



Implementation



Implementation

Introduction

The successful implementation of the goals and action steps contained in this Plan is essential to achieving the desired vision for the future that has been articulated by the community. For the Comprehensive Plan to be successful, it must be based on support and participation between the City, other public agencies, various neighborhood groups and organizations, the local business community, property owners, developers, and residents. The City should be the leader in promoting cooperation and collaboration with these and other community stakeholders to implement the Comprehensive Plan.

There are two key factors for proper implementation: assigning responsibility and determining a time frame to implement the goals and actions steps. To ensure that the goals and action steps contained in this Plan are effectively and efficiently monitored, an Implementation Table has been developed.

Implementation Table

The following Implementation Table contains each action step identified in the Plan, assigns the department and division responsible for implementation and oversight, and sets a time frame in which the action step should be completed.

The Implementation Table is divided into five columns as follows:

- **Action Step:** Every action step identified in *Lakewood Lives*, *Lakewood Innovates*, *Lakewood Moves*, and *Lakewood Sustains* are identified in this column. The action steps are listed in the order from the chapters in which they are drawn, and the order does not indicate importance of the action step.
- **Lead Department/Division:** This column identifies the department and the division responsible for implementing the action step. The departments are identified by the abbreviations listed in the table.

Department Name	Abbreviation
Community Resources	CR
City Manager's Office	CMO
Finance	FIN
Planning	PL
Police	PD
Public Works	PW

- **Support Department(s)/Division(s):** This column identifies the departments and divisions that are necessary for implementation and that act in a support role to the lead department.

- **Time Frame:** The time frame for implementation is divided into five categories based on the time in which an action step should be completed.

Time Frame	Description
Ongoing	An action step that is routine and continuous with no specific end date.
Annually	An action step that should be implemented on an annual basis.
Short Term	An action step that should be implemented within three years of adoption of this Plan.
Medium Term	An action step that should be implemented within four to six years of adoption of this Plan.
Long Term	An action step that should be implemented within seven to 10 years of adoption of the Plan.

Lakewood Lives: Neighborhoods

Action Step	Lead Department /Division	Support Departments(s)/ Division(s)	Time Frame
L-N1(a): When requested, assist neighborhoods with defining their boundaries based on key features and unique identities.	PL/Comprehensive Planning	-	Ongoing
L-N1(b): Research the feasibility of developing a program for the establishment of neighborhood entry signs at key gateways into a neighborhood.	PL/Comprehensive Planning	PW/Engineering; CR/Planning, Construction & Maintenance; FIN/Property Management	Short Term
L-N1(c): Research the feasibility of developing a program to support neighborhood-based events to celebrate their identity and foster neighborhood pride.	PL/ Comprehensive Planning	-	Medium Term
L-N1(d): Identify, document, and preserve existing neighborhood landmarks such as historic or distinctive buildings and features to foster neighborhood pride and sense of ownership.	PL/Comprehensive Planning	-	Ongoing
L-N2(a): Only support the rezoning of single-family properties in stable neighborhoods when the rezoning request is consistent with existing surrounding land uses and the character of the neighborhood.	PL/Development Assistance	PL/Comprehensive Planning	Ongoing
L-N2(b): Preserve the existing zoning that allows for the keeping of horses in current locations.	PL/Development Assistance	PL/Comprehensive Planning	Ongoing
L-N2(c): Through the site plan review process and design guidelines, ensure that new multifamily, mixed-use, and commercial developments adjacent to single-family neighborhoods are compatible by incorporating appropriate design, scale, height transition, and connectivity to seamlessly integrate with the neighborhood.	PL/Development Assistance	PL/Comprehensive Planning	Ongoing
L-N2(d): Develop new residential design guidelines that reflect sensitive design principles and, through the site plan process, work to mitigate the impact of infill development on existing single-family properties.	PL/Development Assistance	PL/Comprehensive Planning	Short Term
L-N2(e): Require developers to solicit input from neighborhood organizations for rezoning and special use permit proposals.	PL/Development Assistance	PL/Comprehensive Planning	Ongoing
L-N3(a): Develop marketing and other economic development tools to strengthen and support neighborhood centers and small-scale businesses that serve the needs of Lakewood's neighborhoods.	CMO/Economic Development	PL/Comprehensive Planning	Medium Term
L-N3(b): Prepare an inventory of building conditions and vacancies in each neighborhood.	PL/Comprehensive Planning	-	Medium Term

Lakewood Lives: Neighborhoods (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-N3(c): Through the annual Community Development Block Grant Action Plan process, identify and prioritize funding for a key project or projects that will have a positive impact in target areas. This may include a facade restoration or other aesthetic improvement, the adaptive reuse of an existing building, or a new or relocated business.	PL/Comprehensive Planning	-	Annually
L-N3(d): Utilize Community Development Block Grant funds in target areas to help address infrastructure and other identified needs.	PL/Comprehensive Planning	-	Annually
L-N3(e): Identify and develop new ways to promote the annual Neighborhood Participation Program as a way for neighborhoods to identify neighborhood improvements that will enhance their neighborhoods.	PL/Comprehensive Planning	-	Ongoing
L-N3(f): Identify and develop new ways to expand the Sustainable Neighborhood Program.	PL/Sustainability	-	Ongoing
L-N3(g): Continue to provide staff support to neighborhood organizations when requested, including the development of new neighborhood plans when conditions warrant.	PL/Comprehensive Planning	-	Ongoing
L-N4(a): Work with local partners and residents to assess the need for additional community gardens. Support partners and residents' efforts to identify appropriate locations, funding sources, and garden development.	CR/Director	PL/Comprehensive Planning	Short Term
L-N4(b): Identify and map food deserts located within the city based on the United States Department of Agriculture definition.	PL/Comprehensive Planning	-	Short Term
L-N4(c): Identify locations for additional farmers markets in Lakewood, focusing in those neighborhoods designated as a food desert.	PL/Comprehensive Planning	CMO/Economic Development	Medium term
L-N4(d): Identify, evaluate, and promote programs that incentivize the distribution of affordable, fresh foods in stores within a food desert.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
L-N4(e): Apply for available grants that support healthy neighborhoods and increase access to healthy and nutritious foods.	PL/Comprehensive Planning	-	Ongoing
L-N4(f): Partner with schools to promote the benefits of a healthy and active lifestyle to Lakewood's youth.	PL/Comprehensive Planning	CR/Recreation	Ongoing
L-N4(g): Through the site plan review process, incorporate safe, convenient and attractive pedestrian and bicycle connections in new developments, redevelopment, and City projects.	PL/Development Assistance	PL/Comprehensive Planning	Ongoing

Lakewood Lives: Neighborhoods (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-N4(h): Identify missing pedestrian and bicycle facilities that link neighborhoods, recreation center and parks, and develop a prioritization for implementation	PL/Comprehensive Planning	PW/Engineering	Long Term
L-N5(a): Promote the National Night Out program through the City's website, City announcements, and social network platforms.	PD/Patrol/Sector Liaison Unit	CMO/ Communications	Annually
L-N5(b): Promote Neighborhood Watch through the City's website, City announcements, and social network platforms.	PD/Support Services	CMO/ Communications	Annually
L-N5(c): Identify ways to promote the Crime Free Multi-housing Program to make it available to every multifamily housing development in Lakewood.	PD/Patrol/Sector Liaison Unit	PL/Comprehensive Planning	Ongoing
L-N5(d): Identify and prioritize projects such as alley cleanups, graffiti removal, and neighborhood cleanups in target neighborhoods.	PD/Support Services/Code Enforcement	PL/Comprehensive Planning	Annually
L-N5(e): Continue to hold the citywide "Cleanup Days."	CR/Director and Administration & Community Relations	CR/Urban Parks; PL/ Sustainability	Ongoing
L-N6(a): Provide information on the value of developing neighborhood organizations through articles in <i>Looking at Lakewood</i> and the City's website.	PL/Comprehensive Planning	-	Annually
L-N6(b): Encourage partnerships between neighborhoods and other stakeholders such as religious institutions, schools, libraries, nonprofits, and adjacent businesses.	PL/Comprehensive Planning	-	Ongoing
L-N6(c): Update the Neighborhood Resource Guide to provide relevant City information to neighborhoods, residents, and businesses. Include information on ways for neighborhoods, residents, and businesses to obtain current City information.	PL/Comprehensive Planning	-	Short Term
L-N6(d): Continue to identify, develop and promote communication tools such as <i>Looking @ Lakewood</i> , Lakewood 8, social network platforms, City announcements, and the smartphone application, "Go Request."	CMO/ Communications	-	Ongoing
L-N6(e): Promote the Citizens Planning Academy, Civics 101, and the Citizens Police Academy to residents and businesses through the City's website, <i>Looking @ Lakewood</i> , and neighborhood organizations.	CMO/ Communications	PL/Development Assistance; PD/	Ongoing
L-N6(f): Identify ways to increase neighborhood participation in the Lakewood Linked Program.	CMO/Strategic Initiatives	-	Short Term

Lakewood Lives: Housing			
Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-H1(a): Develop marketing tools that promote mixed-use, mixed-income, transit-oriented development.	CMO/Economic Development	PL/Comprehensive Planning	Short Term
L-H1(b): Identify opportunities to participate with regional groups and committees that develop and implement programs and policies that address the housing needs of special needs populations.	PL/Comprehensive Planning	-	Ongoing
L-H1(c): When federal funding is available, provide financial assistance to agencies throughout the region, including Metro West Housing Solutions and nonprofit housing developers, to address Lakewood's affordable housing needs as identified in the Consolidated Plan.	PL/Comprehensive Planning	-	Ongoing
L-H1(d): Support and promote programs that provide opportunities for homeownership such as down payment assistance programs.	PL/Comprehensive Planning	-	Ongoing
L-H1(e): Develop incentives for developers to include affordable housing in residential developments.	PL/Comprehensive Planning	CMO/Economic Development; PL/Development Assistance	Short Term
L-H2(a): Partner with local agencies that offer housing rehabilitation services to identify ways to increase the availability of safe and decent housing to Lakewood's low-income and special needs populations.	PL/Comprehensive Planning	-	Ongoing
L-H3(a): Participate in regional groups and committees that develop and implement programs and policies to end homelessness.	PL/Comprehensive Planning	-	Ongoing
L-H3(b): Partner with Jefferson County to provide transitional housing and supportive services for those who are experiencing homelessness through the HOME Investment Partnerships Program and other regional programs.	PL/Comprehensive Planning	-	Ongoing
L-H3(c): Support the mission and efforts of the Action Center and other homeless services providers to meet the needs of the community.	PL/Comprehensive Planning	-	Ongoing
Lakewood Lives: Family Services			
Action Step	Lead Department/ Division	Support Departments(s)/ Division(s)	Time Frame
L-FS1(a): Provide referral information on area resources for individuals and families that need additional support.	CR/Family Services	-	Ongoing
L-FS1(b): Provide mental health consultation and support to ensure participants in Family Services programs have successful experiences.	CR/Family Services	-	Ongoing

Lakewood Lives: Family Services (Continued)			
Action Step	Lead Department/ Division	Support Departments(s)/ Division(s)	Time Frame
L-FS1(c): Provide activities that encourage quality of life experiences for all ages by offering quality recreational programs for older adults, enriching preschool experiences, and active and affordable summer camp and school-age programs based on community demand.	CR/Family Services	-	Ongoing
L-FS2(a): Continue to provide safe and cost-effective transportation services through Lakewood Rides.	CR/Family Services	-	Ongoing
L-FS2(b): Continue to support individual self-sufficiency by providing needed transportation to services and basic needs.	CR/Family Services	CR/Recreation	Ongoing
L-FS3(a): Develop and offer classes and programs that promote a healthy and independent lifestyle and enrich the lives of older adults.	CR/Family Services	CR/Recreation	Ongoing
L-FS3(b): Identify and promote meaningful volunteer opportunities to engage older adults in activities and events.	CR/Family Services	CR/Heritage, Culture & the Arts and Recreation	Ongoing
Lakewood Lives: Historic Preservation			
Action Step	Lead Department/ Division	Support Departments(s)/ Division(s)	Time Frame
L-HP1(a): Develop educational materials and brochures, and expand heritage events and outreach to foster a greater awareness of Lakewood's heritage for residents and visitors.	PL/Comprehensive Planning	CR/Heritage, Culture & the Arts	Short Term
L-HP1(b): Develop a citywide database and other internal resources to ensure that Lakewood's historic resources are incorporated into community planning, economic development, and sustainability efforts.	PL/Comprehensive Planning	-	Short Term
L-HP1(c): Promote the use of state historic income tax credits to encourage the adaptive reuse and rehabilitation of historic and culturally significant buildings.	PL/Comprehensive Planning	CR/Heritage, Culture & the Arts; CMO/Economic Development	Ongoing
L-HP1(d): Develop educational programs and events and expand partnerships to promote historic preservation as a vital part of broader community development policies and objectives.	PL/Comprehensive Planning	CR/Heritage, Culture & the Arts	Short Term
L-HP1(e): Research the feasibility of developing local tax incentives and/or a facade rehabilitation loan program to assist with the rehabilitation of landmarked structures or properties and for contributing properties within a designated historic district.	PL/Comprehensive Planning	CR/Heritage, Culture & the Arts; FIN/Revenue	Medium Term

Lakewood Lives: Historic Preservation (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-HP1(f): Provide information to property owners of potentially significant buildings, structures or landmarks to encourage designation of local landmarks to ensure the continued protection of Lakewood's historic resources.	PL/Comprehensive Planning	CR/Heritage, Culture & the Arts	Medium Term
L-HP2(a): Ensure a qualified Historic Preservation Commission is maintained and receives ongoing training and support.	PL/Comprehensive Planning	-	Ongoing
L-HP2(b): Maintain an ongoing system for documenting and surveying cultural resources in Lakewood.	PL/Comprehensive Planning	-	Ongoing
L-HP2(c): Prepare annual reports as required by History Colorado, the state historic preservation office.	PL/Comprehensive Planning	-	Annually
L-HP2(d): Develop programs to educate the public about the economic, environmental, and cultural benefits of historic preservation.	PL/Comprehensive Planning	CR/Heritage, Culture & the Arts	Medium
L-HP3(a): Review the Historic Preservation Plan on an annual basis to ensure implementation of the goals, policies and actions steps contained in the Plan.	PL/Comprehensive Planning	-	Annually

Lakewood Lives: Arts & Culture

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-AC1(a): Secure funding and program partners to increase public art in parks and public spaces through collaboration of ideas and resources.	CR/Heritage, Culture & the Arts	PL/Comprehensive Planning	Ongoing
L-AC1(b): Utilize art to define the City's image by increasing public art in parks, on public lands, at gateways, and adjacent to streets and sidewalks for community enjoyment.	CR/Heritage, Culture & the Arts	PL/Comprehensive Planning	Ongoing
L-AC1(c): Establish cultural and arts districts in areas of economic potential and promote art as a key element of economic development.	CMO/Economic Development	PL/Comprehensive Planning; CR/Heritage, Culture & the Arts	Ongoing
L-AC1(d): Integrate cultural activities in businesses by encouraging development of spaces for exhibits, performances, and sponsorships through programs such as temporary exhibits, live music, and by developing partnerships with local artists.	CR/Heritage, Culture & the Arts	CMO/Economic Development; PL/Comprehensive Planning	Medium Term
L-AC1(e): Continue to build relationships and develop programs that will enhance collaboration and resource sharing among cultural providers.	CR/Heritage, Culture & the Arts	-	Ongoing

Lakewood Lives: Arts & Culture (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-AC2(a): Establish regular communications among educators and cultural providers to develop and implement methods of integrating cultural learning.	CR/Heritage, Culture & the Arts	-	Short Term
L-AC2(b): Continue to build programs that will facilitate, encourage, and promote artistic, cultural, and historic learning opportunities.	CR/Heritage, Culture & the Arts	PL/Comprehensive Planning	Ongoing
L-AC2(c): Identify and convene stakeholders to advocate for the importance of access to cultural learning.	CR/Heritage, Culture & the Arts	-	Short Term
L-AC2(d): Identify, develop, and promote cultural volunteer activities that adapt to evolving volunteer trends.	CR/Heritage, Culture & the Arts	-	Ongoing
L-AC2(e): Identify sources of funding to facilitate program development to create cultural learning opportunities for the community.	CR/Heritage, Culture & the Arts	-	Medium Term
L-AC2(f): Enhance cultural learning opportunities for varying populations and abilities that include underserved populations.	CR/Heritage, Culture & the Arts	-	Ongoing
L-AC3(a): Develop programs and activities to celebrate and promote the city's history and diverse cultures.	CR/Heritage, Culture & the Arts	PL/Comprehensive Planning	Ongoing
L-AC3(b): Collaborate with civic, business, and community leaders to expand, celebrate, and promote the city's historic and cultural legacy.	CR/Heritage, Culture & the Arts	PL/Comprehensive Planning	Ongoing
L-AC4(a): Review the <i>Lakewood Public Art Master Plan</i> on an annual basis to ensure implementation of the goals and action steps contained in the Plan.	CR/Heritage, Culture & the Arts	-	Annually
L-AC5(a): Review the <i>Community Resources Master Plan</i> and other planning documents on an annual basis to ensure implementation of the goals and action steps contained in the plans for arts & culture.	CR/Heritage, Culture & the Arts	-	Annually

Lakewood Lives: Parks, Trails & Recreation

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-PR1(a): Through the site plan review process, ensure that adequate parks, open space, and gathering places are incorporated as new development occurs.	PL/Development Assistance	PL/Comprehensive Planning	Ongoing
L-PR1(b): Evaluate on an annual basis the parkland dedication fee to determine if it is sufficient to address the need for additional parks and park improvements as new residential development occurs.	CR/Planning, Construction & Maintenance	PL/Development Assistance; FIN	Annually

Lakewood Lives: Parks, Trails & Recreation (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-PR1(c): Evaluate where additional trails and bike access are needed to provide safe and attractive pedestrian and bicycle access to parks and gathering spaces.	CR/Planning, Construction & Maintenance	PL/Development Assistance and Comprehensive Planning; PW/ Engineering	Short Term
L-PR1(d): Through the site plan review process, integrate natural features with new development and City projects.	PL/Development Assistance	PL/Comprehensive Planning; CR/ Planning & Construction	Ongoing
L-PR1(e): Locate, to the greatest extent possible, multiuse trails adjacent to gulches and other natural amenities.	CR Department	PW/Engineering; PL/Development Assistance; FIN/Property Management	Ongoing
L-PR2(a): Annually assess the needs of the community as demographics change to address and update park amenities as resources permit.	CR/Planning, Construction & Maintenance	-	Annually
L-PR3(a): Review the <i>Community Resources Master Plan</i> and other planning documents on an annual basis to ensure implementation of the goals and objectives contained in the plans for parks and trails.	CR/Director	CR Department	Annually
L-PR4(a): Develop and maintain high-quality recreational programs that meet the evolving interests and needs of the community.	CR/Recreation	CR/Family Services and Regional Parks & Golf	Ongoing
L-PR4(b): Identify and develop programs related to new trends in recreation, with an emphasis on meeting the community's demographic needs.	CR/Recreation	CR/Family Services and Regional Parks & Golf	Ongoing
L-PR4(c): Develop programs that enhance the fitness and wellness opportunities at recreation centers.	CR/Recreation	-	Ongoing
L-PR4(d): As funding and opportunities are available, partner with the Jeffco Public School District to maintain the Middle School Sports Program.	CR/Recreation	-	Ongoing
L-PR5(a): Identify and respond to new trends and community desires to address fitness and wellness opportunities of the community.	CR/Recreation	-	Ongoing
L-PR5(b): Maintain high-quality recreational facilities that meet the growing needs of all age groups, and provide venues to encourage family and community gatherings and group needs.	CR/Recreation	-	Ongoing
L-PR5(c): Research the feasibility of implementing impact fees with new residential development to offset the associated impacts to the City's recreation system.	CR/Planning, Construction & Maintenance	PL/Development Review; CMO/ Economic Development	Short Term

Lakewood Lives: Parks, Trails & Recreation (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-PR6(a): Identify locations where biking and walking to recreation centers is difficult and develop tools to remove those obstacles.	CR/Planning, Construction & Maintenance	PL/Comprehensive Planning; PW/ Engineering	Short Term
L-PR7(a): Identify customer preferences and golf course trends, and develop a marketing plan based on the preferences and trends.	CR/Regional Parks	CR/Administration & Community Relations	Annually
L-PR7(b): Perform an analysis of golf course infrastructure needs and develop a replacement schedule based on the needs analysis.	CR/Regional Parks & Golf	-	Annually
L-PR7(c): Continue to utilize environmentally friendly golf course management practices.	CR/Regional Parks & Golf	-	Ongoing
L-PR8(a): Review on an annual basis the <i>Community Resources Master Plan</i> and other planning documents to ensure implementation of the goals and objectives contained in the plans for recreation centers and golf courses.	CR/Director	CR Department	Ongoing

Lakewood Lives: Schools & Libraries

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
L-SL1(a): Establish a City liaison to integrate higher education institutions into the city's economic development program.	CMO/Economic Development	-	Long Term
L-SL1(b): Research the need to create a mechanism to adopt campus master plans to ensure connectivity with the city and surrounding neighborhoods.	PL/Development Assistance	PL/Comprehensive Planning	Medium Term
L-SL1(c): Recognize and promote the higher learning institutions' value to the community.	CMO/Economic Development	PL/Comprehensive Planning	Ongoing
L-SL2(a): Explore methods to form partnerships to promote community involvement in educational opportunities.	PL/Comprehensive Planning	-	Medium Term
L-SL2(b): Establish a process for the City and the school district to partner to plan for future population growth and changing demographics.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
L-SL2(c): Evaluate opportunities to partner with the school district to develop educational tools and programs to teach students about city planning.	PL/Comprehensive Planning	-	Long Term
L-SL3(a): Develop joint use agreements with schools to allow for school facilities to be used as community centers and neighborhood assets.	CR/Planning, Construction & Maintenance	PL/Comprehensive Planning	Medium Term
L-SL4(a): Collaborate with local elementary schools to provide fun, safe, and supervised programs for children that enhance their daily experience.	CR/Family Services	-	Ongoing

Lakewood Lives: Schools & Libraries (Continued)

Action Step	Lead Department/ Division	Support Departments(s)/ Division(s)	Time Frame
L-SL4(b): Leverage county and federal resources to maintain affordable fees for working parents whose children attend the before- and after-school and summer camp programs.	CR/Family Services	-	Ongoing
L-SL5(a): Leverage local, state, and federal resources to develop tools and resources that will improve educational outcomes for children and their families.	CR/Family Services	-	Ongoing
L-SL5(b): Engage parents as equal partners in his or her child's education by encouraging parent involvement in the school days through home visits and parent-teacher conferences and by providing materials for parents to use at home.	CR/Family Services	-	Ongoing
L-SL5(c): Assess each child's individual progress at three checkpoints during the school year and provide results to federal and state reporting systems as required.	CR/Family Services	-	Annually
L-SL5(d): Collaborate with the local school district to provide additional support for children with identified special needs by working with the assigned special education team to incorporate learning goals into the child's daily activities and by participating in the annual special education transition meetings with the school district staff and the parents.	CR/Family Services	-	Ongoing
L-SL5(e): Provide a variety of parent educational forums that encourage parents to be advocates for their children as they enter the public school setting.	CR/Family Services	-	Ongoing
L-SL6(a): Assist the Jefferson County Public Library with the preparation of any gap analysis of library services that may be undertaken.	PL/Comprehensive Planning	CMO/Economic Development	Ongoing
L-SL6(b): Support and promote the mission of the Jefferson County Public Library system to enrich the quality of life of residents by providing resources for information, education, and recreation.	PL/ Comprehensive Planning	CMO/Economic Development	Ongoing

Lakewood Lives: Public Services

Action Step	Lead Department/ Division	Support Departments(s)/ Division(s)	Time Frame
L-PS1(a): Reduce reported crime in the city by targeting crime and quality of life patterns and trends as they are identified.	PD/Patrol	PD/Support Services/Crime Analyst	Ongoing
L-PS1(b): Implement a data-driven approach to address crime and traffic hazards in those areas of the city where needed.	PD/Patrol	PD/Support Services/Crime Analyst	Ongoing

Lakewood Lives: Public Services (Continued)

Action Step	Lead Department/ Division	Support Departments(s)/ Division(s)	Time Frame
L-PS1(c): Utilize technologies such as passive and active surveillance camera systems in parts of the city that are prone to crime.	PD/Investigations/ Property Crimes	PD/Support Services/Crime Analyst	Ongoing
L-PS1(d): Participate in crime prevention and public safety community activities including National Night Out, Shred Days, and Prescription Drug Take-Back events.	PD/Investigations	PD/Patrol/Sector Liasion Unit	Annually
L-PS2(a): Make the Crime Free Multi-housing program available to every multifamily housing development within Lakewood.	PD/Patrol/Sector Liasion Unit	PL/Comprehensive Planning; PL/ Development Review	Ongoing
L-PS2(b): Provide Crime Prevention Through Environmental Design reviews of all development plans submitted for approval.	PD/Patrol/Support Services	PL/Development Assistance	Ongoing
L-PS2(c): Regularly attend community and business association meetings to develop partnerships and interactions with community members that promote a problem-solving approach to crime identification and response.	PD/Patrol/ Support Services/ Investigations	PD/Sector Liasion Unit and Volunteers	Ongoing
L-PS2(d): Maintain a police presence in neighborhood facilities including the Colorado Mills Mall substation, the Lakewood-West Colfax Business Improvement District Office, the Link Recreation Center, and the Alameda Gateway Business Improvement District.	PD/Patrol/ Support Services/ Investigations	-	Ongoing
L-PS2(e): As funding is available, continue to provide school resource officers in Jeffco Public Schools.	PD/Investigations/ Juvenile Crime Unit	-	Ongoing
L-PS3(a): Explore consolidating the five police communications centers into a regional communication center.	PD/Support Services	-	Short Term
L-PS3(b): Acquire and install a regionalized Records Management System (RMS) that will result in a reduction in costs and enhance data-sharing, crime analysis, and police services.	PD/Support Services	-	Short Term
L-PS3(c): Regionalize crime lab services within the county.	PD/Investigations	-	Short Term
L-PS3(d): Maintain participation in local task forces intended to combat crime problems utilizing local, state, and federal assets to include the Safe Streets, Alcohol Tobacco and Firearms, West Metro Drug, and Metro Gang task forces.	PD/Investigations/ Property Crimes	-	Ongoing
L-PS4(a): Work with West Metro Fire Protection District during the development review process to ensure development adequately addresses fire and rescue access.	PL/Development Assistance	-	Ongoing

Lakewood Lives: Public Services (Continued)

Action Step	Lead Department/ Division	Support Departments(s)/ Division(s)	Time Frame
L-PS4(b): Adopt, in partnership with the West Metro Fire Protection District, appropriate changes to fire codes to take advantage of evolving building technologies and to stay current with developing fire protection science.	PW/Engineering	-	Ongoing
L-PS5(a): Evaluate the <i>Emergency Operations Plan</i> every four years and update as necessary to provide, manage, and coordinate high-level emergency response and recovery activities.	PW/Environmental Services	-	Medium Term
L-PS6(a): Require developers proposing new development or redevelopment to coordinate with utility providers early in the development process.	PL/Development Assistance	PW/Engineering	Ongoing
L-PS6(b): Work with the water and sewer providers to ensure master plans reflect adequacy to serve anticipated developments.	PW/Engineering	-	Ongoing
L-PS6(c): When franchise agreements are updated, work with service and utility providers to expand and enhance services throughout Lakewood.	CMO/ Communications	-	Ongoing
L-PS7(a): Implement the guidelines established through City Council resolution on undergrounding existing electrical utilities located within the public right-of-way.	PW/Traffic	-	Ongoing
L-PS7(b): Require on-site utility lines be placed underground with development and redevelopment.	PW/Traffic	-	Ongoing
L-PS7(c): Continue to work with utility providers to coordinate improvements when City streets are improved or constructed.	PW/Street Maintenance	PW/Traffic; PW/ Engineering	Ongoing

Lakewood Innovates: Citywide Economic Development Strategies

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-CS1(a): Promote Lakewood as a premier destination for metro Denver's target economic development industries.	CMO/Economic Development	-	Ongoing
I-CS1(b): Develop criteria by which to prioritize infrastructure improvements that support economic investment in addition to other community-wide goals.	CMO/Economic Development	PL/Comprehensive Planning; PW/Engineering	Short Term
I-CS1(c): Continue to provide staff support to business organizations within the City to promote and assist with economic development.	CMO/Economic Development	-	Ongoing
I-CS1(d): Support businesses when they are establishing new improvement districts and business organizations that support growing and redeveloping commercial and mixed-use areas of the City.	CMO/Economic Development	-	Ongoing
I-CS1(e): Define and identify under-utilized and under-performing commercial areas and develop tools to assist in the revitalization of the properties.	CMO/Economic Development	PL/Comprehensive Planning	Short Term
I-CS1(f): Support small business growth through continued outreach efforts, educational opportunities, and funding assistance.	CMO/Economic Development	-	Ongoing
I-CS1(g): Continue to cooperate and coordinate with business recruitment partners to attract new businesses to Lakewood and the Denver region.	CMO/Economic Development	-	Ongoing
I-CS1(h): Continue the targeted use of economic incentives for projects that significantly enhance employment opportunities in Lakewood, particularly in Growth Areas identified in this chapter.	CMO/Economic Development	-	Ongoing
I-CS1(i): Identify and evaluate opportunities to encourage additional investment in Lakewood.	CMO/Economic Development	-	Ongoing
I-CS2(a): Develop a plan to market Lakewood as a strategic business and employment hub by working with existing business leaders and City officials to promote the City, highlight successes, encourage new investment, and direct investment to catalytic sites in the City.	CMO/Economic Development	-	Short Term
I-CS2(b): Evaluate the need for a marketing campaign to highlight Lakewood's unique position in the region with access to the mountains and to cultural and sporting events in Denver.	CMO/Economic Development	-	Short Term
I-CS2(c): Identify the resources necessary to support a strong and vibrant economic development program, including ways to leverage private sector contributions to enhance Lakewood's economic development efforts.	CMO/Economic Development	-	Ongoing

Lakewood Innovates: Citywide Economic Development Strategies (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-CS3(a): Annually monitor Lakewood's business and retail environment to evaluate the variety and diversity of business types within the City, as well as a variety of business scales and sizes.	CMO/Economic Development	-	Annually
I-CS3(b): Identify opportunities to work with owners of older commercial and mixed-use properties to reinvigorate projects through reinvestment and redevelopment.	CMO/Economic Development	PL/Development Assistance	Ongoing
I-CS3(c): Identify opportunities to promote commercial and mixed-use investment and reinvestment in the designated Growth Areas identified in this chapter.	CMO/Economic Development	PL/Comprehensive Planning	Ongoing
I-CS3(d): Enhance the vibrancy and attractiveness of commercial and mixed-use areas through the development of design guidelines for appropriate areas. Guidelines for high quality design and urban amenities for public and private development help attract and maintain employers and employees that will sustain economic growth.	PL/Comprehensive Planning	PL/Development Assistance; CMO/Economic Development	Medium Term
I-CS3(e): Develop criteria for the installation of public art within Growth Areas.	PL/Comprehensive Planning	CR/Heritage, Culture & the Arts	Short Term
I-CS3(f): Evaluate the need for additional reinvestment areas and support the Lakewood Reinvestment Authority in its efforts to facilitate redevelopment and reinvestment in designated urban renewal areas.	CMO/Economic Development	-	Ongoing
I-CS3(g): Develop an educational campaign to ensure that property owners and tenants within commercial areas are educated about maintenance and other code enforcement issues. Proactively enforce codes as appropriate to ensure a better visual appearance of these areas.	PD/Support Services/Code Enforcement	-	Ongoing
I-CS4(a): Identify ways to encourage the development of new lodging, cultural and entertainment venues in Lakewood to capture an increasing portion of the visitor economy.	CMO/Economic Development	CR/Heritage, Culture & the Arts	Short Term
I-CS4(b): Develop a citywide way-finding program for important community and visitor destinations (Also see <i>Lakewood Moves</i>).	PL/Comprehensive Planning	CMO/Economic Development; PW/Traffic and Engineering	Medium Term
I-CS4(c): Evaluate the need for a convention or event center facility to attract business meetings and regional and entertainment events.	CMO/Economic Development	PL/Comprehensive Planning; CR/Heritage, Culture & the Arts	Medium Term
I-CS4(d): Identify ways to promote cultural and heritage tourism and assets.	CMO/Economic Development	CR/Heritage, Culture & the Arts	Short Term

Lakewood Innovates: Citywide Economic Development Strategies (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-CS5(a): Develop partnerships with Jeffco Public Schools, private secondary education institutions, and higher educational facilities in the City to increase student interest in business creation and innovation, and encourage students to start businesses in Lakewood following graduation.	CMO/Economic Development	-	Medium Term
I-CS5(b): Identify ways to encourage local businesses to hire talented students from local secondary and higher education facilities.	CMO/Economic Development	-	Medium Term
I-CS5(c): Identify ways to attract business incubator, coworking, and other similar facilities to the City to foster and increase entrepreneurial activity within the community.	CMO/Economic Development	-	Short Term
I-CS6(a): Identify and monitor important trends that will affect Lakewood's economy.	CMO/Economic Development	-	Ongoing
I-CS6(b): Develop public-private partnerships to encourage the development of new tools and programs at the regional and state level that can be utilized in City efforts to attract desired businesses, such as technology and medical companies.	CMO/Economic Development	-	Ongoing
I-CS6(c): Evaluate the City's development review process and identify opportunities to assist small business and streamline minor improvements to commercial sites.	PL/Development Assistance	CMO/Economic Development	Annually
I-CS6(d): Publish economic development statistics and demographics on a regular basis and maintain up-to-date marketing material.	PL/Comprehensive Planning	CMO/Economic Development	Annually
I-CS6(e): Annually evaluate and improve the development approval process in order to best serve the interests of the City, and the business and development community.	PL/Development Assistance	PW/Engineering	Annually
I-CS6(f): Identify ways to encourage private sector efforts to implement state-of-the-art technology, such as broadband internet, throughout the City to encourage new businesses and employees to locate in Lakewood.	CMO/Economic Development	-	Ongoing
I-CS7(a): Target and support business creation, retention, and attraction efforts for strategic industry clusters that are important to Lakewood.	CMO/Economic Development	-	Ongoing
I-CS7(b): Develop a comprehensive slate of programs and outreach to foster the creation and growth of small businesses in the City.	CMO/Economic Development	-	Short Term
I-CS7(c): Evaluate and enhance programs for the pursuit and attraction of new and unique retailers and restaurants to Lakewood in order to enhance future sales tax revenue.	CMO/Economic Development	-	Short Term

Lakewood Innovates: Citywide Economic Development Strategies (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-CS8(a): Identify possible remediation funding sources, including from the U.S. Environmental Protection Agency, and provide information to owners of brownfield properties.	PW/Environmental Services	PL/Comprehensive Planning	Ongoing
I-CS8(b): Create educational materials for property owners on options for mitigation and redevelopment of brownfield sites.	PW/Environmental Services	PL/Comprehensive Planning	Short Term
Lakewood Innovates: Growth Areas			
I-GA1(a): Support the Lakewood West Colfax BID, community organizations, and the Colorado Department of Transportation (CDOT) in efforts to develop a plan for Colfax Avenue that meets an urban Complete Street standard by evaluating options for on-street parking lanes, reduced vehicular access, a complete sidewalk system, pedestrian amenities, and sustainable elements.	PL/Comprehensive Planning	CMO/Economic Development; PW/Traffic and Engineering	Short Term
I-GA1(b): Develop a plan and funding mechanism to address the drainage issues along West Colfax Avenue that limit the economic development potential and complete street transformation efforts.	PW/Engineering	CMO/Economic Development	Short Term
I-GA1(c): Evaluate potential incentives to encourage property owners to include a mix of residential and commercial uses along Colfax Avenue as redevelopment and reinvestment occurs.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA1(d): Develop criteria for providing incentives for catalytic mixed-use projects along the Colfax Avenue corridor.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA1(e): Evaluate the effectiveness of the current zoning along Colfax Avenue to ensure that redevelopment projects meet the design and dimensional requirements. Consider modification of the Zoning Ordinance if issues are identified.	PL/Comprehensive Planning	PL/Development Assistance	Annually
I-GA1(f): Partner with the Lakewood West Colfax BID, 40 West Arts District, and WCCA to hold events along Colfax Avenue that will stimulate economic growth along the corridor, such as Lakewood on Parade, the Colorado Colfax Marathon and Inspire Arts Week.	CMO/Economic Development	PL/Comprehensive Planning; CR/Heritage, Culture & the Arts	Ongoing

Lakewood Innovates: Growth Areas (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-GA1(g): Encourage historic preservation and promote the associated preservation tax credits, where feasible, as an economic development tool for the Colfax Avenue corridor.	PL/Comprehensive Planning	CMO/Economic Development	Ongoing
I-GA1(h): Regularly evaluate the effectiveness of branding and marketing campaigns for the corridor.	CMO/Economic Development	PL/Comprehensive Planning	Annually
I-GA2(a): Identify routes and funding for the development of a bike and pedestrian connection between Lakewood Gulch in Denver, Mountair Park and Harlan Street to complete the West Line trail system.	PW/Traffic	PL/Comprehensive Planning; CR/Planning, Construction & Maintenance	Medium Term
I-GA2(b): Develop design specifications and implementation policies to ensure that a wide sidewalk and amenity zone is provided along Sheridan Boulevard within the station area with new or redevelopment projects. A minimum width of 17 feet should be provided for the sidewalk and amenity zone areas.	PL/Comprehensive Planning	PW/Engineering	Short Term
I-GA2(c): Identify tools to encourage projects within the Station Core and Mixed-Use Commercial areas to maximize the densities and building heights allowed by zoning.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA2(d): Continue to implement, and annually evaluate, the recommendations of the <i>20 Minute TOD Neighborhood Implementation Strategy</i> .	PL/Comprehensive Planning	-	Ongoing
I-GA3(a): Continue to implement, and annually evaluate, the recommendations of the <i>40 West Arts District Urban Design and Mobility Concepts Plan</i> .	PL/Comprehensive Planning	-	Ongoing
I-GA3(b): Develop a Complete Street plan for 14th Avenue within the station area that creates a vibrant, active and pedestrian-friendly atmosphere and that includes wider sidewalks, bike lanes and pedestrian amenities between the station platform and Colfax Avenue.	PL/Comprehensive Planning	PW/Traffic and Engineering	Short term
I-GA3(c): Identify tools to encourage preservation and revitalization of existing buildings where feasible to support the eclectic feel of the station area.	PL/Comprehensive Planning	-	Short term
I-GA3(d): Develop design specifications and identify locations where bricks and brick pavers can be installed within public and private streetscapes to reflect the industrial history of the area. Encourage the utilization of brick on building facades as well.	PL/Comprehensive Planning	PW/Traffic and Engineering	Short Term

Lakewood Innovates: Growth Areas (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-GA3(e): Evaluate and identify redevelopment opportunities for the Lamar Station Plaza shopping center and ways to connect the Rocky Mountain College of Art + Design (RMCAD) to Colfax Avenue and the rail station.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA3(f): Develop tools to encourage a balanced mix of affordable, workforce and market-rate residential projects within the station area.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA3(g): Identify opportunities to recognize the history and contribution of the Jewish Consumptive Relief Society (JCRS) within the station area.	PL/Comprehensive Planning	-	Medium Term
I-GA4(a): Develop design specifications and implementation policies to ensure that a wide sidewalk and amenity zone is provided along Wadsworth Boulevard within the station area with new or redevelopment projects. A minimum width of 17 feet should be provided for the sidewalk and amenity zone areas.	PL/Comprehensive Planning	PW/Engineering	Short Term
I-GA4(b): Conduct an area assessment, and identify opportunities and tools for the consolidation of smaller individual properties that are in close proximity to the station to allow for the development of catalytic mixed-use projects.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA4(c): Develop a Complete Street plan for 14th Avenue through the station area that creates a pedestrian-friendly environment as an alternative to Colfax Avenue for smaller scale retail and office uses.	PL/Comprehensive Planning	PW/Traffic and Engineering	Short Term
I-GA4(d): Identify tools to encourage projects within the Station Core and Mixed-Use Commercial areas to maximize the densities and building heights allowed by zoning.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA4(e): Develop an agreement with RTD to allow for the use of the Lakewood-Wadsworth station street level plaza as a community gathering place and location for special events.	PL/Comprehensive Planning	-	Short Term
I-GA5(a): Protect the integrity of the single-family detached residential neighborhoods located south of 13th Avenue and west of Garrison Street by maintaining single-family (R-1) zoning.	PL/Development Assistance	-	Ongoing

Lakewood Innovates: Growth Areas (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-GA5(b): Develop design guidelines for new development north of the station so that sites and buildings will be compatible and complementary to the surrounding uses and reflect a neighborhood-oriented scale.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA5(c): Develop a Complete Street plan for 14th Avenue through the station area and redesign the street to reflect a neighborhood-oriented retail and office scale.	PL/Comprehensive Planning	PW/Traffic and Engineering	Short Term
I-GA6(a): Develop a plan for the 18-acre property under RTD ownership east of Simms Street and south of Colfax Avenue that identifies access, utility needs, and appropriate land uses.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA6(b): Develop a specific land use plan for the Station Core area that evaluates mixed-use development opportunities for the existing RTD surface parking facility adjacent to the station platform, the automobile dealership property south of Colfax Avenue, and other surrounding properties. The plan should also include the development of the green street concept between the rail station and Colfax Avenue as identified on the Growth Area Land Use Map.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA6(c): Develop tools to encourage projects within the Station Core and Mixed-Use Commercial areas to maximize the densities and building heights allowed by zoning.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA6(d): Identify and evaluate mixed-use redevelopment opportunities for the Westland Shopping Center site.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA6(e): Identify a route and funding opportunities to extend the West Rail Line bike and pedestrian trail west through the station area.	PL/Comprehensive Planning	PW/Traffic	Medium Term
I-GA6(f): Evaluate opportunities to partner with Terumo BCT to create a vibrant corporate campus and quality pedestrian and bicycle connections to the rail station.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA6(g): Research potential funding opportunities for the development of an interurban transit museum and display building for the Denver and Intermountain Interurban Car #25.	CMO/Economic Development	PL/Comprehensive Planning	Short Term
I-GA7(a): Develop tools to encourage projects within the Station Core and Mixed-Use Commercial areas to maximize the densities and building heights allowed by zoning.	PL/Comprehensive Planning	CMO/Economic Development	Short Term

Lakewood Innovates: Growth Areas (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-GA7(b): Continue to implement, and annually evaluate, the recommendations of the <i>Union Boulevard Corridor/Federal Center Connectivity Plan</i> and the <i>Union Boulevard Corridor Urban Design Study</i> .	PL/Comprehensive Planning	PW/Traffic and Engineering	Ongoing
I-GA7(c): Complete the acquisition of the north-western corner of the Federal Center property and, with RTD, develop a plan to create a high density, mixed use development on the acquisition parcel and the RTD Park 'n Ride property.	CMO/Economic Development	PL/Comprehensive Planning	Medium Term
I-GA7(d): Evaluate potential tools, including a business improvement district, to assist with economic development and infrastructure improvements within the Growth Area.	CMO/Economic Development	PL/Comprehensive Planning	Medium Term
I-GA7(e): Evaluate opportunities to partner with Centura Health to facilitate continued expansion of the St. Anthony Hospital campus and development of necessary medical office buildings.	CMO/Economic Development	PL/Comprehensive Planning	Short Term
I-GA8(a): Maintain communications with the GSA and other federal government agencies in order to encourage increased employment on and near the Federal Center campus.	CMO/Economic Development	-	Ongoing
I-GA8(b): Assist, through City staff support, with the implementation of the development scheme for the Federal Center as identified in the <i>Final Environmental Impact Statement</i> created by the GSA.	PL/Comprehensive Planning	CMO/Economic Development	Ongoing
I-GA9(a): Promote and market Downtown Lakewood as a premier retail, employment, residential, and visitor destination.	CMO/Economic Development	-	Short Term
I-GA9(b): Evaluate opportunities to enhance the City's art and cultural venues in downtown.	CR/Heritage, Culture & the Arts	PL/Comprehensive Planning; CMO/Economic Development	Short Term
I-GA9(c): Identify tools and marketing efforts to attract additional private cultural facilities and events to downtown.	CMO/Economic Development	PL/Comprehensive Planning; CR/Heritage, Culture & the Arts	Medium Term
I-GA9(d): Develop tools to encourage projects within the area to maximize the densities and building heights allowed by zoning.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA10(a): Continue to partner with Belmar ownership, through the architectural control committee and marketing efforts, to ensure that the project continues to develop as the premier mixed-use center of downtown.	PL/Comprehensive Planning and Development Assistance	CMO/Economic Development	Ongoing

Lakewood Innovates: Growth Areas (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-GA10(b): Evaluate, with Lakewood City Commons ownership, the long-term mixed-use redevelopment possibilities for the City Commons center.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA10(c): Identify and implement, with the Alameda Gateway Business Improvement District, improvements to the Alameda Avenue and Wadsworth Boulevard streetscapes within downtown.	PL/Comprehensive Planning	PW/Traffic and Engineering; CMO/Economic Development	Short Term
I-GA11(a): Continue to implement, and annually evaluate, the recommendations of the <i>Downtown Lakewood Connectivity and Urban Design Plan</i> .	PL/Comprehensive Planning	-	Ongoing
I-GA11(b): In conjunction with the Alameda Gateway BID, evaluate how the recommendations of the <i>Downtown Lakewood Connectivity and Urban Design Plan</i> can be funded, and pursue those funding options.	PL/Comprehensive Planning	-	Ongoing
I-GA11(c): Evaluate funding opportunities to implement improved pedestrian connections across Wadsworth Boulevard as part of Wadsworth improvement projects in the downtown area.	PL/Comprehensive Planning	PW/Traffic	Short Term
I-GA12(a): Implement a marketing campaign to encourage additional retail and entertainment uses to cluster around the Colorado Mills and Denver West Village anchors.	CMO/Economic Development	-	Short Term
I-GA12(b): Develop tools to encourage property owners to upgrade older office buildings to ensure that they meet the functional and technology needs of current and future tenants.	CMO/Economic Development	PL/Comprehensive Planning	Medium Term
I-GA12(c): Develop a plan to attract new employers to the business park through new development on vacant parcels and through infill of surface parking lots.	CMO/Economic Development	PL/Comprehensive Planning	Medium Term
I-GA12(d): Identify opportunities for gateways, way-finding, common signage elements, and branding and marketing for the City and Denver West along Colfax Avenue, Interstate 70, and US 6.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA12(e): Evaluate opportunities to connect the Denver West area to the Red Rocks West Rail Station through public transportation or private shuttle options.	PL/Comprehensive Planning	PW/Traffic	Medium Term
I-GA13(a): Market the area for development of additional residential communities to support employers and retailers.	CMO/Economic Development	-	Medium Term

Lakewood Innovates: Growth Areas (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-GA13(b): Evaluate tools to encourage the development of mixed-income housing in the area to allow workers of all types to reside close to employment opportunities.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA14(a): In conjunction with area property owners, develop a new Jewell and Wadsworth specific area plan identifying potential street networks, land uses, and residential and employment densities for the parcels located in Lakewood and unincorporated Jefferson County.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-GA14(b): Evaluate potential tools, including a business improvement district, to assist with economic development and infrastructure improvements within the Growth Area.	CMO/Economic Development	PL/Comprehensive Planning, PW/Engineering	Medium Term
I-GA14(c): Determine the feasibility of creating a reinvestment area to help finance infrastructure and public amenities as part of any redevelopment.	CMO/Economic Development	PL/Comprehensive Planning	Medium Term
I-GA15(a): Evaluate opportunities to connect the Jewell and Wadsworth area to existing neighborhoods via pedestrian paths and bike trails.	PL/Comprehensive Planning	PW/Traffic and Engineering	Medium Term
I-GA15(b): Evaluate improvements to multi-modal access across Wadsworth Boulevard and to improve pedestrian safety.	PL/Comprehensive Planning	PW/Traffic	Medium Term
I-GA15(c): Evaluate opportunities to improve the pedestrian experience along Jewell Avenue and Wadsworth Boulevard through the installation of detached sidewalks, and tree lawns and amenity zones.	PL/Comprehensive Planning	PW/Traffic	Medium Term
I-GA16(a): In partnership with the Town of Morrison, Jefferson County, and property owners, evaluate and update the Rooney Valley Master Plan to ensure that the area has a proper mix of retail, office, and mixed-use developments, and a range of residential products.	PL/Comprehensive Planning and Development Assistance	CMO/Economic Development	Short Term
I-GA16(b): Continue to work with the Town of Morrison and the Rooney Valley Joint Project Review Committee to implement, and revise as necessary, the intergovernmental agreement.	PL/Comprehensive Planning and Development Assistance	CMO/Economic Development	Short Term
I-GA17(a): Evaluate, with area property owners, opportunities to improve multi-modal access into the retail areas from Wadsworth Boulevard north of US 285.	PL/Comprehensive Planning	PW/Traffic	Medium Term
I-GA17(b): Evaluate opportunities to create cross-access between properties throughout the growth area.	PL/Comprehensive Planning and Development Assistance	PW/Traffic	Medium Term

Lakewood Innovates: Growth Areas (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-GA17(c): Evaluate and implement improved multi-modal crossings of Wadsworth Boulevard at signalized intersections in the area.	PW/Traffic	-	Medium Term
I-GA17(d): Evaluate the potential for annexation and mixed-use development of the under-utilized sites in the southwest quadrant of the Wadsworth Boulevard and US 285 interchange.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA17(e): Develop tools to encourage property owners to upgrade older office buildings to ensure that they meet the functional and technology needs of current and future tenants.	CMO/Economic Development	PL/Comprehensive Planning	Medium Term
I-GA17(f): Evaluate opportunities to increase office occupancy in Academy Park.	CMO/Economic Development	PL/Comprehensive Planning	Short Term
I-GA17(g): Market opportunities for additional residential uses to both the Mission Trace and Academy Park areas.	CMO/Economic Development	-	Medium Term
I-GA17(h): Evaluate potential tools, including a business improvement district, to assist with economic development and infrastructure improvements within the Growth Area.	CMO/Economic Development	PL/Comprehensive Planning; PW/Engineering	Medium Term
I-GA17(i): Develop a branding and marketing campaign for the area.	CMO/Economic Development	-	Medium Term
I-GA18(a): Develop a gateway plan for the growth area, that includes opportunities to unify the area through way-finding, landscaping, and common signage elements.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-GA18(b): Evaluate opportunities to install landscaping and design elements within medians located north and south of US 285.	PL/Comprehensive Planning	CMO/Economic Development; PW/Traffic	Medium Term

Lakewood Innovates: Community Activity Areas

I-CA1(a): Develop tools to encourage property owners to rehabilitate aging buildings and sites, and redevelop older or inefficient commercial and office buildings in the activity area.	CMO/Economic Development	PL/Comprehensive Planning and Development Assistance	Medium Term
I-CA1(b): Evaluate opportunities to increase the mix of uses in the area.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-CA1(c): Develop a set of unified design standards for the area.	PL/Comprehensive Planning	CMO/Economic Development; PL/Development Assistance	Medium Term
I-CA2(a): Develop tools to encourage property owners to rehabilitate aging buildings and sites, and redevelop older or inefficient commercial and office buildings in the activity area.	CMO/Economic Development	PL/Comprehensive Planning and Development Assistance	Medium Term

Lakewood Innovates: Community Activity Areas (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-CA2(b): Develop a plan and design guidelines for the area with a focus on improved multi-modal access and landscape treatments.	PL/Comprehensive Planning	CMO/Economic Development; PL/Development Assistance	Medium Term
I-CA3(a): Track the economic performance of the area to ensure that it maintains the role of a sales tax base generator for Lakewood.	CMO/Economic Development	-	Annually
I-CA3(b): Develop tools to encourage property owners to make building and site improvements as necessary to maintain the viability of the area.	CMO/Economic Development	PL/Comprehensive Planning and Development Assistance	Medium Term
I-CA4(a): Work with property owners to create a redevelopment plan for the area that includes an evaluation of the need for additional office space and opportunities to reinvest in the buildings that currently exist.	PL/Comprehensive Planning	CMO/Economic Development	Medium Term
I-CA4(b): Evaluate opportunities to create additional bicycle and pedestrian connections to surrounding neighborhoods with any redevelopment within the area.	PL/Comprehensive Planning	PW/Traffic	Medium Term
I-CA4(c): Develop tools to encourage the development of mixed-use and residential projects within the area.	CMO/Economic Development	PL/Comprehensive Planning and Development Assistance	Medium Term

Lakewood Innovates: Neighborhood Activity Areas

I-NA1(a): Develop tools to encourage property owners to rehabilitate aging buildings and sites, redevelop older or inefficient buildings into mixed-use structures, and to encourage residential unit construction on upper floors of new development within these activity areas to provide for a local feel.	CMO/Economic Development	PL/Comprehensive Planning and Development Assistance	Short Term
I-NA1(b): Develop policies that encourage the development of outdoor seating areas as part of any restaurant within the activity areas.	PL/Development Assistance	PL/Comprehensive Planning, PW/Engineering	Short Term
I-NA1(c): Evaluate the economic condition of the activity areas and prioritize those that are in greater need for reinvestment.	CMO/Economic Development	-	Medium Term
I-NA2(a): Develop tools to encourage the inclusion of community gathering places as part of reinvestment or redevelopment within the activity areas.	PL/Development Assistance	PL/Comprehensive Planning; PW/Engineering	Medium Term
I-NA2(b): Work with property owners to evaluate the feasibility of developing community gardens or small private parks within the activity areas.	PL/Development Assistance	PL/Comprehensive Planning	Medium Term
I-NA2(c): Evaluate opportunities to increase pedestrian and bicycle access from adjacent neighborhoods to the activity areas.	PL/Comprehensive Planning	PW/Traffic	Medium Term

Lakewood Innovates: Future Activity Areas

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
I-FA1(a): Initiate a planning effort with the Red Rocks Community College administration to determine the most appropriate uses for the site and create a master plan for the property.	PL/Comprehensive Planning	CMO/Economic Development	Short Term
I-FA1(b): Determine funding opportunities for the construction of a pedestrian bridge across 6th Avenue to provide access to the activity center and the rail station from the neighborhoods north of 6th Avenue.	PL/Comprehensive Planning	PW/Traffic	Short Term
I-FA2(a): Evaluate realignment options for the frontage road and site access.	PL/Comprehensive Planning	PW/Traffic	Medium Term
I-FA2(b): Evaluate the current zoning to determine if mixed-use development on the site, with appropriate buffering of the existing residential neighborhoods located to the north and west of the site is more appropriate.	CMO/Economic Development	PL/Comprehensive Planning and Development Assistance	Short Term
I-FA3(a): Annually evaluate the need for additional activity areas, based on population and employment changes and work with property owners and adjacent neighborhoods to determine the scale of, and the appropriate zoning for, a particular activity area, when it is determined necessary.	PL/Comprehensive Planning	CMO/Economic Development	Annually
I-FA3(b): Develop a plan for new activity areas that include neighborhood or community gathering spaces, and can be adequately accessed by all modes of transportation.	PL/Comprehensive Planning	-	Medium Term

Lakewood Innovates: Industrial Areas

I-IA1(a): Evaluate the redevelopment possibilities of properties located within the light industrial areas, but that do not contain industrial uses. Explore opportunities to relocate the nonindustrial businesses to more appropriate locations within the City.	CMO/Economic Development	PL/Comprehensive Planning	Short Term
I-IA1(b): Facilitate the development of light industrial and flex office space on vacant industrially zoned land, and reinvestment of existing older industrial and flex space properties.	CMO/Economic Development	PL/Comprehensive Planning and Development Assistance	Ongoing
I-IA1(c): Evaluate the negative impacts of any request to rezone light industrial areas to another zone district.	PL/Development Assistance	CMO/Economic Development	Ongoing

Lakewood Moves: Multi-Modal Transportation System

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
M-MT1(a): Develop prioritization criteria to continue the construction of missing sidewalk and trail links throughout the City, with those along arterial and major collector streets being the highest priority.	PW/Engineering	PW/Traffic; PL/Comprehensive Planning	Short Term
M-MT1(b): Evaluate revisions to the City's sidewalk installation policy to require that sidewalks meeting current standards are installed with development and redevelopment within the growth and activity areas identified in <i>Lakewood Innovates</i> .	PW/Engineering	PW/Traffic; PL/Comprehensive Planning and Development Assistance	Short Term
M-MT1(c): Develop methods to promote the use of existing bicycle facilities as an alternative mode of transportation for citizens and visitors.	PW/Traffic	PL/Comprehensive Planning	Medium Term
M-MT1(d): Identify and prioritize locations where it is feasible to construct additional or longer median breaks along arterial streets to provide pedestrian and bicycle refuge areas for street crossings at non-signalized intersections.	PW/Traffic	PW/Engineering; PL/Comprehensive Planning	Medium Term
M-MT1(e): Plan for the long-term possibility of providing bicycle and pedestrian connections across US 6 between Sheridan and Wadsworth Boulevards, at Routt Street, and at the Red Rocks West Rail Line station.	PW/Traffic	PW/Engineering; PL/Comprehensive Planning	Long Term
M-MT1(f): Review and update the <i>Lakewood Bicycle System Master Plan</i> to ensure that the City continues to develop a safe and comprehensive bicycle network that serves both recreational and commuter needs.	PW/Traffic	PW/Engineering; PL/Comprehensive Planning	Short Term
M-MT1(g): Continue to implement, and annually evaluate, the recommendations of the <i>West Rail Line Neighborhood Transportation Study</i> .	PW/Traffic	PL/Comprehensive Planning	Annually
M-MT1(h): Evaluate pedestrian and bicycle level of service within the City and develop a plan and identify funding opportunities to improve the level of service.	PW/Traffic	PL/Comprehensive Planning	Medium Term
M-MT1(i): Evaluate locations where it is appropriate to install pedestrian and bicycle crossing signals at high-traffic locations between existing traffic signals.	PW/Traffic	PL/Comprehensive Planning	Medium Term
M-MT1(j): Implement a public education campaign to promote pedestrian and bicycle safety and driver compliance with pedestrian-related laws and regulations.	PW/Traffic	PL/Comprehensive Planning	Medium Term
M-MT1(k): Evaluate locations for the installation of "Stop for pedestrians in crosswalk, State Law" signs at problem intersections.	PW/Traffic	PW/Engineering	Medium Term
M-MT1(l): Continue to evaluate and implement an area-wide Safe Routes to School program.	PW/Traffic	-	Ongoing

Lakewood Moves: Multi-Modal Transportation System (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
M-MT2(a): Identify and prioritize potential routes for shuttle bus or rail circulator systems for specific areas of the City to connect neighborhoods and destinations, such as West Rail Line stations, Downtown Lakewood, the Union Boulevard corridor and Academy Park as densities in these areas increase.	PL/Comprehensive Planning	PW/Traffic	Medium Term
M-MT2(b): Create a process to review proposed service changes and provide RTD with input regarding modifications to existing bus routes so that the routes can provide better connections between residential and commercial areas within the City.	PL/Comprehensive Planning	PW/Traffic	Short Term
M-MT3(a): Examine the feasibility of implementing a shared bicycle system within Lakewood by evaluating station locations, partner organizations, and funding mechanisms.	PL/Comprehensive Planning	PW/Traffic	Medium Term
M-MT3(b): Encourage the expansion of car share options by engaging with operators in the Denver area and working with RTD to allow car share operations at West Rail Line stations.	PL/Comprehensive Planning	PW/Traffic	Ongoing
M-MT3(c): Update City ordinances and regulations as necessary to ensure that non-location based car share operations can be accommodated.	PL/Development Assistance	PL/Comprehensive Planning	Short Term
M-MT3(d): Better promote and evaluate increased funding for the <i>Lakewood Rides</i> program to support the City's aging population and those with disabilities.	CR/Older Adult Services	-	Medium Term
M-MT4(a): Develop an educational campaign regarding transportation alternatives that are currently available within Lakewood and the Denver region.	PL/Comprehensive Planning	PW/Traffic	Medium Term
M-MT4(b): Promote RTD transit pass discounts and incentives, such as the Eco-pass, to Lakewood employers and businesses.	PL/Comprehensive Planning	CMO/Economic Development; PW/Traffic	Ongoing
M-MT4(c): Evaluate and prioritize opportunities for the City to support transit through subsidies or bulk purchase of transit passes for residents at a discount.	PL/Comprehensive Planning	PW/Traffic	Medium Term
M-MT4(d): Educate citizens on the negative environmental impacts of automobile usage, particularly the single-occupant trip.	PL/Comprehensive Planning	PL/Sustainability; PW/Traffic	Medium Term
M-MT5(a): Identify appropriate funding levels for the long-term maintenance of the existing network of City streets to provide reliable vehicular transportation, ensure quality emergency response, safety for all users, and the effective delivery of goods and services.	PW/Traffic	-	Annually

Lakewood Moves: Multi-Modal Transportation System (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
M-MT5(b): Identify appropriate funding levels to maintain the City's existing bike and pedestrian network.	PW/Traffic	-	Annually
M-MT5(c): Continue to coordinate with CDOT and other regional partners to provide and secure future funding for necessary maintenance of state and federal highways within the City of Lakewood.	PW/Traffic	-	Ongoing
M-MT6(a): Communicate with RTD as the agency evaluates current bus routes and route schedules to provide the best service possible to Lakewood residents, visitors, and businesses.	PL/Comprehensive Planning	PW/Traffic	Ongoing
M-MT6(b): Annually review ridership data and advocate for increased West Rail Line frequency and/or capacity as necessary to meet community and commuter needs as the City continues to grow.	PW/Traffic	PL/Comprehensive Planning	Annually
M-MT7(a): Continue to pursue funding for capacity improvements to Wadsworth Boulevard and the reconstruction of the US 6 and Wadsworth Boulevard interchange.	PW/Traffic	-	Ongoing
M-MT7(b): Increase the utilization of the latest Intelligent Transportation System (ITS) technology to improve signal progression, identify and notify motorists of incidents on the roadways, and increase system reliability.	PW/Traffic	-	Short Term
M-MT7(c): Continue to implement the recommendations of the multi-jurisdictional <i>Countywide Transportation Plan</i> .	PW/Traffic	-	Ongoing
M-MT7(d): Identify and prioritize opportunities to implement Complete Street improvements along arterial and major collector streets within Lakewood to increase multi-modal travel options.	PL/Comprehensive Planning	PW/Traffic; CMO/Economic Development	Short Term
M-MT7(e): Monitor intersections that may reach capacity by 2025 and pursue funding opportunities to improve the intersections as necessary.	PW/Traffic	-	Ongoing
M-MT8(a): Review Police Department policies to ensure that speed limits are enforced along neighborhood streets.	PD/Patrol	-	Ongoing
M-MT8(b): Evaluate and determine the need for traffic calming methods on local streets when requested by neighborhood organizations or neighborhood groups. Ensure that any traffic calming elements installed comply with City standards and construction criteria.	PW/Traffic	PL/Comprehensive Planning; PD	Ongoing

Lakewood Moves: Future Transportation Improvements

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
M-FI1(a): Develop a citywide multi-modal transportation plan to create a coordinated and cohesive vision for Lakewood's future transportation system, based on existing zoning and projected growth.	PL/Comprehensive Planning	PW/Traffic and Engineering	Short Term
M-FI1(b): Evaluate the existing <i>Street Functional Plans</i> to determine if updates are necessary to accommodate future transportation needs.	PW/Traffic	PW/Engineering; PL/Comprehensive Planning	Medium Term
M-FI1(c): Collaborate with surrounding jurisdictions and appropriate agencies to provide future, and enhance existing, regional vehicular and non-vehicular connectivity.	PW/Traffic	PL/Comprehensive Planning	Ongoing
M-FI1(d): Partner with RTD and other local and regional partners to identify options for future connections to light rail stations and transit centers from neighborhoods throughout the City and in adjacent jurisdictions as appropriate.	PL/Comprehensive Planning	PW/Traffic	Ongoing
M-FI1(e): Develop criteria and policies to connect or reconnect streets within the City where such connections are appropriate for future transportation needs.	PW/Traffic	PW/Engineering; PL/Comprehensive Planning	Short Term
M-FI1(f): Continue to implement, and annually evaluate, the connectivity and transportation recommendations of the <i>Federal Center/Union Boulevard Corridor Connectivity Plan</i> and the <i>Downtown Lakewood Connectivity and Urban Design Plan</i> .	PL/Comprehensive Planning	PW/Traffic and Engineering	Annually
M-FI1(g): Evaluate regional solutions for north-south connectivity through Lakewood. Develop alternative solutions to additional widening of Wadsworth Boulevard beyond six through lanes, such as high capacity transit as recommended in DRCOG's <i>Metro Vision Plan</i> .	PL/Comprehensive Planning	PW/Traffic	Medium Term
M-FI2(a): Work with RTD and accessibility organizations to identify routes that provide a maximum amount of accessibility to citizens and visitors.	PW/Traffic	PL/Comprehensive Planning	Ongoing
M-FI2(b): When evaluating and implementing future City transportation planning efforts, ensure that all mobility modes are considered for accessibility.	PW/Traffic	PL/Comprehensive Planning	Ongoing
M-FI3(a): When street or intersection improvements are made, identify opportunities to improve connectivity for all modes of transportation, particularly for pedestrians and bicycles.	PW/Traffic	PL/Comprehensive Planning	Ongoing

Lakewood Moves: Future Transportation Improvements (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
M-FI3(b): Coordinate all street or intersection improvements with regional transportation partners to ensure that expanded public transit options can be accommodated in the future.	PW/Traffic	PW/Engineering; PL/Comprehensive Planning	Ongoing
M-FI3(c): As an alternative to roadway expansion, evaluate and develop transportation demand management solutions in congested corridors where increased density and development is desired.	PL/Comprehensive Planning	PW/Traffic	Medium Term
M-FI4(a): Develop criteria to evaluate large-scale widening of arterial streets in terms of cost and benefit on the surrounding urban environment. As a rule, no arterial street in Lakewood should be expanded beyond six through travel lanes.	PL/Comprehensive Planning	PW/Traffic	Medium Term
M-FI4(b): Construct intersection improvements or make operational improvements, such as additional turn lanes or adjusting signal timing, to reduce traffic congestion and limit roadway expansion. Intersection improvements should always increase pedestrian and bicycle safety in addition to congestion relief.	PW/Traffic	PW/Engineering	Ongoing
M-FI4(c): Through site planning and improvement projects, continue to focus on access management efforts, such as shared access drives, to reduce traffic congestion and increase safety.	PL/Development Assistance	PW/Traffic; PL/Comprehensive Planning	Ongoing
M-FI5(a): Evaluate all existing and new transit alternatives when determining the best public transit options for the citizens of Lakewood when developing and updating the multi-modal transportation plan.	PL/Comprehensive Planning	PW/Traffic and Engineering	Short Term
M-FI5(b): Develop and implement a method for evaluating the impact of various public transportation options on the built environment prior to operation. Make sure options have a positive impact on the built environment by allowing for, and supporting, greater densities and mixed-use development in the designated growth areas.	PL/Comprehensive Planning	PW/Traffic	Short Term
M-FI6(a): Coordinate with adjacent communities, regional planning agencies, and transportation organizations when planning future transportation improvements.	PW/Traffic	PL/Comprehensive Planning	Ongoing
M-FI7(a): Develop criteria to ensure that a link between increased transportation options and higher density land use is made when reviewing site plans. A greater variety of transportation options should be available in denser, mixed-use areas to minimize the need for single-occupant vehicle trips.	PL/Development Assistance	PL/Comprehensive Planning; PW/Traffic	Ongoing

Lakewood Moves: Future Transportation Improvements (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
M-FI7(b): Ensure that the future physical organization of the City will be supported by a framework of transportation alternatives that balance access, mobility, safety, and emergency response.	PW/Traffic	PL/Comprehensive Planning	Ongoing
M-FI8(a): Determine the appropriate physical design treatments to reduce noise in residential neighborhoods and mixed-use residential areas before a major capacity improvement project is initiated.	PW/Traffic	PW/Engineering; PL/Comprehensive Planning	Ongoing
M-FI8(b): Develop a method to evaluate air quality, noise, light/glare, and other significant adverse environmental impacts of proposed transportation projects on adjacent neighborhoods.	PL/Sustainability	PL/Comprehensive Planning	Short Term
M-FI9(a): Annually review opportunities to fund and implement improvements that will increase safety on streets, highways, and pedestrian and bicycle facilities within the City.	PW/Traffic	PW/Engineering	Annually

Lakewood Moves: Complete Streets

M-CS1(a): Evaluate and determine how Complete Street efforts can be fully implemented on arterial and major collector streets, unless significant physical constraints exist. Kipling Street, Garrison Street, Alameda Avenue and Colfax Avenue should be the highest priorities for improvements. Evaluate opportunities for additional secondary pedestrian and bicycle routes parallel to arterial streets such as Wadsworth Boulevard.	PL/Comprehensive Planning	PW/Traffic and Engineering	Medium Term
M-CS1(b): Review site plans to ensure that new development and redevelopment within the designated growth areas improve street frontages to meet Complete Street standards.	PL/Development Assistance	PW/Traffic; PL/Comprehensive Planning	Ongoing
M-CS2(a): Review roadway improvement plans to ensure that the desired urban design character of the area, as defined by zoning designations is not adversely impacted.	PW/Traffic	PL/Comprehensive Planning	Ongoing
M-CS2(b): Review roadway improvement plans to ensure that Complete Street components that are appropriate for the desired urban character of the area are included.	PW/Traffic	PL/Comprehensive Planning	Ongoing
M-CS3(a): Evaluate the possibility of dedicated transit lanes on Alameda Avenue, Colfax Avenue and Wadsworth Boulevard. Consider all transit options including bus rapid transit (BRT), streetcar, light rail and urban gondola.	PW/Traffic	PL/Comprehensive Planning	Long Term

Lakewood Moves: Complete Streets (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
M-CS3(b): Coordinate with regional partners to determine the public and multi-modal transportation needs along Wadsworth Boulevard.	PW/Traffic	PL/Comprehensive Planning	Ongoing

Lakewood Moves: Way-Finding and Informational Signs

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
M-WS1(a): Implement, and annually evaluate, the recommendations of the <i>Downtown Lakewood Connectivity and Urban Design Plan</i> for the downtown area.	PL/Comprehensive Planning	PW/Traffic and Engineering	Annually
M-WS1(b): Develop and implement a citywide way-finding system plan.	PL/Comprehensive Planning	PW/Traffic; CR/Heritage, Culture & the Arts	Medium Term
M-WS1(c): Coordinate with CDOT and RTD to provide appropriate way-finding signage along US 6 and I 70, and at rail stations and transit centers.	PL/Comprehensive Planning	PW/Traffic	Medium Term
M-WS1(d): Coordinate with Jefferson County and other area cities to develop and implement a consistent bike way-finding system for the county.	PW/Traffic	PL/Comprehensive Planning	Ongoing

Lakewood Sustains: City Leadership & Role

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
S-CL1(a): Evaluate municipal operations and management of facilities to identify opportunities to incorporate sustainability efforts and operations.	Citywide	-	Ongoing
S-CL1(b): Evaluate policy decisions to identify opportunities to increase sustainability efforts.	Citywide	-	Ongoing
S-CL1(c): Create criteria to incorporate sustainable elements within public improvement projects.	PL/Sustainability	PW/Engineering; PL/Comprehensive Planning	Medium Term
S-CL2(a): Develop and provide materials for the public that address the economic, environmental, and social elements of sustainability.	PL/Sustainability	-	Short Term
S-CL2(b): Develop a program that can be offered to schools and colleges to educate students about the importance of sustainability for a strong and viable city.	PL/Sustainability	-	Short Term
S-CL2(c): Develop targeted outreach programs to meet project-specific strategies within the <i>Sustainability Plan</i> .	PL/Sustainability	-	Long term

Lakewood Sustains: Air Quality & Climate

S-AQ1(a): Create public information materials regarding clean air initiatives through the City's Sustainability website and other print materials, or direct the public to where this information can be obtained.	PL/Sustainability	-	Short Term
S-AQ1(b): Provide the public with a list of everyday actions that can reduce emissions, protect air quality, and save money.	PL/Sustainability	-	Short Term
S-AQ2(a): Develop programs to assist residents, neighborhoods, and businesses in identifying sources of greenhouse gas (GHG) emissions and strategies to reduce emissions.	PL/Sustainability	-	Medium Term
S-AQ2(b): Assess the community's vulnerability to climate change impacts and develop plans and adaptation strategies to reduce community vulnerability, increase resiliency, and minimize adverse effects of climate change on the environment, economy, and public health.	PL/Sustainability	PL/Comprehensive Planning	Long Term
S-AQ3(a): Establish a target for planting new trees and vegetation to remove CO ₂ , reduce urban heat island effect, and enhance urban aesthetics.	PL/Sustainability	CR/Planning, Construction & Maintenance	Short Term
S-AQ3(b): Reduce GHG emissions by providing strategies for improving the transportation system and transportation infrastructure; promoting the use of public transit; and providing for multi-modal transportation options.	PL/Comprehensive Planning	PL/Sustainability; PW/Traffic	Ongoing

Lakewood Sustains: Air Quality & Climate (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
S-AQ3(c): Research and implement programs to incentivize the use of transit.	PL/Comprehensive Planning	PW/Traffic	Medium Term
S-AQ3(d): Develop an educational campaign to encourage the public to use transportation options that are alternative to the single-occupant vehicle, such as walking, biking, car share, bike share, light rail, shuttle, or bus to reduce air pollution.	PL/Comprehensive Planning	-	Short Term
S-AQ3(e): Develop a strategic plan to increase fuel efficiency and incorporate alternative fuel vehicles into the City vehicle fleet.	PL/Sustainability	PW/Fleet Management	Medium Term
S-AQ3(f): Develop strategies to expand infrastructure for alternative fuel vehicles.	PL/Sustainability	PL/Comprehensive Planning	Medium Term
S-AQ3(g): Develop and promote an air quality checklist for developers and property managers to make them aware of development strategies that may be applied to help air quality.	PL/Sustainability	PL/Comprehensive Planning	Short Term
S-AQ3(h): Evaluate street sweeping and snow plowing services for opportunities to improve air and water quality, and mitigate environmental impacts of such processes.	PL/Sustainability	PW/Environmental Services	Medium Term

Lakewood Sustains: Water

S-W1(a): Implement the <i>Bear Creek Association Watershed Plan</i> .	PW/Environmental Services	-	Ongoing
S-W1(b): Manage flood plains and minimize disturbance of stable, natural flood plains to the greatest extent possible in order to reduce flood risk.	PW/Engineering	-	Ongoing
S-W1(c): Develop policies and incentives to reestablish natural flow patterns and incorporate these areas as an amenity to the site in the new development and redevelopment projects.	PW/Engineering	PL/Comprehensive Planning; PL/Development Review	Long Term
S-W1(d): Identify potential incentives to encourage developers to dedicate or donate flood plain and floodway areas as drainage easements.	PW/Engineering	PL/Comprehensive Planning	Medium Term
S-W1(e): Determine a fee program or a funding mechanism for the purchase of parcels in the flood hazard area.	PL/Comprehensive Planning	PW/Engineering; CR/Planning, Construction & Maintenance; Finance/Property & Purchasing	Medium Term
S-W1(f): Develop policies and incentives for the preservation and restoration of riparian and wetland buffers on public and private property to protect and restore hydrologic function.	PL/Sustainability	PW/Engineering	Long Term

Lakewood Sustains: Water (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
S-W2(a): Develop and distribute educational information to provide outreach and resources to the Lakewood community that provides water conservation education, water-wise landscaping techniques, and identifies incentives for retrofitting homes for water efficiency.	PL/Sustainability	PL/Comprehensive Planning	Short Term
S-W2(b): Review and update development standards to ensure increased water efficiency.	PL/Sustainability	PL/Development Assistance	Medium Term
S-W2(c): Evaluate opportunities to reduce City water usage for buildings and irrigation.	PL/Sustainability	CR/Urban Parks, Forestry & Street Landscaping	Ongoing
S-W3(a): Continue to work cooperatively with front range communities to utilize a regional stormwater quality approach.	PW/Engineering	PW/Environmental Services	Ongoing
S-W3(b): Identify and evaluate natural infiltration methods and develop ways to incorporate these methods into the site development process.	PL/Sustainability	PL/Comprehensive Planning	Medium Term
S-W3(c): Develop and distribute educational materials for property owners about stormwater runoff mitigation techniques and pollution prevention.	PL/Sustainability	PW/Environmental Services	Short Term
S-W3(d): Provide the public with a list of everyday actions that can protect water quality	PL/Sustainability	PW/Environmental Services	Short Term

Lakewood Sustains: Biodiversity, Natural Resources & Ecosystem Services

S-BN1(a): Develop criteria for habitat protection and connectivity corridors to support biologic diversity.	PL/Sustainability	-	Medium Term
S-BN1(b): Develop mitigation strategies to enhance and protect natural habitats and natural systems on public and private property.	PL/Sustainability	PL/Comprehensive Planning	Long Term
S-BN1(c): Implement the Department of Community Resources <i>Natural Areas Plan</i> in order to maintain the integrity of ecosystems in the City's public parks and open spaces.	CR/Planning, Construction & Maintenance	-	Long Term
S-BN1(d): Develop strategies to prevent and mitigate environmental contamination of soils, water, and air from hazardous chemicals.	PL/Sustainability	CR/Environmental Services	Medium Term
S-BN2(a): Identify and evaluate opportunities to expand or enhance parks and open space.	CR/Planning & Construction	CR/Urban Parks, Forestry & Street Landscaping, and Regional Parks & Golf	Ongoing
S-BN2(b): Develop strategies to connect parks and open space by greenway recreational corridors.	PL/Comprehensive Planning	CR/Planning, Construction & Maintenance	Medium Term

Lakewood Sustains: Biodiversity, Natural Resources & Ecosystem Services (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
S-BN2(c): Evaluate the effectiveness of the existing tree preservation program and identify ways to strengthen its enforcement, penalties, and mitigation strategies for removal or destruction of healthy, mature shade trees.	PL/Comprehensive Planning	PL/Sustainability; PL/Development Assistance	Medium Term
S-BN2(d): Develop an educational program to promote drought-resistant, resilient tree planting by property owners and the City.	PL/Sustainability	CR/Urban Parks, Forestry & Street Landscaping	Short Term
S-BN2(e): Create educational materials and determine funding strategies for care and maintenance of the existing healthy tree canopy.	PL/Sustainability	CR/Urban Parks, Forestry & Street Landscaping	Short Term
S-BN2(f): Identify opportunities to protect and restore riparian vegetation and wetlands through the site planning development process or through land acquisition, conservation easements, and other means.	PL/Sustainability	PL/Comprehensive Planning	Medium Term

Lakewood Sustains: Energy in Built Environments

S-EB1(a): Develop a comprehensive strategy for energy efficiency.	PL/Sustainability	-	Long Term
S-EB1(b): Assemble educational material for green building practices to assist developers in new development projects or enhancement of existing sites and buildings.	PL/Sustainability	-	Short Term
S-EB1(c): Provide commercial property owners, developers, and homeowners with information about how to enhance resource efficiency of homes and commercial buildings, including retrofitting existing structures.	PL/Sustainability	-	Ongoing
S-EB1(d): Determine potential incentives for enhancement of resource efficiency of homes and commercial buildings, including retrofitting existing structures.	PL/Sustainability	PL/Comprehensive Planning	Short Term
S-EB2(a): Research the feasibility of integrating renewable energy requirements into development and building standards.	PL/Sustainability	PW/Engineering	Medium Term
S-EB2(b): Evaluate possible incentives for the use of renewable energy resources in private development.	PL/Sustainability	PL/Comprehensive Planning	Medium Term
S-EB2(c): Determine the feasibility and funding options for the installation of renewable energy facilities throughout the city, and facilitate and support the use of, and access to, renewable energy sources for community-wide usage.	PL/Sustainability	PL/Comprehensive Planning	Medium Term
S-EB2(d): Create goals and strategies to increase the use of renewable energy sources for government energy needs.	PL/Sustainability	-	Short Term

Lakewood Sustains: Energy in Built Environments (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
S-EB2(e): Every two years, review emerging technologies and delivery methods for renewable energy to ensure equitable access for all residents.	PL/Sustainability	-	Ongoing

Lakewood Sustains: Waste

S-WA1(a): Create guidelines and resources for city and private events to maximize resource recovery and longevity of products in order to work toward a culture of zero waste.	PL/Sustainability	-	Short Term
S-WA1(b): Annually review and update educational and promotional materials to share with the Lakewood community to encourage environmentally responsible purchasing.	PL/Sustainability	-	Annually
S-WA1(c): Identify and evaluate strategies to reduce or eliminate the use of single use bags in retail and/or grocery stores.	PL/Sustainability	-	Medium Term
S-WA2(a): Create and promote the City's online resource guide and develop informational handouts for citizens on the concept of zero waste, including recycling hard-to-recycle items, yard waste disposal, and composting services within and near the City.	PL/Sustainability	-	Short Term
S-WA2(b): Develop educational material about small-scale composting for residents and businesses.	PL/Sustainability	-	Short Term
S-WA3(a): Evaluate the feasibility of providing recycling receptacles in public places throughout the city.	PL/Sustainability	PW/Environmental Services	Medium Term
S-WA3(b): Identify and evaluate ways to establish diversion targets for construction and demolition waste.	PL/Sustainability	-	Short Term
S-WA3(c): Ensure that compost services and facilities are provided to residents and businesses for composting organic waste, including yard waste.	PL/Sustainability	PW/Environmental Services	Medium Term
S-WA3(d): Evaluate options to more efficiently manage trash hauling throughout the city, including implementing a variable-rate waste diversion system for residents.	PL/Sustainability	PW/Environmental Services	Medium Term
S-WA3(e): Determine user friendly, convenient recycling options for city residents and businesses, such as single-stream recycling, a materials recovery facility, and others.	PL/Sustainability	PW/Environmental Services	Medium Term
S-WA3(f): Create guidelines and resources for the provision of recycling and composting facilities at events held in public buildings or parks.	PL/Sustainability	-	Short Term

Lakewood Sustains: Waste (Continued)

Action Step	Lead Department/ Division	Support Department(s)/ Division(s)	Time Frame
S-WA3(g): Update the Zoning Ordinance to require recycling infrastructure as a part of site development in new commercial, mixed-use, and multifamily development.	PL/Development Assistance	PL/Sustainability	Medium Term
S-WA4(a): Identify and evaluate opportunities to improve existing services and provide additional services that allow residents to dispose of hazardous materials and hard-to-recycle items including household hazardous waste, used oil, paint, and other materials.	PL/Sustainability	PW/Environmental Services	Long Term
S-WA4(b): Identify and assess gaps in available recycling and disposal services for hard-to-recycle items and determine strategies to close those gaps.	PL/Sustainability	PW/Environmental Services	Medium Term