ongoing
Thorough analytical SOPs ensures consistency in testing results between lab staff and ensures optimal protection of public health and safety.	EC, C	Complete
Extensive crosstraining of personnel on field and analytical tasks ensures redundancy and flexibility for staff to meet workload demands.	EC, C	Ongoing
Lab dishwasher utilized with acid rinse cycle for glassware and sample bottles frees staff for more complex tasks and improves safety of the acid washing procedure.	EC	Complete
Procedure developing for phosphorus analysis: we can quickly monitor phosphorus during the summer to estimate internal loading intensity while using the upper intake. This allows for more real-time lake management and operational decisions to ensure high quality water goes to our water treatment facilities - ultimately reducing cost, chemicals, and energy consumption.	EN, EC, C	Ongoing
Using a colony counter to save lab staff time when counting HPCs.	EC	Complete
Staff closely monitoring distribution water quality ensures that the water we provide to our	EC, C	Ongoing



customers is of the highest quality. High water quality is a basic component of a City ensuring economic vitality and meeting all regulatory requirements.		
Water quality through the BDC wastewater plant is monitored closely to ensure the plant is run at maximum efficiency.	EN, EC, C	Ongoing
We participate in inter-governmental agencies to watch and protect downstream waters such as Big Dry Creek. This ensures we are doing our part to protect the environment and also helps ensure that we are meeting regulatory requirements.	EN, C	Ongoing
Implementation of Timberline vs Lachat for Nitrogen analysis: Savings of \$6000 per year on supplies, Chemist time savings of 1.5 days of prep work for analyzing TN instead of TKN (very time consuming and hazardous chemicals used to digest TKN), Time savings of one-step prep for NH3 and NO5, before this was two different prep phases and analyses on the Lachat, saving 1.5 days of work for the Chemist.	EC	Complete
Switched out the internal thermometers in our lab refrigerators, incubators and ovens to digital thermometers that are monitored on the outside of the instrument. This eliminated the need to open the instrument to check the temperature multiple times a day to ensure compliance. Monitoring is now external and reduces the loss of heat/cool air depending on application to the surrounding environment.	EN, EC	Complete
All the Chemists are cross-trained in all the analyses we run at BDC.	EC	Complete
In house maintenance and troubleshooting instead of hiring outside maintenance, Timberline and dishwasher for example	EC	Ongoing
Combining wash loads for lab uniforms, mainly lab coats. (This used to be done individually)	EN, EC	Ongoing
Installation of Sutron measuring devices at all of the raw water measuring points. This has alleviated gathering and breaking down Steven's Recorder charts on a weekly basis by Water Resources staff. It also provides more accurate flow data for raw water accounting. This is a great savings of staff time and ultimately protects the diversion of our water supply. Reduces driving requirements.	EN, EC, C	Complete
Replacing the Reclaim Vault meters with regular meters that are read and billed through Utility Billing. These meters are more accurate and will hopefully increase revenue for the Reclaim program. They will also allow for increased	EC	Complete

water efficiency and improved monitoring of system losses.		
17CW3105 - change of Black Hawk's FRICO-SL shares will increase water availability	EC, C	Ongoing
Water supply planning and modeling efforts ensure that we are maximizing our available water supply and also is proactive planning for the future.	EN, EC, C	Ongoing
Participate in Water Festival which allows us to educate students about water conservation, water professions, and how water works in Colorado.	EN, C	Ongoing
The City is purchasing 1.32 FRICO shares, which includes a small portion of Standley Lake storage. These shares will improve our water availability, efficiency, and sustainability.	EC, C	Complete
Water Resources has continued conversations with Hyland Hills regarding a mutually beneficial water agreement, one that we hope could provide flexibility for the reclaimed system and save on pumping costs from the RWTF.	EN, EC, C	Ongoing
Water Resources purchased a Civil 3D license so that Water Resources can complete some engineering tasks in-house, saving time and money.	EC	Complete
The City granted the General Manager of the Farmers' High Line Canal and Reservoir Company the use of a City of Westminster GIS license to map ditch laterals within City limits. Knowledge of lateral locations and names will save City staff time and effort during development reviews and construction.	EC, C	Complete
Water Resources improved our monthly status reporting for consultant contracts, which improves our efficiency now and especially at year-end.	EC	Complete
Water Resources and Quality continues coordination with the Cities of Northglenn and Thornton on water rights, infrastructure, and quality issues that pertain to all 3 cities. By collaborating, we save resources and can accomplish more.	EN, EC, C	Ongoing

## **ENVIRONMENTAL SENSITIVITY AND SUSTAINABILITY**

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

### **Energy Conservation in Information Technology**

Reducing energy requirements and carbon footprint

- Computer monitors used on networked PCs throughout the City are set to enter sleep mode after a period of 15 minutes.
- In 2009, the City replaced all CRT monitors with energy efficient LCD monitors to reduce energy consumption required for monitor operation by more than 50%. Since July 2009, all purchased LCD monitors are Energy Star 5 rated.
- During product evaluation, the City will use EPEAT ([www.epeat.net](http://www.epeat.net)) to assist in identifying and evaluating electronic products based on their environmental and energy star attributes.
- Through server virtualization technology, the City has reduced server energy requirements by 50% by reducing the number of physical servers from 82 to 43. The City will evaluate and identify future virtualization opportunities with the intent to further reduce the number of physical servers and maximize utilization of production servers.
- Since July 2009, all servers, desktops and laptops purchased by the City are Energy Star 5 rated.
- In 2010, the Information Technology re-evaluated environmental requirements for centralized servers, network and telecommunications equipment to determine if the central computer room temperature could be increased to reduce cooling costs. As a result of this study, the temperature was increased by two degrees resulting in energy savings.
- In 2011, the City further increased operating temperature in the computer room from 68 to 72 degrees in an effort to reduce energy consumption associated with cooling.
- In 2012, the City updated computer server purchase requirements to include "outside air" cooling capabilities. This will enable the City to reduce energy consumption by further increasing the operating temperature in the data center.
- In 2012 the City conducted a city-wide printer inventory project and identified opportunities to strategically reduce the number of standalone printers over the next several years. As a part of the project, the City implemented a managed print services agreement to monitor printer usage and reduce the cost of maintenance and consumables.
- In 2013, the City installed a new, more energy efficient Uninterrupted Power Supply (UPS) for the primary data center, and replaced the Storage Area Network (SAN) with more energy efficient hardware.

### **Environmentally Sensitive Practices in Information Technology**

One of the Westminster City Council strategic goals is “*Beautiful, Desirable, Safe and Environmentally Responsible City*”. Several current and future IT initiatives and activities supporting that goal are listed below:

#### Increasing utilization of resources and reuse of equipment

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

#### Eliminating use of environmentally harmful agents in Information Technology

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

#### Implementing environmentally sound recycling practices for decommissioned electronics

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

#### Reducing printing costs and paper wastes

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

In 2014, the City implemented a managed print services contract and usage tools. With the implementation of a Managed Print Service contract for single function printers, the City has experienced a reduction in cost of more than \$26,000 over the last two years. Additionally, the

City has reduced waste through an employee education program and by implementing automated print rules.