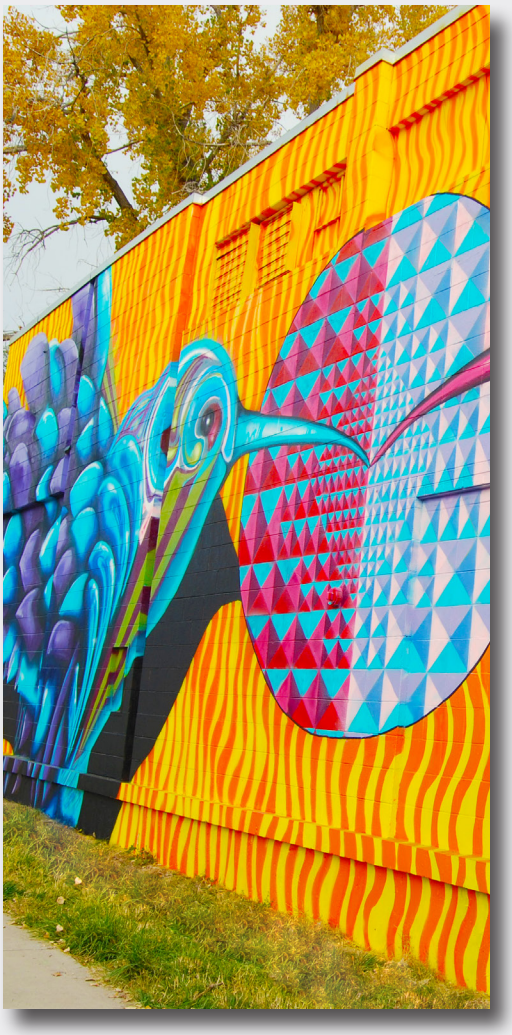
Lakewood 2025: Moving Forward Together



Comprehensive Plan

Lakewood
Full of Possibilities.

ACKNOWLEDGMENTS

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Adoption & Approval

Adopted by Planning Commission on March 18, 2015

Approved by City Council on April 27, 2015

Special Thanks and Recognition

Special thanks and recognition goes to all the residents and business owners who provided input and feedback in the development of the Comprehensive Plan. Recognition also goes to the individuals who helped develop the neighborhood plans, special area plans, corridor plans, and station area plans that have been consolidated into this Comprehensive Plan.

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Note: The maps included in the Comprehensive Plan do not indicate ownership.

Chapter 1

Introduction

Purpose of the Comprehensive Plan
Plan Organization
Planning Process & Community Input

James J. Richey Gallery

INTRODUCTION

Purpose of the Comprehensive Plan

The Comprehensive Plan is a long-range plan that looks 10 years into the future. It articulates a clear vision for the future of Lakewood and provides the goals and actions to achieve that vision. It is a policy document that provides guidance to City Council, Planning Commission, City staff, residents, businesses, and developers to make informed decisions about the current and future needs of the community. It is a valuable tool developed to:

- Promote the community's vision for the future of Lakewood;
- Maintain and improve the physical environment of the City;
- Respond to the social, environmental, economic, and demographic realities and forecasts;
- Identify and set budgeting priorities;
- Provide for the health, safety and welfare of the entire Lakewood community; and
- Plan in a thoughtful, cohesive, and comprehensive manner.

Plan Organization

The Comprehensive Plan is divided into eight chapters, beginning with this introductory chapter. Chapter 2 provides a brief overview of Lakewood and Chapter 3 sets forth the overall vision for the City, which guided the development of this Plan. Chapters 4 through 7 each address a unique topic and include a guiding principle and specific goals and action steps to achieve the vision contained in Chapter 3. Chapter 8 contains recommendations for implementation of the goals and action steps identified in Chapters 4 through 7.

Plan Chapters

Chapter I: Introduction outlines the purpose for the Comprehensive Plan, the Plan organization and the planning process.

Chapter 2: Background provides a brief history of the Lakewood community and describes its regional context and the current land use patterns.

Chapter 3: Moving Forward identifies the overall vision for the City of Lakewood as it looks forward to the next 10 years. It contains future demographic and employment projections and sets the future image and character for Lakewood.

Chapter 4: Lakewood Lives addresses the overall livability of Lakewood. It includes a wide range of topics including sections on neighborhoods; housing; family services; historic preservation; arts and culture; parks, trails and recreation; schools and libraries; and public services.

Chapter 5: Lakewood Innovates identifies the goals and strategies for a strong and sustainable economic base and provides guidance for reinvestment and future development in Lakewood. This chapter includes goals for identified growth areas, activity areas, and employments areas throughout the city.

Chapter 6: Lakewood Moves focuses on future transportation recommendations for the city. It identifies a desired network of improvements and recommendations for an interconnected system of roadways, trails, and sidewalks.

Chapter 7: Lakewood Sustains encompasses the city's goals for environmental sustainability. It includes sections on leadership; air quality and climate; water; biodiversity; natural resources and ecosystems; energy in built environments; and waste. It sets the direction for Lakewood to support the environmental sustainability elements to ensure Lakewood is a leader in sustainability practices.

Chapter 8: Implementation organizes and prioritizes the implementation of the goals and action steps within the Comprehensive Plan. It identifies time frames for implementation and the responsible entity or person for implementation.

Planning Process

The planning process involved multiple tasks and steps including staff analysis, staff research, and public input. These steps are described in detail below.

Review of Existing Conditions & Future Projections

Staff conducted a comprehensive review of demographic, economic, and growth trends and forecasts. This analysis helped to identify the current and future needs of the city and to develop a clear understanding of anticipated growth patterns and trends facing Lakewood in the next 10 to 15 years. These growth trends are discussed in more detail in the *Moving Forward* and *Lakewood Innovates* chapters of this Plan.

Analysis of Plan Amendments to the 2003 Comprehensive Plan

As part of the Comprehensive Plan update process, City staff evaluated 23 plans that had been adopted as amendments to the 2003 Comprehensive Plan. This included a thorough review of all neighborhood plans, corridor plans, station area plans, and special area plans that have been developed since 1995. The specific plans are identified in the box below. The evaluation identified the policies and goals in each plan that should be folded into the updated Comprehensive Plan, the goals that had been accomplished, and the goals that are addressed in other City plans or policies. When evaluating each plan, staff considered the following questions:

- Is the policy or goal addressed in another City policy or ordinance such as the *Flood Plain Management Ordinance* or the *Transportation Engineering Design Standards*?
- Is the policy or goal addressed in a Citywide plan including the *Historic Preservation Plan*, the *Community Resources Master Plan*, the *Bicycle Master Plan*, and the *Public Arts Master Plan*?
- Was the policy or goal addressed in the 2012 Zoning Ordinance update?
- Is the policy or goal one that a neighborhood, business organization, or other entity is responsible for implementing?
- Has the goal been accomplished?
- Will the policy or goal be addressed in this Comprehensive Plan?

This detailed review affords the opportunity to assess changes in the community over time, provides a holistic approach to planning citywide, and consolidates comparable and compatible goals into one document. It ensures a broader and more efficient approach to planning citywide while ensuring that residents' expectations arising from prior planning efforts continue to be properly acknowledged and reflected.

Copies of the historical neighborhood, corridor, special area, and station area plans are available in the Lakewood Planning Department library and online for reference by staff and residents.

2003 Comprehensive Plan Amendments Evaluated

Neighborhood Plans

- Jefferson Gardens Neighborhood Plan
- Molholm Area Plan
- North Alameda Area Plan
- Lasley Neighborhood Plan
- Eiber Neighborhood Plan
- South Alameda Area Plan
- Morse Park Neighborhood Plan
- Addenbrooke/Belmar Park Neighborhood Plan
- Edgewood Neighborhood Plan

Station Area Plans

- Sheridan Boulevard Station Area Plan
- Wadsworth Boulevard Station Area Plan
- Oak Street Station Area Plan
- Union Corridor Station Area Plan
- Lamar Street Station Area Plan
- Garrison Street Station Area Plan

Special Area Plans

- Jewell & Wadsworth Specific Area Plan
- Federal Center Comprehensive Plan

Corridor Plans

- North Kipling Strategic Plan
- Sheridan Boulevard Strategic Plan
- Mississippi Avenue Strategic Plan
- Alameda Cornerstone Plan
- West Colfax Avenue Action Plan
- North Wadsworth Boulevard Corridor Plan

Community Outreach

Initial Open Houses

The City began the public process of updating the Comprehensive Plan with five public open houses in the fall of 2013. The open houses featured guest speakers, exhibits, maps, city information, comment boards, and surveys. The purpose of the open houses was to solicit community input, views, and ideas on Lakewood's future. Each open house focused on a specific topic and objective as described below:

- September 18, 2013: **Moving Forward.** The objective of the Moving Forward open house was to receive input to guide and develop a vision for the type of city Lakewood should be in 2025. Lakewood's changing demographics and population growth, as well as opportunities and challenges facing Lakewood were discussed to help inform that vision.

  Key concepts conveyed by the community:
  - Lakewood has an opportunity to plan well for growth and development.
  - Lakewood needs to maintain its current character and its great neighborhoods and parks while addressing and accommodating growth.
  - Lakewood needs to be more pedestrian and bicycle friendly.
  - Lakewood should be a leader in sustainability.

- October 1, 2013: **Lakewood Innovates.** The purpose of the Lakewood Innovates open house was to solicit input on what type of economic development is important and appropriate for Lakewood in 2025; the type(s) of businesses and retail Lakewood should attract; and the types of services, programs, and infrastructure Lakewood should invest in to assist businesses.

  Key concepts conveyed by the community:
  - Lakewood has a number of economic development opportunities, especially near light rail, St. Anthony Hospital, and in deteriorating commercial areas.
  - Lakewood should invest in supporting local businesses.
  - Streetscape improvements are important.
  - There should be good integration between commercial and residential areas.

- October 15, 2013: **Lakewood Lives.** The Lakewood Lives open house provided an opportunity to gather information on how residents envisioned their neighborhoods in the year 2025 and how best to accommodate population growth, age diversity, sustainability, and the changing needs of the community. It was structured as a roundtable discussion based on four geographic areas of the city: north, south, east, and west. Participants were provided a series of questions and asked to identify on maps specific areas of opportunity or concern in their neighborhoods.

  Key concepts conveyed by the community:
  - Lakewood's park system and regional location are great assets.
  - Residents generally feel safe in their neighborhoods.
  - Underperforming commercial centers are a concern.
  - Lakewood provides quality and diverse single-family housing choices.

- October 20, 2013: **Lakewood Moves.** The objective of the Lakewood Moves open house was to solicit comments from residents regarding mobility in the city, whether by car, bike, public transit, or on foot. Open house participants were presented with boards identifying the components of Complete Streets, roadway classifications of Lakewood streets, traffic volume information for major streets, and ideas for future transportation options such as car and bike share.

  Key concepts conveyed by the community:
  - Installing new and maintaining existing sidewalks is important.
  - Alternative modes of transportation to light rail stations are important.
  - The need to increase street capacity was identified equally as both a high priority and a low priority.
  - In general, streets are not bike or pedestrian friendly.

- November 12, 2013: **Lakewood Sustains.** The Lakewood Sustains open house provided educational information on topics including waste reduction, energy, climate change, and social and economic sustainability. Attendees had the opportunity to share ideas on how to make Lakewood a more sustainable city through a written survey and through interactive boards that demonstrated the interrelatedness of the broad range of sustainability-related topics.

  Key concepts conveyed by the community:
  - It is important for the City to address energy, air quality, and water efficiency.
  - Green building standards for new construction of City facilities is very important.
  - Waste diversion from landfills is important.
  - It is very important to increase residential curbside recycling rates.

Draft Plan Open Houses

Two community open houses were held on February 10 and 12, 2015, to receive input and comment on the draft goals and action steps contained in the Plan. In addition, City staff held drop-in office hours on February 13, 2015, for those who were unable to attend one of the two evening open houses. Approximately 60 individuals attended at least one of the public information meetings.

City Outreach

Throughout the process, a website was devoted to keeping the public up to date on the planning process, and to announce upcoming meetings and schedules. It also provided the opportunity for the public to provide input and respond to survey questions. Draft chapters of the Comprehensive Plan were posted for the public to review and to provide comments on. Public announcements about upcoming open houses were in *Looking @ Lakewood* and the *Friday Report*. Staff attended numerous City Council ward meetings as well as neighborhood meetings to discuss the Plan update and inform residents on how to be involved.

Comprehensive Plan Advisory Committee

A Comprehensive Plan Advisory Committee was convened in February 2014 to build on the community input received at the open houses and through the website. The Advisory Committee consisted of the Planning Commission, two resident representatives of each City Council ward, and one representative from each business association within the city. The committee met 17 times over the course of one year. It provided guidance and feedback to staff on the vision, guiding principles, goals, and action steps.

The agendas, meeting presentations, handouts, and meeting summaries were posted on the City's website. All Advisory Committee meetings were open to the public.

Public Hearings & Adoption Process

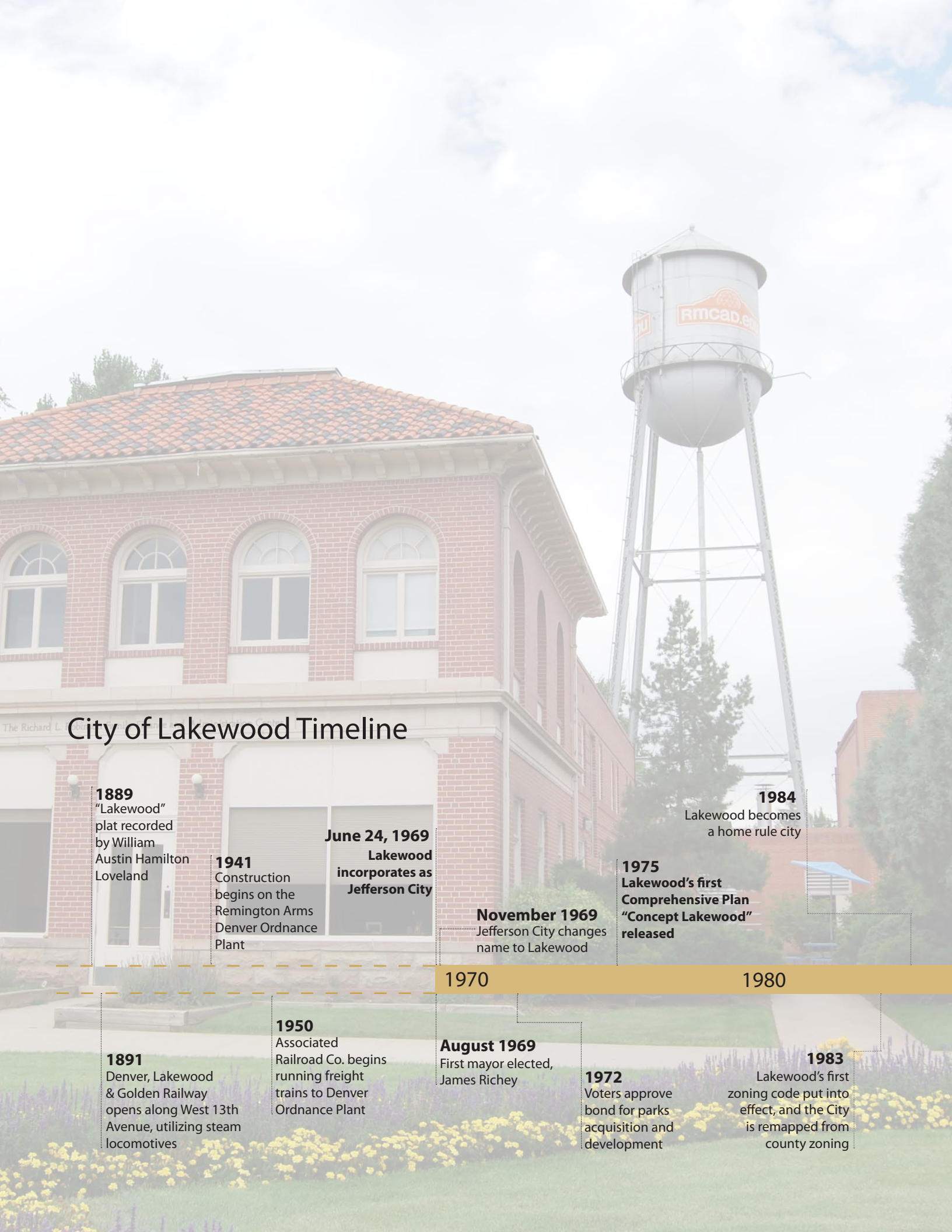
A public hearing before the Planning Commission was held on March 18, 2015. After review and discussion, Planning Commission unanimously adopted the Comprehensive Plan, *Lakewood 2025: Moving Forward Together*, and recommended approval of the Comprehensive Plan to the Lakewood City Council

A public hearing before the Lakewood City Council was held April 27, 2015. Approximately 15 members from the public provided comments at the hearing. After review and discussion, the Lakewood City Council approved the Comprehensive Plan, *Lakewood 2025: Moving Forward Together.*

Chapter 2

Background

History
Regional Context & Setting
Land Use
Demographics



City of Lakewood Timeline

1889
"Lakewood" plat recorded by William Austin Hamilton Loveland

1891
Denver, Lakewood & Golden Railway opens along West 13th Avenue, utilizing steam locomotives

1941
Construction begins on the Remington Arms Denver Ordnance Plant

1950
Associated Railroad Co. begins running freight trains to Denver Ordnance Plant

June 24, 1969
Lakewood incorporates as Jefferson City

November 1969
Jefferson City changes name to Lakewood

August 1969
First mayor elected, James Richey

1970

1972
Voters approve bond for parks acquisition and development

1975
Lakewood's first Comprehensive Plan "Concept Lakewood" released

1983
Lakewood's first zoning code put into effect, and the City is remapped from county zoning

1984
Lakewood becomes a home rule city

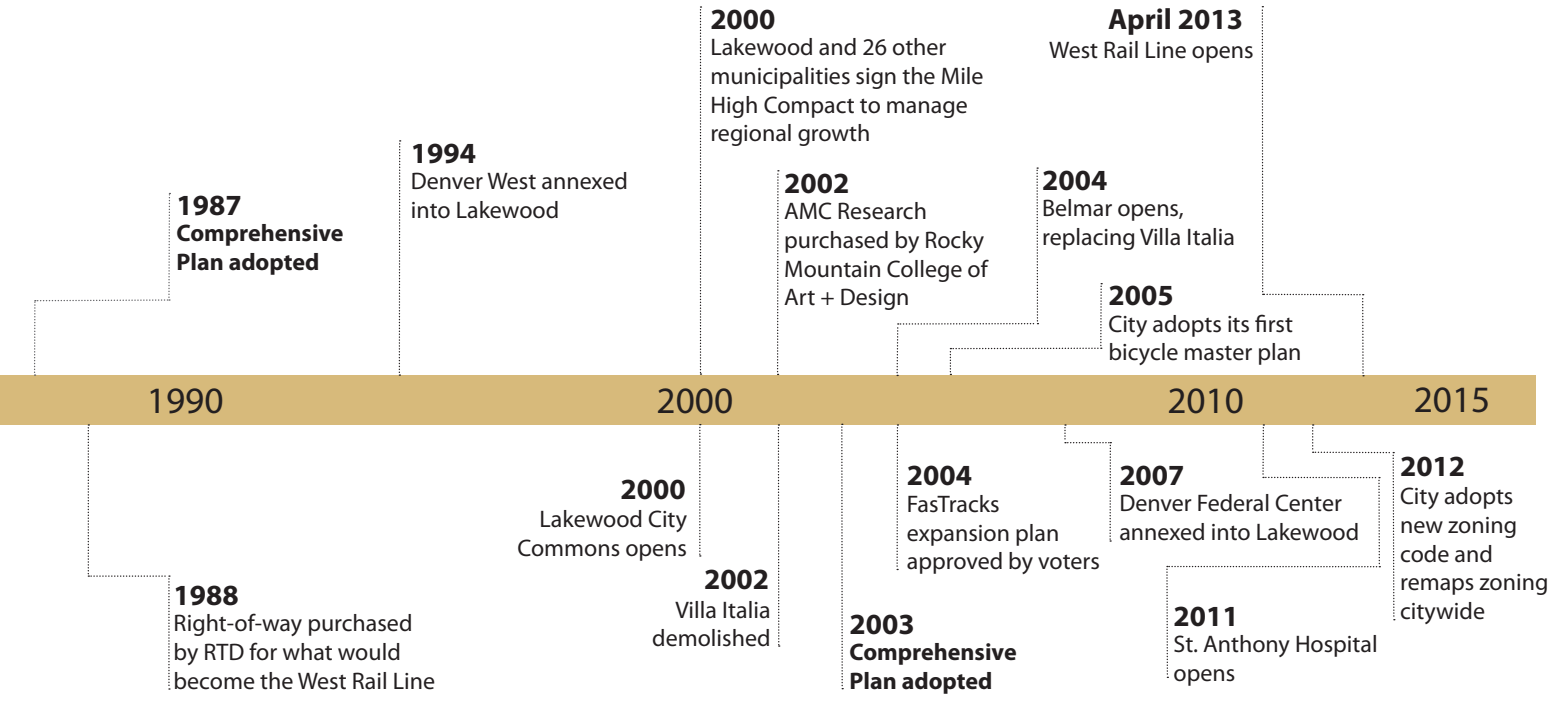
1980

Overview

The earliest settlement in Lakewood can be traced to those looking to profit from the Colorado Gold Rush in the late 1800s. Discovery of gold brought a migration of people to the Denver region, and eventually settlers began establishing communities near the foothills. Small farms, dairies, and orchards supplied the communities in the area and were the origins of Lakewood.

Lakewood's first rail service, developed by William Austin Hamilton Loveland, opened Lakewood to a growing number of visitors in the late 1800s and early 1900s and made it possible for businesses in the area to thrive. The first rail service to Lakewood and Golden from Denver began as the Denver, Lakewood & Golden Railroad (DL&G), which was organized on July 11, 1890. Construction of the railroad was completed on September 20, 1891, and ran along West 13th Avenue. In 1904, the DL&G was purchased by the D&IM Railroad Company and converted from railroad to streetcar. In 1909, the Denver Tramway Company (DTC) purchased the D&IM and converted the streetcar line from steam operation to electric operation. The railway ran as heavy rail to the Denver Ordnance Plant in World War II and ran until the 1970s. The rail right-of-way was purchased by the Regional Transportation District in 1988, which resulted in the development of a 12.1-mile light rail line that opened in 2013.

The first area to be called Lakewood was a 160-acre residential subdivision, which spanned West Colfax Avenue south to West 10th Avenue between what is now Harlan and Teller streets. Lakewood was first recognized by name in Jefferson County, Colorado, on July 1, 1889, when the first subdivision was platted. The Lakewood subdivision was established by William Austin Hamilton Loveland, Miranda Ann Montgomery Loveland, and Charles Clark Welch. The Lovelands envisioned residential development along the DL&G railroad; however, due to the financial troubles of the DL&G and the death of William Loveland in 1894, their development plans were not carried out.



Background

Although the Lakewood subdivision failed to develop as a rail or streetcar suburb as the Lovelands had planned, the West Colfax Avenue subdivisions grew, and by 1910 housing began to be built near West Colfax Avenue. However, little growth occurred in Lakewood until the 1920s.

Lakewood's industrial areas began developing in the early 1920s along the 1300 blocks between Harlan Street and Sheridan Boulevard. The Lakewood Brick and Tile Company, now called the Summit Brick Company, at West 13th Avenue and Harlan Street, Lakewood's longest operating business, opened its doors in 1919 and still stands to this day.

The coast-to-coast US 40 brought visitors to the Colorado Rocky Mountains in the late 1920s. Colfax Avenue is a 26-mile segment of US 40 between east Aurora and west Lakewood. Colfax Avenue began to include businesses to meet travelers' needs, and by the 1940s, West Colfax Avenue in Lakewood had developed to include motels, diners, drive-in restaurants, and car sales lots.

Prior to World War II, Lakewood was primarily a rural and agricultural area. The onset of the war brought the United States ordnance plant to Lakewood in 1941. The area chosen for the plant's construction was the Hayden Ranch area at the foot of Green Mountain. The site became home to the Denver Ordnance Plant, a munitions manufacturing and testing facility. The Remington Arms Company was contracted by the Federal Government to operate the facility. The establishment of the plant brought additional jobs to the area and a considerable growth in population. After the war ended, the Denver Ordnance Plant was converted to government offices between 1947 and 1950. The old plant became known as the Denver Federal Center. The area's population continued to grow and additional housing and services began to develop in response to the growing workforce at the Denver Federal Center.

Because much of Lakewood developed prior to incorporation as a city, Lakewood was, and continues to be, served by numerous water and sewer providers.

Discussions of incorporations occurred often over the decades of development, and several attempts were made to incorporate Lakewood. The city eventually incorporated on June 26, 1969, and was, for a short time, known as Jefferson City. The city was divided into five wards. These wards included Applewood, "old," or central Lakewood, the Alameda and Meadowlark areas, Green Mountain, and the south end of the city that included Bancroft, Cloverdale, and other neighborhoods. At the time of its incorporation, Lakewood already had a population over 90,000, which made Lakewood the largest city by population to be incorporated into the United States at that time. In 1969, the City was approximately 23,360 acres (36.5 square miles) in size.

Following the incorporation of Lakewood, the mayor and city council members were elected. The first mayor of Lakewood was James J. Richey, who had previously served on the Jefferson County R-1 Board of Education and served as chairperson of the Citizens for Incorporation of Lakewood.

In July 1973, new wards were proposed for the City of Lakewood in order to better balance Lakewood's population, which had grown by 28 percent since its incorporation.

The city continued to grow rapidly during the 1970s and 1980s. By the 1990s, the city was approaching build-out and began to focus on the redevelopment of aging retail centers. By the 2000s, the city had seen redevelopment of the Westland Shopping Center; Villa Italia Mall had been transformed into Belmar; and the Denver West area transitioned from car dealerships into a regional retail destination with added construction of office development, a regional retail center, and the Colorado Mills Mall.

Comprehensive Planning in Lakewood

Prior to the City's first plan, the City approved an interim plan in 1970 based on the Jefferson County Plan. The plan, however, failed to meet the City's needs and address its problems because the county plan was completed prior to Lakewood's incorporation. Driven by the need for a plan to address urban growth and encompass City needs, a new plan was developed.

Lakewood's first comprehensive plan, known as "Concept Lakewood," was adopted in 1975. *Concept Lakewood* aimed to support the development of policies and programs in response to municipal problems resulting from rapid urban growth within the city and throughout the metropolitan area. Similar to the goals within this current plan, *Concept Lakewood* addressed actions affecting the community's social, physical, and economic development to ensure the best quality of life for Lakewood residents.

Following the adoption of *Concept Lakewood,* seven district plans were developed that were composed of several neighborhood planning areas. Additionally, individual activity center plans were adopted for the areas of Villa Italia, JCRS, and Westland. Following these long-range planning and implementation efforts, a major amendment to *Concept Lakewood* was adopted in 1977 to address commercial nodes, transportation, and other changes to the original plan.

In 1987 the Lakewood Comprehensive Plan was updated. This plan attempted to address the limitations of *Concept Lakewood* and build upon major planning concepts in the original plan. Major concepts of this plan included Lakewood's identity and image; control of the amount and placement of commercial and multifamily development; quality of development; and neighborhood protection.

In 2003 the Lakewood Comprehensive Plan was again updated. Numerous neighborhood planning and corridor planning efforts took place prior to the 2003 plan. The plan update revised the 1987 plan to include goals and policies that expanded upon Lakewood's strengths; protected community assets; and met future challenges. Major concepts of this plan included community image, identity, design and appearance; community sustainability; land use including residential, neighborhoods, and urban centers; economic development; transportation including major roadways and transit corridors; and parks, recreation, and open space. Numerous neighborhood plans, corridor plans, and special area plans were adopted as amendments to the Comprehensive Plan.

Government

The City of Lakewood is a home rule city with the council-manager form of government. In this form of government, Lakewood residents elect a city council consisting of the mayor and 10 city council members. The mayor is elected at large. The city council has two members from each of the city's five geographical wards. City Council sets policies for the operation of the city government.

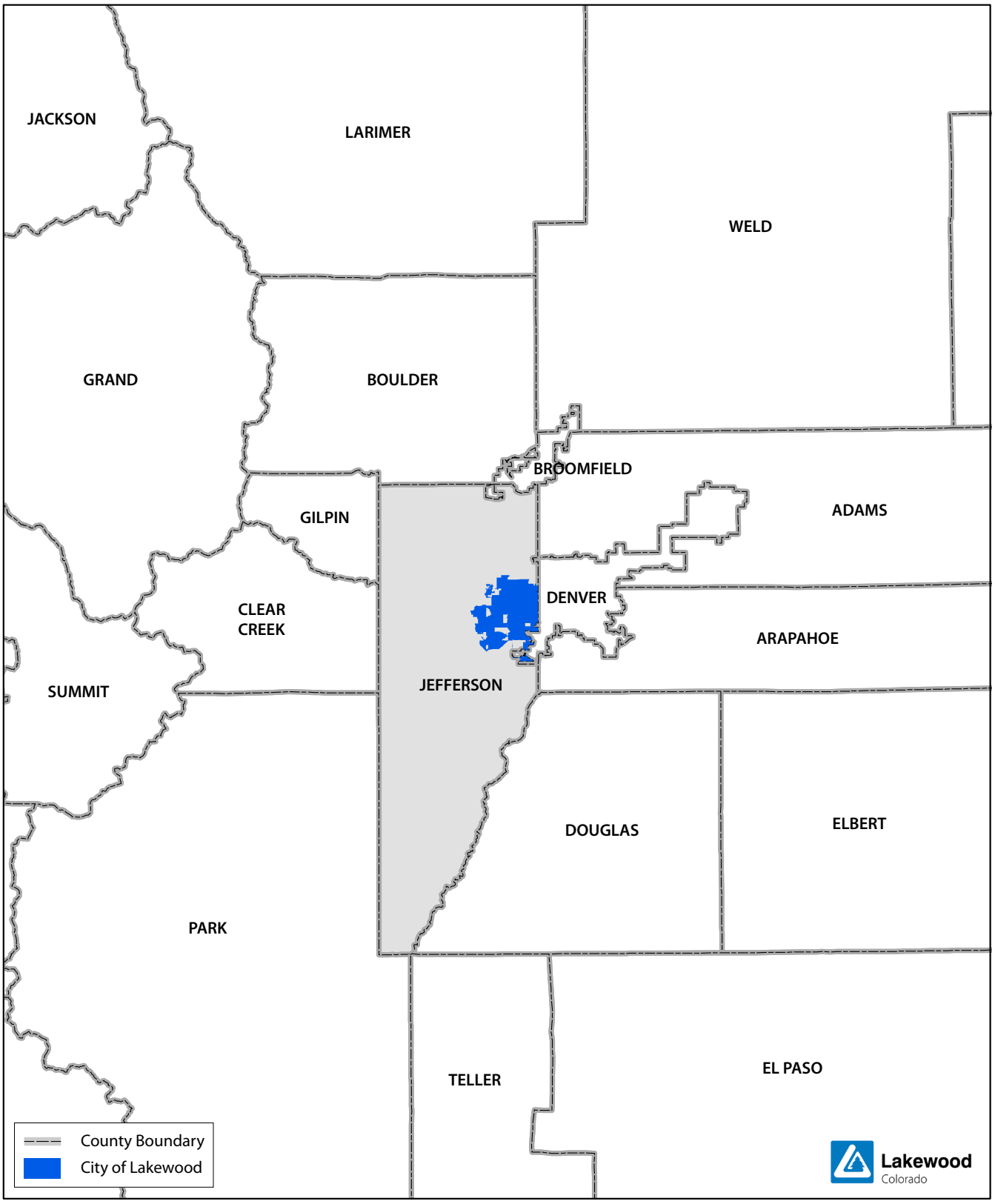
The City Council appoints the city manager with administrative responsibility to carry out the council's policies and the day-to-day operations of the City.

Location & Access

The City of Lakewood is situated at the base of the eastern slopes of the Rocky Mountains. It spans from the high plains into the foothills to the west. The city is located just west of Denver in Jefferson County. The city is made up of primarily suburban and urban lands.

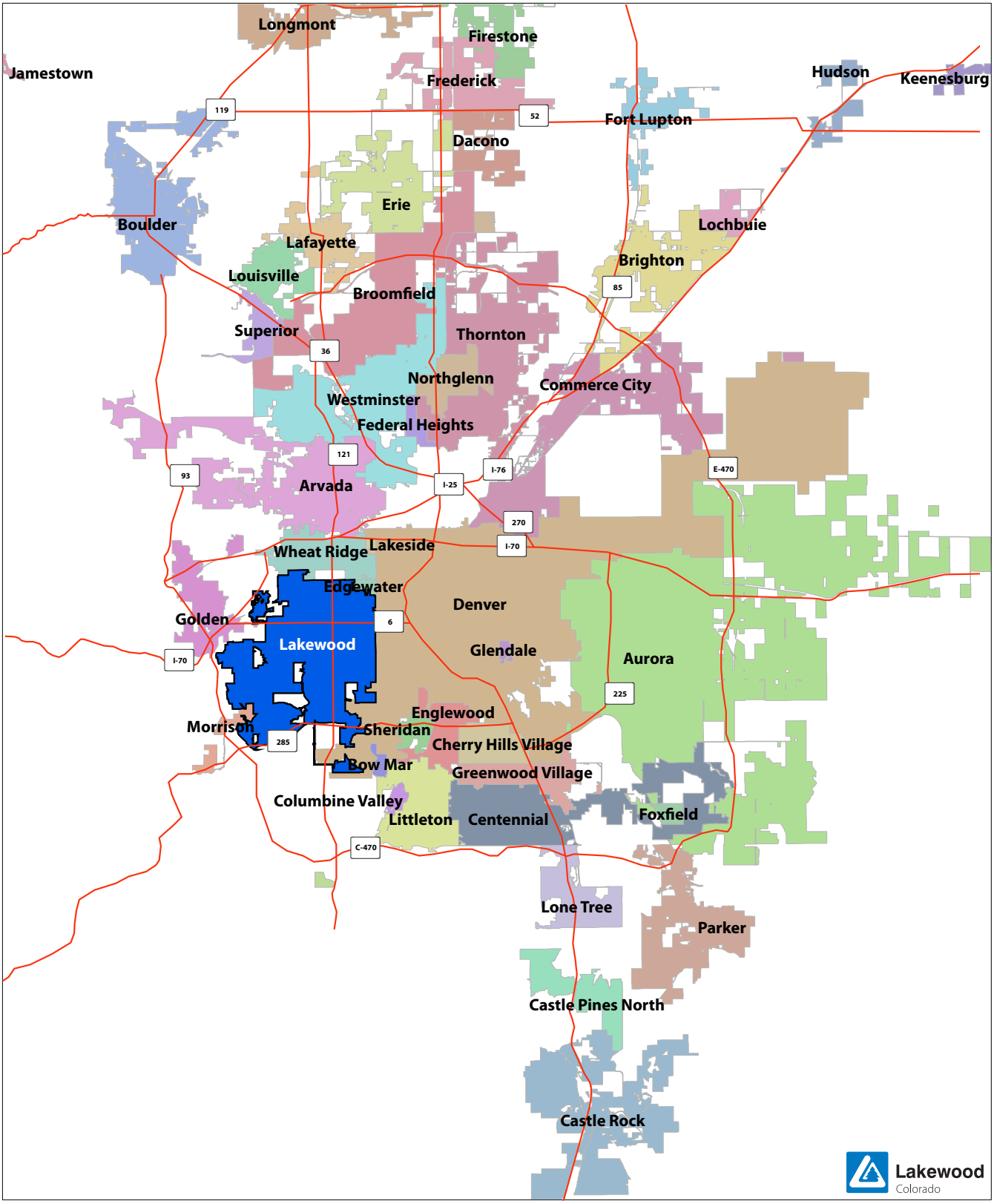
The city is surrounded by Denver to the east, Wheat Ridge and Edgewater to the north, Golden and unincorporated Jefferson County to the west, and unincorporated Jefferson County and Denver to the south (see Map 2-b on page 2-8).

Access to the City from the Denver metropolitan and surrounding areas is made easy by Interstate 70, US 6, and US 285. The C 470 beltway provides connection to the southern metropolitan area. Additional access to Lakewood and the Denver region is provided by light rail service on the West Rail Line, which opened in April 2013. Local and regional bus service is also available throughout the city.



Map 2-a

Jefferson County Context



Map 2-b

Regional Context

0 2.5 5 10 15 Miles

N W E S

Existing Land Use

The City of Lakewood is separated into various zone districts in order to ensure there is a compatibility of land uses; to support efficient and economical use and reuse of land within the city; to encourage uses of land that are functional and design that contributes aesthetically; and to protect the city's existing residences, businesses, and infrastructure in a way that is consistent with this Plan. The zone districts within Lakewood include residential, mixed use, commercial and light industrial, and planned development. These districts include land that has been developed with a variety of uses. The existing land use map aggregates these zone districts into broader categories to show the larger land use patterns within the city. The existing land use map (Map 2-c on page 2-11) shows the land uses as they exist today, but does not necessarily reflect current zoning (see the Lakewood Zoning Ordinance, Title 17 of the Municipal Code for zoning). A brief description of these land use categories is provided below.

Agricultural

Agricultural land uses within Lakewood include the keeping of large or small animals and/or apiaries, community gardens, and horticulture.

Commercial

Commercial land uses include retail businesses that buy and sell goods and services. These areas include lots or parcels containing retail sales, services, hotels and motels, and private recreational services and facilities. Lakewood's commercial zone district includes Commercial-Regional.

Education

Education land uses refer to areas where private or public education institutions are located. In Lakewood, schools are classified by the type of instruction provided and by the student grade level, including K-12 School, Preschool, Vocational, Trade, University, or College.

Hospital

The City of Lakewood has two hospitals within its boundaries: St Anthony Hospital and OrthoColorado Hospital, located directly south of the Federal Center light rail station.

Industrial

The City of Lakewood designates both light industrial and light industrial-research and development areas. Light industrial areas are intended to allow for existing and future light industrial uses that provide employment within the city through production of medical, high technology, environmentally sustainable products as well as warehousing and distribution. Some heavy manufacturing is allowed. Light industrial-research and development areas more specifically foster the development of new and existing research, technology, and light industrial uses in a campus-style setting. Lakewood's industrial zone districts include Light Industrial and Light Industrial-Research and Development.

Mixed Use

Mixed-use areas are intended to provide mixed land uses including a single building containing various types of land uses or a single development with more than one building and use, where multiple land uses are in close proximity. In general, mixed use is an area that is designated for a mix of residential and nonresidential uses. Lakewood's mixed-use zone districts include Mixed-Use-Neighborhood, Mixed-Use-General, Mixed-Use-Core, Mixed-Use-Employment, and Mixed-Use-Residential.

Office
Office land uses include business activities conducting the administration and management of businesses, professional, or enterprise services.

Parks & Open Space
Parks and open space land uses include areas designed and intended for recreational purposes. These areas may be natural or landscaped land. The City of Lakewood Urban and Regional Parks staff manage over 7,100 acres of open space and more than 180 miles of trails for biking, walking, hiking, and horseback riding.

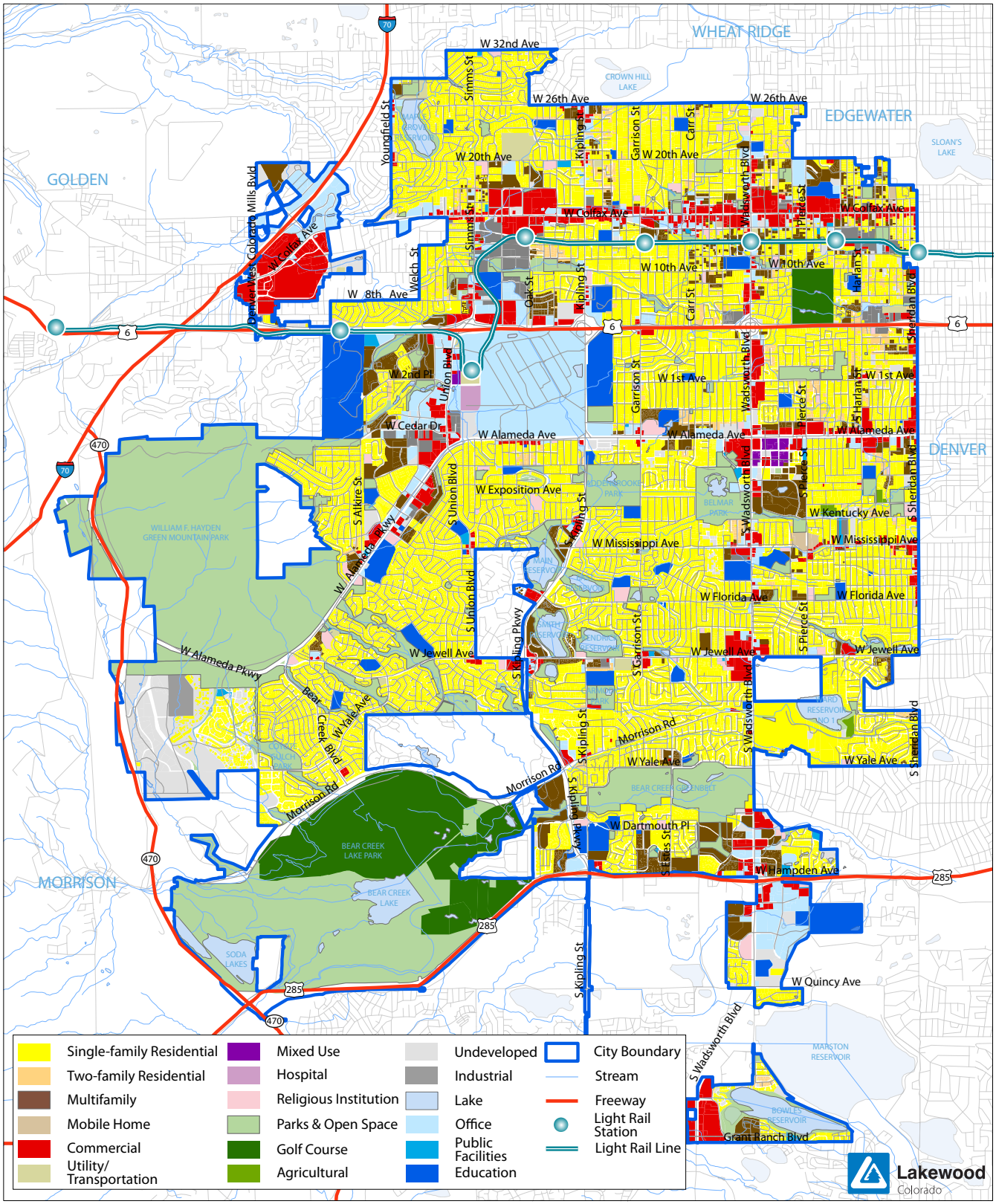
Public Facilities
Public facilities include any City government office or facility.

Religious Institutions
Religious institutions refer to any religious facility including churches, synagogues, temples, mosques, and any other facility used for religious practices or services.

Residential
Residential land uses within the city include single -family, two-family, multifamily and mobile home. Residential land use signifies that housing is the primary use within these designated areas.

Transportation
Transportation land uses within the city include areas dedicated for the vehicle or light rail. These areas include existing streets, rights-of-way, rail lines, and other transportation facilities.

Utility
Land used for utilities are areas dedicated for public or private utilities. These may include, but are not limited to, cable, electric, gas, wireless facilities, pipelines, utility lines, water and wastewater facilities, substations, and telephone utilities.



Map 2-c

Existing Land Use

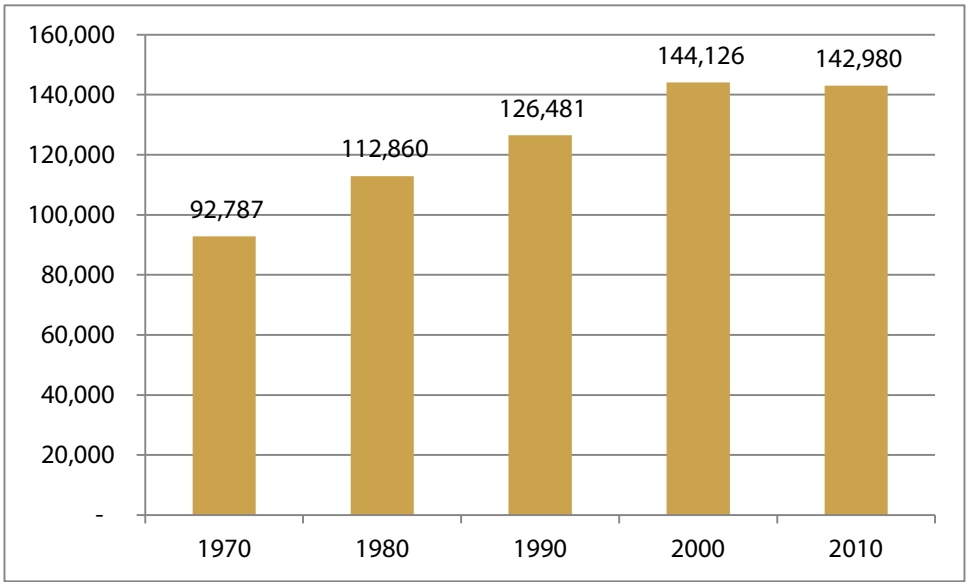
0 0.5 1 2 3 Miles

N W E S

Population & Demographics

The City of Lakewood's demographics reflect the city's growth and direction. The City of Lakewood is the fifth largest city in Colorado by population. Currently, Lakewood has a total population of approximately 147,214 according to the 2013 U.S. Census Bureau population estimates. The land area of Lakewood is 42.21 square miles. The City will continue to face challenges and opportunities accompanying a growing population and changing demographics.

Figure 2-a: City of Lakewood Population, 1970-2010



Source: *U.S. Census Bureau*

Table 2-a: Housing Characteristics, 2013	
Units in Structure	
Total housing units	64,392
1-unit, detached	31,611
1-unit, attached	6,276
2 units	1,208
3 or 4 units	2,841
5 to 9 units	6,235
10 to 19 units	7,257
20 or more units	8,447
Mobile home	481

Source: *U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates*

Lakewood had a total of 64,392 housing units as of 2013. Most of these housing structures were built between 1969 and 1980. The greatest number of Lakewood residents live in single-family housing units.

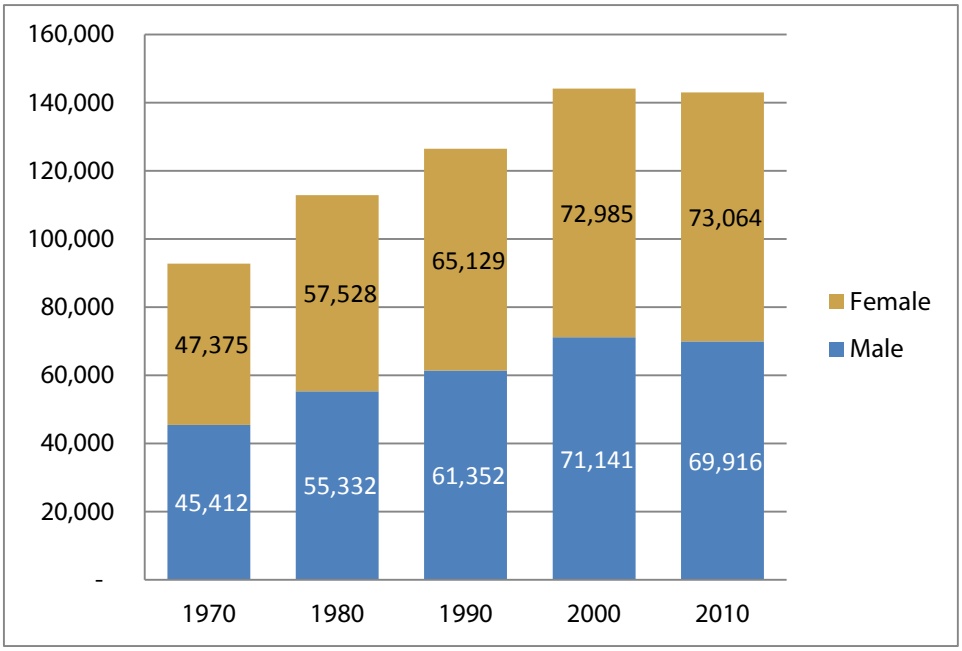
The City's average household size of 2.27 is smaller than both Jefferson County and Colorado (2.42 and 2.49 respectively).

Table 2-b: Demographics Comparison			
	City of Lakewood	**Jefferson County**	**Colorado**
Population*	142,980	534,543	5,029,196
Median Household Income**	$56,492	$68,984	$58,433
Persons Below Poverty Level**	12.8%	8.6%	13.2%
Median Age**	38.8	40.4	36.1
No. of Housing Units**	64,392	230,487	2,222,782
Owner Occupied	36,007	155,022	1,292,645
Renter Occupied	25,327	64,540	684,946
Vacant	3,058	10,925	245,191
Average Household Size*	2.27	2.42	2.49

*U.S. Census Bureau, 2010 Census
**U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Lakewood's median household income, $56,492, is slightly below that of Colorado, and it is significantly lower than that of Jefferson County ($58,433 and $68,984, respectively). The percentage of persons below poverty level is almost 13 percent in Lakewood.

Figure 2-b: City of Lakewood Population & Gender, 1970-2010

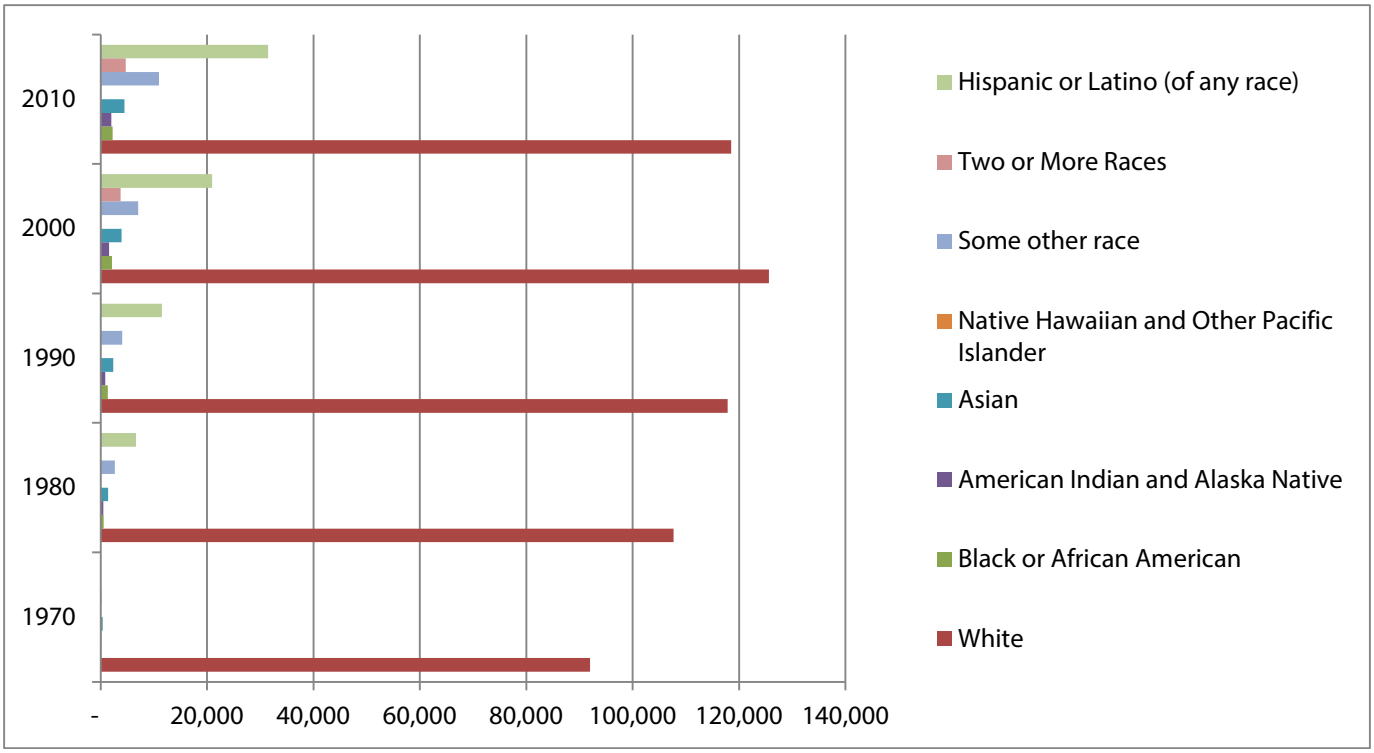


Lakewood's population is split relatively evenly between females and males, yet the female population has remained somewhat larger than the male population since the City's incorporation.

Source: *U.S. Census Bureau*

The City's Hispanic/Latino population is by far the fastest growing population in both Lakewood and Jefferson County. Lakewood has a total Hispanic/Latino population of 31,467, and Jefferson County has a total Hispanic/Latino population of 76,445. Lakewood's Hispanic/Latino population is currently 22 percent of its total population.

Figure 2-c: City of Lakewood Race & Ethnicity, 1970-2010*

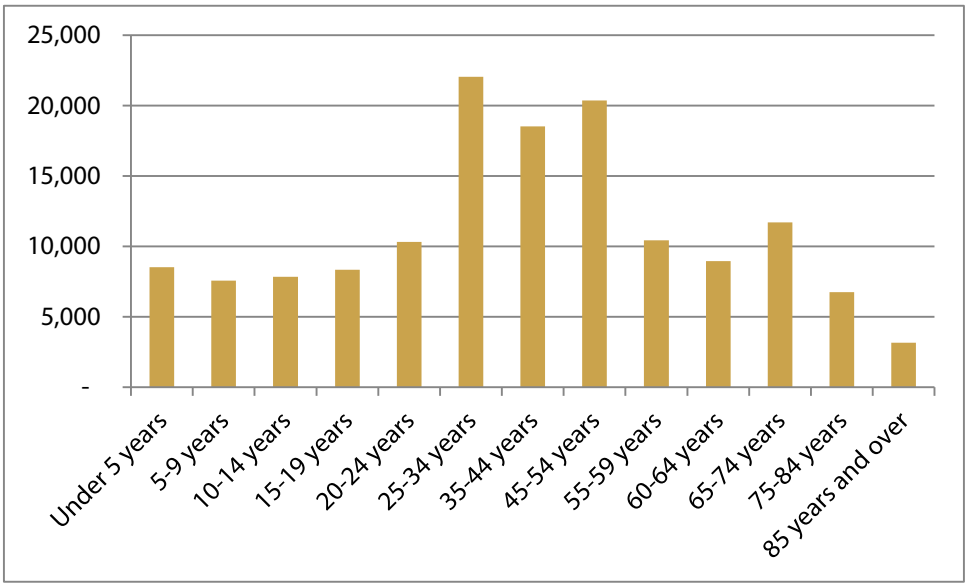


Source: *U.S. Census Bureau*

*The graph above does not demonstrate a complete picture of race and ethnicity in Lakewood between 1970 and 1990 because the range of survey choices for race was not as comprehensive then as it is today. For example, the 1970 census included the choice of White, African American/Black, or other races, including Indian, Japanese, Chinese, and Filipino, to describe one's race. Therefore, the information in the graph above does not show that various races were lacking in the population necessarily, but rather, these races were not identified comprehensively during the 1970 and 1980 census.

Lakewood's population is made up of a diverse mix of ages but is relatively evenly distributed. Approximately half of Lakewood's population is under the age of 40 and the other half is 40 and older. By and large, Lakewood has an aging population. Lakewood's median age has increased from 26.9 in 1970 to 38.8 in 2013.

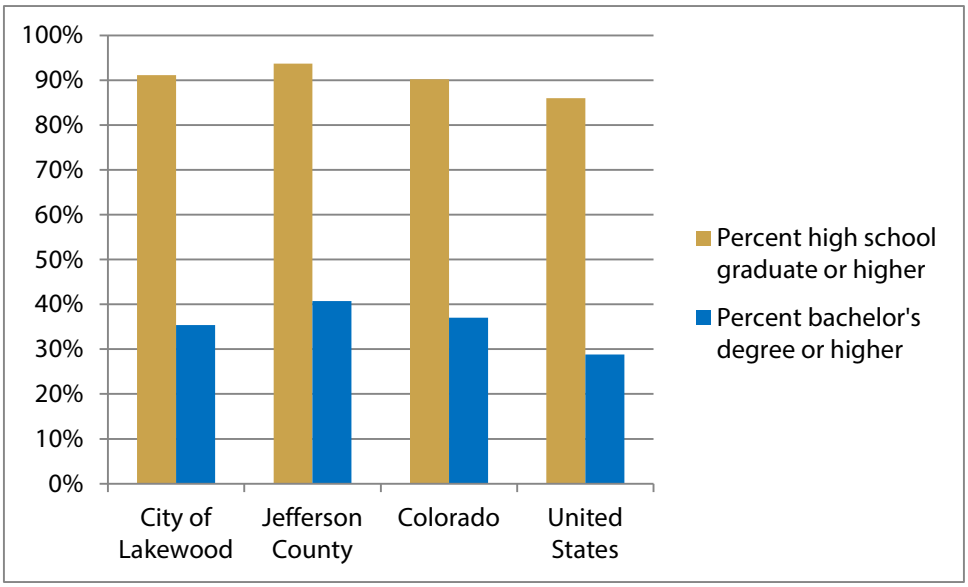
Figure 2-d: City of Lakewood Age Distribution, 2013



Source: *U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates*

Lakewood residents have a higher educational attainment than both the state and the nation. Approximately 91 percent of Lakewood residents achieved a high school education or higher. In the United States and Colorado, 86 percent and 90 percent of the population has achieved a high school education or higher, respectively.

Figure 2-e: Educational Attainment Comparison, 2013



Source: *U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates*

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Chapter 3

Moving **Forward**

Community Vision
Future Employment & Population Growth
Mile High Compact & Urban Growth Boundary
City Image, Character & Urban Design
Land Use Vision

Introduction

Lakewood 2025: Moving Forward is a guide for physical and economic development in the city over the next 10 years. It provides direction for achieving the community vision, as identified during the development of the Plan, through strategies addressing land use, housing and neighborhoods, economic development, transportation, infrastructure, and community design needs. The Plan was created through a series of public activities providing a range of opportunities for input from those having an interest in the city's future.

Significant economic growth is projected for the Denver metropolitan region. The city has many existing assets and will be positioned to benefit from anticipated growth through the development of a long-range plan for the future. Lakewood, like many other first-ring suburbs that experienced substantial growth between the 1940s and 1970s, continues to thrive; however, it faces challenges to long-term economic health due to aging and obsolete structures and infrastructure, limited opportunity for new development, and increased needs in the face of limited resources.

Even as the Colorado economy improves from the most recent recession, Lakewood will continue to face some physical and economic challenges. The city's older housing stock may not meet the preferences of those moving to the region. Potential sales tax stagnation may result from older commercial properties that cannot meet the needs of future tenants. Decision-makers will have to seek new methods of addressing community development patterns and the provision of services and amenities. Those guiding the development of this Plan openly recognize the challenges and opportunities affecting the city's ability to grow in the future and seek to identify new ways to address these challenges directly and proactively. To meet the needs of the community, Lakewood must prepare a plan that creates a direction for the city's future growth and positions the city to be a partner in revitalization, reinvestment, and redevelopment.

This Plan builds upon the 2003 Comprehensive Plan and retains many of the forward-thinking concepts that were presented in that Plan and that are still relevant today, such as the following:

- Mixed-use development in focused locations throughout the city.
- Strategic growth areas for economic development.
- Redevelopment opportunities, including those in brownfield areas.
- Increased historic preservation efforts.
- Improving alternative transportation modes for greater accessibility.
- Enhancing existing neighborhoods through investment.
- Investing in the City's open space, parks, and recreational amenities.
- Increasing public art and cultural amenities to improve the community's quality of life.
- Improving public buildings so they are attractive, functional, and energy efficient.

Through continued implementation of these concepts, Lakewood has become a leader in creating compact urban infill, improving bicycle and pedestrian facilities, installing public art, and increasing transit usage. These achievements lay the groundwork for even greater improvements in the coming decades.

This Plan establishes a set of coordinated goals and action steps to guide the city's development future and provides a resource for City departments, investors, property owners, and others seeking to invest in the community. Many in the community expressed a desire to preserve the characteristics that led them to call Lakewood home; however, all recognize the challenges facing the community and the significant decisions that must be made to ensure the community's future.

To that end, a vision was crafted that captures the best the community has to offer and expresses specific goals that must and can be achieved.

COMMUNITY VISION

Overview

The purpose of the Comprehensive Plan is to identify and articulate residents' values and goals and help the community achieve its desired future through the vision statement, and in later chapters, goals and action steps.

It is clear that the Plan must help the City foster an enhanced quality of life for Lakewood's residents; ensure the City responds effectively to residents' social, economic, environmental, and development concerns; and achieve rational and logical patterns of growth.

The vision for Lakewood may mean something different for different people. For its ambitious City Council, it means creating a plan that represents the community's collective will to create a top tier American City. For Lakewood residents it means creating a welcoming and vibrant community that continues to improve its quality of life.

City leaders, the advisory committee, stakeholders, and the public have given clear, early direction: decisions must be geared toward improving the quality of life of those who live, work, and operate businesses in Lakewood. Lakewood's exceptional quality of life is clearly its most important asset. Lakewood's great schools, family and business-friendly environment, location, and beautiful surroundings strengthen the city's competitiveness.

People relocate and settle in places that are appealing on various levels, giving them a balance of economic stability, recreational opportunities, healthy surroundings, cultural experiences, and educational foundation. It is understood that communities that offer such amenities are better able to forge the social, civic, and cultural bonds that allow a community to prosper and flourish over time.

Vision Statement

The vision statement is intended to set a direction for the future of the city rather than being simply a prediction. The statement describes what Lakewood should become and what it strives to achieve. The vision statement is meant to be optimistic, affirming, and aspiring to make a greater city in the future.

Following the series of open houses conducted during the fall of 2013 during which input was solicited regarding the city's future, and discussions among the members, the Comprehensive Plan Advisory Committee developed this vision statement for Lakewood as the city moves forward toward 2025:

Lakewood is one of the most livable cities in the United States. Lakewood's spectacular location near the mountains, open spaces, and Denver allows residents to take advantage of an abundance of recreational and urban amenities.

We are an enduring community with a rich history and unique identity. We are a leader in the Denver metropolitan region and will continue to be a model, sustainable, and resilient community that residents and visitors will enjoy for generations.

In 2025 we envision a City that is:

Livable with a high quality of life. Lakewood is an inviting, attractive, diverse and inclusive community. Lakewood is known for its hometown character and unique single-family neighborhoods, while also providing a variety of housing types and choices for all residents. Lakewood is a healthy, safe, and secure city with high-quality parks and recreation centers; a commitment to the arts, culture and heritage; and an active and engaged citizenry.

Mobile with an integrated transportation system designed for pedestrians, bicycles, public transit and automobiles equally. Lakewood has facilities that are accessible and navigable to all regardless of physical mobility.

Innovative with a diverse and resilient economic base of local businesses and national employers. The City accommodates changing economic conditions and innovations. Lakewood has a strong downtown and vibrant, well-designed and revitalized mixed-use urban and neighborhood centers.

Sustainable with a commitment to social equity, protecting the unique natural environment, and responsibly integrating sustainable practices into land use, built structures, transportation, and the local economy. Lakewood is a steward of environmental health and irreplaceable natural resources.

Overview

The Denver Regional Council of Governments (DRCOG) projects that Lakewood's population will increase by approximately 47,000 people between 2010 and 2035. DRCOG also estimates that employment within the city will increase by approximately 33,500 jobs. Employment is projected to increase at a much faster rate than the increase in population. These increases within a city that is largely built out will require specific focus on infill development and redevelopment, particularly along existing corridors with aging and underperforming office development and commercial centers.

The projected population increase to 190,000 people by 2035 will require a significant number of new residential units to be constructed. The total number of units necessary to support the projected growth will be approximately 20,300, based on the current average household size of 2.32 people. The average yearly increase in the number of units will need to be approximately 812 to meet the demand. It is anticipated that a majority of the units necessary to accommodate population growth will be multifamily and will be concentrated within the growth areas identified within the *Lakewood Innovates* chapter of this Plan.

Table 3-a: Population & Dwelling Unit Growth

	2010	2013	2025	2035
Population (Projected)	143,000	147,000	171,000	190,000
Percent Change (From 2010 Base)	--	2.8%	19.6%	32.9%
New Dwelling Units (Cumulative)	--	2,436	12,180	20,300

Source: *Denver Regional Council of Governments, 2013; City of Lakewood*

The projected increase in employment within the city to 107,000 jobs by 2035 will also require a significant amount of new or redeveloped commercial space. Lakewood currently contains over 23.4 million square feet of industrial, office, and retail space. To accommodate the anticipated increase in new employees, an additional 8 million square feet of space will be necessary based on standard square footage requirements per employee identified by office, retail, and industrial organizations. However, as physical workspaces for retail and office uses change, a majority of the growth may be accommodated through redevelopment of aging commercial centers at higher densities rather than new development. Areas where growth is anticipated are identified within the *Lakewood Innovates* chapter of this Plan.

Table 3-b: Employment & Commercial Space Growth				
	2010	**2013**	**2025**	**2035**
Employment (Projected)	73,500	77,500	93,600	107,000
Percent Change (From 2010 Base)	--	5.4%	27.3%	45.6%
New Commercial Space (Cumulative)	--	0.96 Million SF	4.80 Million SF	8.00 Million SF

Source*: Denver Regional Council of Governments, 2013; City of Lakewood*

MILE HIGH COMPACT & URBAN GROWTH BOUNDARY

Overview

In August of 2000, the City of Lakewood joined with the Denver Regional Council of Governments, the region's metropolitan planning organization, 25 other cities, and five counties in adopting the Mile High Compact. The Compact outlines the regional planning process, the elements that will be included in every community's comprehensive plan, and the development of urban growth boundaries for each of the communities and counties. Since it's initial adoption, an additional 20 jurisdictions have joined the Compact.

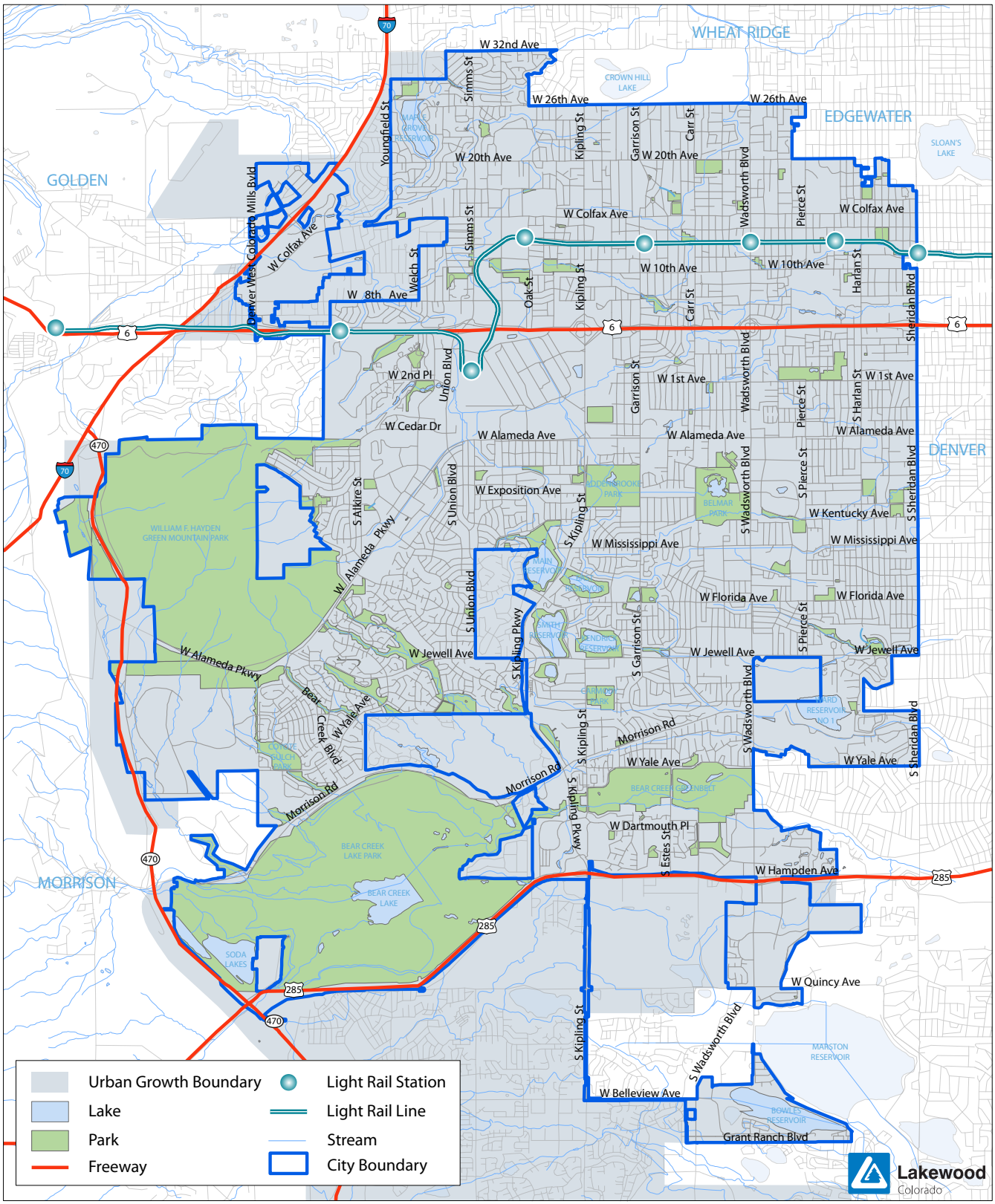
The Compact requires that comprehensive plans include the following elements:

- Land use and growth coordination
- Provision of services and community facilities
- Utilities
- Transportation and transit
- Parks and recreation
- Open space
- Economic viability
- Housing
- Urban design, community image, and identity
- Environmental resources and hazards

This Comprehensive Plan addresses each of these topics, either within this chapter or in one of the other four major chapters.

The Compact also requires that each community adopt an Urban Growth Boundary. Lakewood's adopted map identifies areas where future growth and annexation may occur. The growth boundaries have been coordinated with adjacent jurisdictions and Jefferson County. Most of the areas within the growth boundaries have been either partially or completely developed within the unincorporated county. Only a few areas to the south and west of the existing city boundaries include undeveloped properties.

Annexation within the Urban Growth Boundary would increase the city's population and sales tax base, but would not necessarily allow for future growth, with the noted exceptions identified above. Therefore, the population and employment projections found within this chapter do not include potential increases associated with annexation of these areas.



Map 3-a

Urban Growth Boundary

0 0.5 1 2 3 Miles

N W E S

Overview

As Lakewood continues to develop and mature, the city image, character and design will become increasingly important in attracting and retaining residents and businesses.

Advancing the city's quality of life requires an integrated approach that considers the built environment and the needs of the community in establishing identity and a sense of place. The city's image should be based on the important relationships between place, people, quality of life, development diversity, urban design, accessibility, and mobility.

Urban design is not only a professional discipline, but also an attitude toward the urban environment. Urban design can touch on many aspects of the physical form on the city from land use to building architecture and transportation infrastructure.

The city's image and character also depends on the maintenance and reinvestment in older portions of the community. As identified in the *Lakewood Innovates* chapter, revitalization and redevelopment of underutilized and underdeveloped commercial properties will be key to improving the overall image of the city and attracting new residents and businesses. Encouraging private development and redevelopment that reflects the mixed-use desires of both the baby-boom and millennial generations will also lead to a positive image. Targeted public investments in infrastructure improvements and place-making elements are important as well.

The City has taken significant steps toward improving the character and design of new development and redevelopment within the community. The 2013 adoption of the mixed-use oriented Zoning Ordinance and the subsequent remapping of the city's commercial and office corridors to allow for a broad mix of uses and high densities will positively influence the urban design character of the community for decades to come.

Community branding, as well as identity initiatives and considerations in the built environment, around important gateways and along primary transportation corridors can also promote the city's image and character.

Community Image & Character

Lakewood's distinctive neighborhoods and commercial districts and corridors are great assets to the City and provide the framework for a complete and well-functioning community. Some areas of the city date back to the 1880s, while others are still emerging, but each has elements that set it apart from others and establishes its identity.

As a community that is almost completely built-out with little remaining vacant land to be developed, it is important to maintain the character of Lakewood's unique neighborhoods without precluding new development and redevelopment. The design and quality of infill development is critical to ensuring that new buildings fit into existing neighborhoods.

Preserving character does not always mean maintaining the status quo. In many cases change is welcome, as new investment can contribute to the beauty, vitality, and function of neighborhoods, and commercial and mixed-use areas. However, new development, whether in the form of infill, redevelopment, or new development should always contribute to the creation and preservation of community character and creation of a sense of place.

Lakewood's community image and character is partly defined by physical qualities that are sometimes repeated within neighborhoods, along corridors, or within mixed-use nodes, such as landscaping, building massing, architectural elements, and materials and colors. Community image and character can also be defined by factors such as topography, natural features, street layout, streetscape treatments, landmarks, and civic uses.

With Lakewood's desire to enhance its regional competitiveness and its increased emphasis on mixed-use and transit oriented development, the visual physical appearance and quality of retail, office and industrial developments are more important than ever. The contributions they make to enhancing city identity, as well as their appeal and functionality for workers, customers and visitors reflect the overall quality of life in the city. As commercial and mixed-use developments are dominant within growth and activity areas, it is important for building placement and design to complement the physical character of adjacent developments (especially where uses are different), organize user and visitor movements to focus on public activity, strengthen safety, and support positive street environments and individual district character.

Reinforcing neighborhood, corridor, and node characteristics and identity will continue to be an important part of planning within the City. As identified throughout this Comprehensive Plan, the City will continue to support the diverse image and character of the community by maintaining the existing characteristics of neighborhoods with existing single-family residential zoning; creating appropriate transitions between commercial, multifamily, and mixed-use development and single-family zoned areas; and encouraging contextually appropriate infill and redevelopment projects.

Placing a high priority on residential building design is particularly important for the livability of one of Lakewood's greatest assets, it's residential neighborhoods. Through over 100 years of the city's evolution, the collection of neighborhoods is physically and culturally diverse. They include a mix of housing types, architectural styles, and densities. While some of the city's neighborhood boundaries are defined by natural or physical features such as freeways and major arterial streets, many are defined by less tangible boundaries such as tradition, community identity, and age of the housing stock.

The overall qualities of the city's more livable neighborhoods that should be emulated in the design of new development include building scale, size and spacing, pattern, relationship to the street, architectural detailing, and materials, as well as a variety of unit types, and an abundance of street trees. Many existing neighborhoods can be improved with private reinvestment to maintain the same degree of attractiveness and livability over the next century. Measures to maintain and enhance these neighborhoods can include public actions, such as stricter control over architectural design and character, and street or park improvements, as well as private actions related to building rehabilitation and reinvestment.

Many of these topics are described in more details within the *Lakewood Lives* and *Lakewood Innovates* chapters of this Plan and articulated through the goals and action steps.

Urban Design

Urban design is concerned with the arrangement, appearance, and functionality of the city. It is the visual and sensory relationship between people and the built environment. The built environment includes buildings, parks, neighborhoods, and streets. Architecture and urban form, major elements of urban design, can play a significant role in defining Lakewood's sense of place within its neighborhoods, corridors, and nodes.

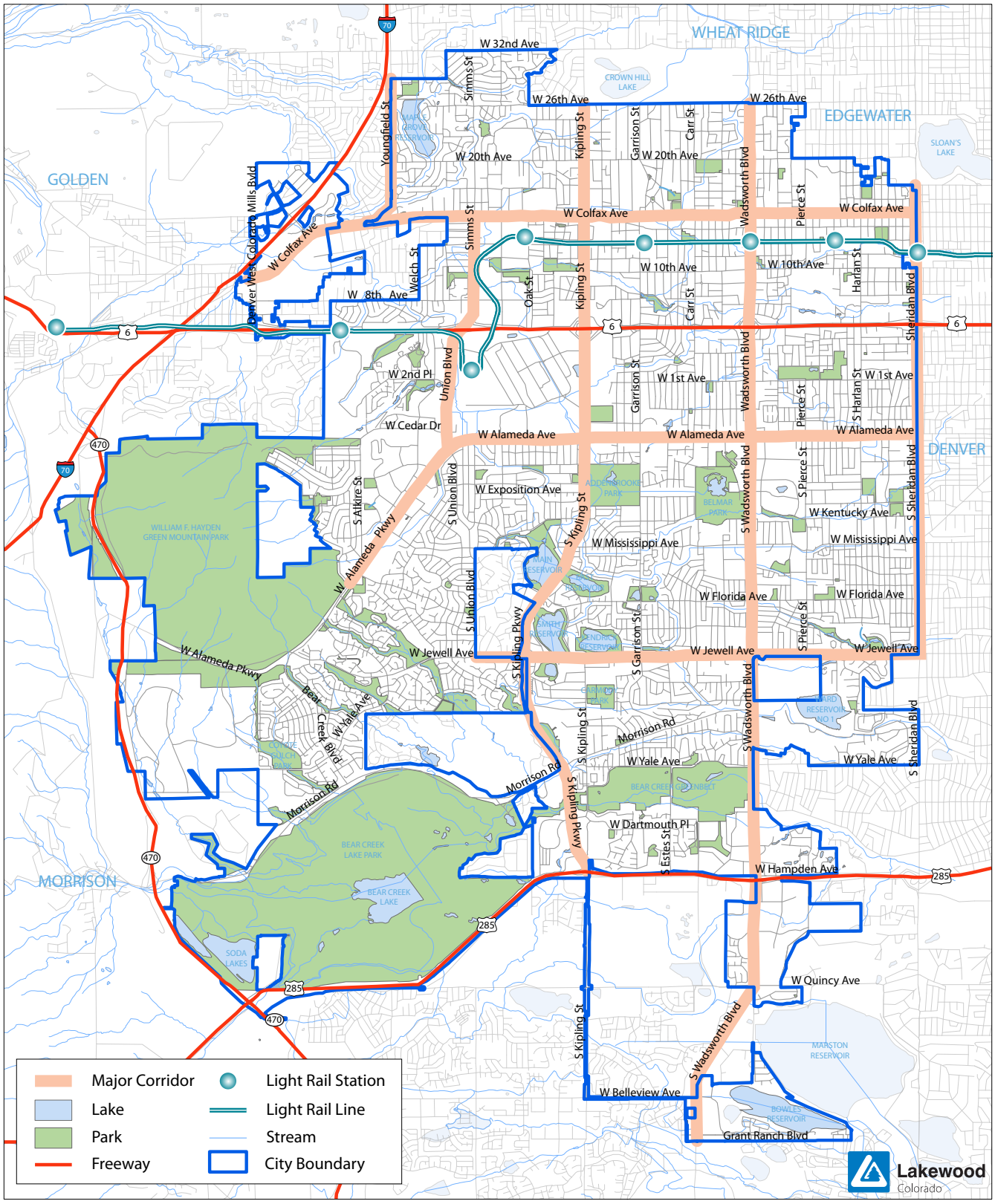
Lakewood residents desire a city characterized by a strong identity and sense of place. This character is, and will continue to be, derived from the built environment. Lakewood's urban design identity includes a broad array of development types that together form the community. These types include large lot single-family neighborhoods where horses and other large animals are permitted and embraced as part of the community to urban places like Downtown Lakewood with the busy mixed-use streets of Belmar. In the future, the areas around Lakewood's West Rail Line stations will provide another layer of identity and sense of place with mixed-use and walkable nodes of activity.

Urban design focuses on place-making and on those physical features that shape the community. It addresses the design of buildings and the spaces between buildings, which is also referred to as the built environment. Shaping this environment through high-quality urban design reflects the various desires of the community.

Within Lakewood, pedestrian-friendly areas should be designed to provide a sense of security and safety for the residents and visitors who use them. Commercial and mixed-use areas must be carefully planned and be aesthetically appealing to provide the perception of economic investment and success, which lead to the tangible results of higher sales tax revenue and an increased residential population within the city. Neighborhoods will retain the unique elements that make them special while contributing to the community as a whole.

As a city that was formed through the incorporation of a collection of neighborhoods with broadly different characteristics, and with new subdivisions that are unique unto themselves, urban design and the creation of well planned commercial and mixed-use developments and areas can help further knit the community together.

Lakewood should continue to enhance the streetscape and urban design along the city's major commercial and mixed-use corridors through coordinated public and private improvements, as identified in the *Lakewood Moves* and *Lakewood Innovates* chapters of this Plan. These corridors include all of the arterial streets within the community, as well as several collector streets as identified on Map 3-b on the following page.



Map 3-b

Major Corridors

0 0.5 1 2 3 Miles

N W E S

Making the commercial and mixed-use corridors inviting and pleasant for people is an important step in the urban design evolution of the city. The urban elements of these corridors should always be designed to encourage pedestrian activity and interaction. The design of the streetscape, including lighting, signage, street trees, and landscaping, should be considered with any public improvements or private development taking place along these corridors.

Historically, most of the city's major corridors lack a sense of place or character. Within these corridors, the focus has been on providing easy access by automobile and encouraging elements that are meant for drivers and not pedestrians or bicyclists. Buildings along these corridors tend to be set back from the street, with vast parking lots between the two. Numerous curb cuts and the lack of sidewalk connections to building entrances create an inhospitable pedestrian experience. In many instances pedestrian and bicycle facilities parallel to the street are not buffered from the traffic lanes, creating an unsafe journey for those not in an automobile. Along several corridors, sidewalks do not even exist in many locations.

Establishing an improved image and character, transforming the existing streetscape, and changing the relationship between buildings, autos, people, and streets are key goals within the identified corridors. Landscape, sidewalk, and lighting are among the streetscape improvements that can be accomplished at both the public and private level. Additionally, the City will continue to encourage high-quality private development along the corridors that reflect a more pedestrian-friendly orientation. In many cases, the City's Zoning Ordinance will dictate physical design. However, the architectural and streetscape characteristics of these areas may need further study.

In terms of urban design, Lakewood will strive to incorporate the best aspects of both a suburban community and an urban place through the following urban design concepts and considerations, which are more specifically detailed in other chapters of this Plan:

- Continue to protect and improve the variety of single-family residential neighborhoods while also creating a sense of urban diversity and intensity in certain districts and corridors.
- Continue to create and enhance the City's network of parks, trails, and greenways to beautify the community, provide recreation, enhance quality of life, and balance the effects of increased urban density.
- Continue to improve the appearance of the major commercial and mixed-use corridors within the city by requiring higher quality private landscaping, improving public landscaping, enforcing the Zoning Ordinance to limit the amount of parking located adjacent to streets, and educating developers about the community and economic benefits of quality site planning and architecture.
- Continue to respect all modes of transportation by accommodating the automobile, but not allowing it to dictate all aspects of urban design, and by giving higher priority to pedestrians and pedestrian-oriented development.
- Continue to consider views within and surrounding the city as part of the urban character of Lakewood and evaluate view planes and corridors as part of rezoning considerations.

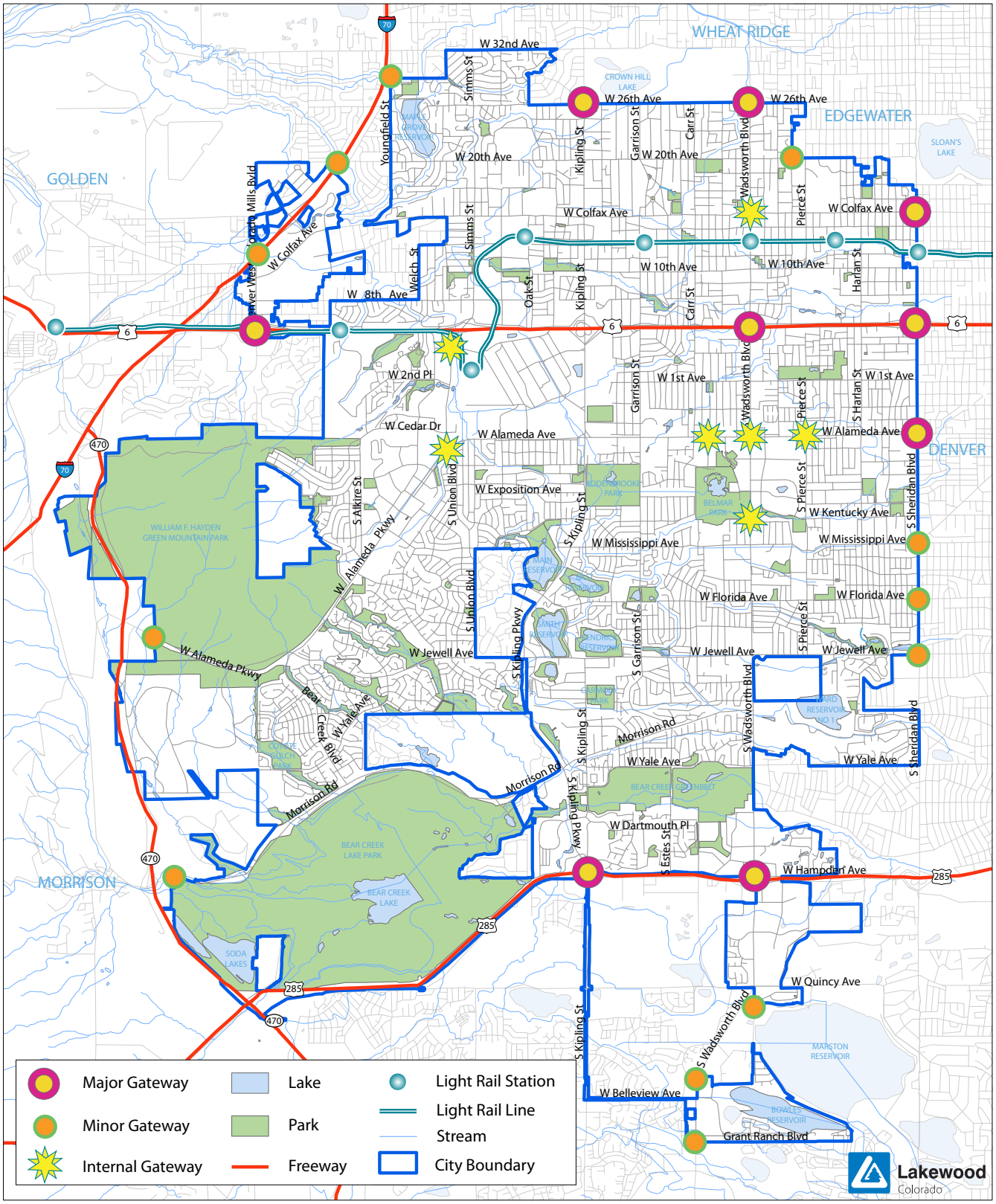
As the City turns its attention to these corridors through implementation of the goals and action steps identified in this Plan, future public and private improvements will help create a more attractive environment for all of the residents and visitors that utilize these streets.

Commercial corridors play an important role in Lakewood's economy, providing shopping, dining, and entertainment options for residents and visitors. The entrances or gateways to these corridors from other adjacent communities should raise individuals awareness of the city, orient visitors and residents to the corridor, and strengthen community identity. Gateways may also be located within the city to identify key districts or areas of interest.

Interesting and high-quality gateways include more than entry markers and signs. Gateways should also be created by surrounding buildings, enhanced landscape treatments, plazas, and streets.

Major gateways to the city should incorporate a variety of elements including signage, enhanced landscaping, potential change in paving or sidewalk style or color, and special urban design elements. Minor gateways should, at a minimum, include signage. Internal gateways should be designed similarly to major gateways to identify key districts within the community.

Gateway locations into the city, and those marking specific districts, are identified on Map 3-c on the following page.



Map 3-c

Gateways

0 0.5 1 2 3 Miles

N W E S

Overview

Lakewood's desired future land use patterns are shown on the Land Use Vision Map, which provides the land use foundation for this Comprehensive Plan. The Land Use Vision Map is a graphic representation of the compilation of responses received during the initial series of public open houses held in 2013 and further refined through discussions with the Comprehensive Plan Advisory Committee and City staff and officials. The Land Use Vision Map indicates the intended distribution and intensity of land uses over the next 10 to 20 years to achieve the following objectives:

- Provide greater land use predictability and transparency.
- Incorporate recommended land uses from previously adopted neighborhood, corridor, and special area plans.
- Accommodate the anticipated population and employment growth within the city.
- Create a logical framework for future rezonings and appropriate development.

The Land Use Vision Map (Map 3-d on page 3-21) uses color-coded categories to express public policy on future land uses across the city. Its land use designations have been drawn based on existing and desired development patterns, streets, environmental features, and other logical boundaries.

Land Use Category Descriptions

The Land Use Vision Map identifies a number of land use categories. The categories represent the desired land use patterns and development intensities for each area of the city. The land use categories are briefly defined below. Additional detailed descriptions regarding the Growth and Activity Areas can be found in the *Lakewood Innovates* chapter of this Plan.

Stable Neighborhoods

Stable neighborhoods are identified in yellow on the map. It is anticipated that these areas will generally maintain their existing character. These areas of stability encompass the majority of the city's established single-family and multifamily neighborhoods. Being located in an area of stability does not mean that these areas should not or will not change. It means that any changes, whether new developments, rezoning requests, or public improvements, should be carefully planned and implemented so that the character of the area remains. These areas are designated as R-1, R-2, R-MF, and R-MH districts on the Zoning Map.

Industrial

Industrial areas are identified in light gray on the map. These areas are programmed for more intense industrial land uses, including light and heavy manufacturing, some extractive industries, recycling yards, and outdoor storage uses. These uses tend to have greater impacts than the typical commercial service uses, and may require additional buffering or separation from nearby uses. Some of these uses require convenient access to freeways or other major streets for truck deliveries and shipments. These areas are designated as LI districts on the Zoning Map.

Campus

Campus areas are identified in blue on the map. These areas are occupied by colleges and universities, and the Denver Federal Center. Campus properties may be public or private. While campus uses are permitted in a variety of zoning districts, large institutions in a campus setting such as colleges, universities, and hospitals are typically zoned Mixed Use.

Parks & Open Space

Park and open space areas are identified in green on the map. These areas reflect public lands that have been developed for recreational uses or will remain in a natural state as animal and plant habitat. Recreation and community centers are also included within this category. Parks and open space areas are located in a variety of zone districts, but are specifically indicated on the Zoning Map.

Growth Areas

Growth Areas are identified in purple on the map. These areas are locations within the city that have been planned and zoned for higher density employment, retail and residential growth. Growth Areas are located along major transportation corridors, with frequent rail and bus service in addition to automobile access. These areas are typically designated as Mixed Use with Transit or Urban contexts on the Zoning Map.

Community Activity Areas

Community Activity Areas are identified in red on the map. These are areas that have been planned and zoned primarily for higher density employment and retail growth. Community Activity Areas are intended to accommodate additional employment and retail opportunities on a smaller scale than those found in Growth Areas. Community Activity Areas are located along major streets that provide adequate vehicular access, but are also close to residential neighborhoods with bike and pedestrian access. These areas are typically designated as Mixed Use with a Suburban context or C-R on the Zoning Map.

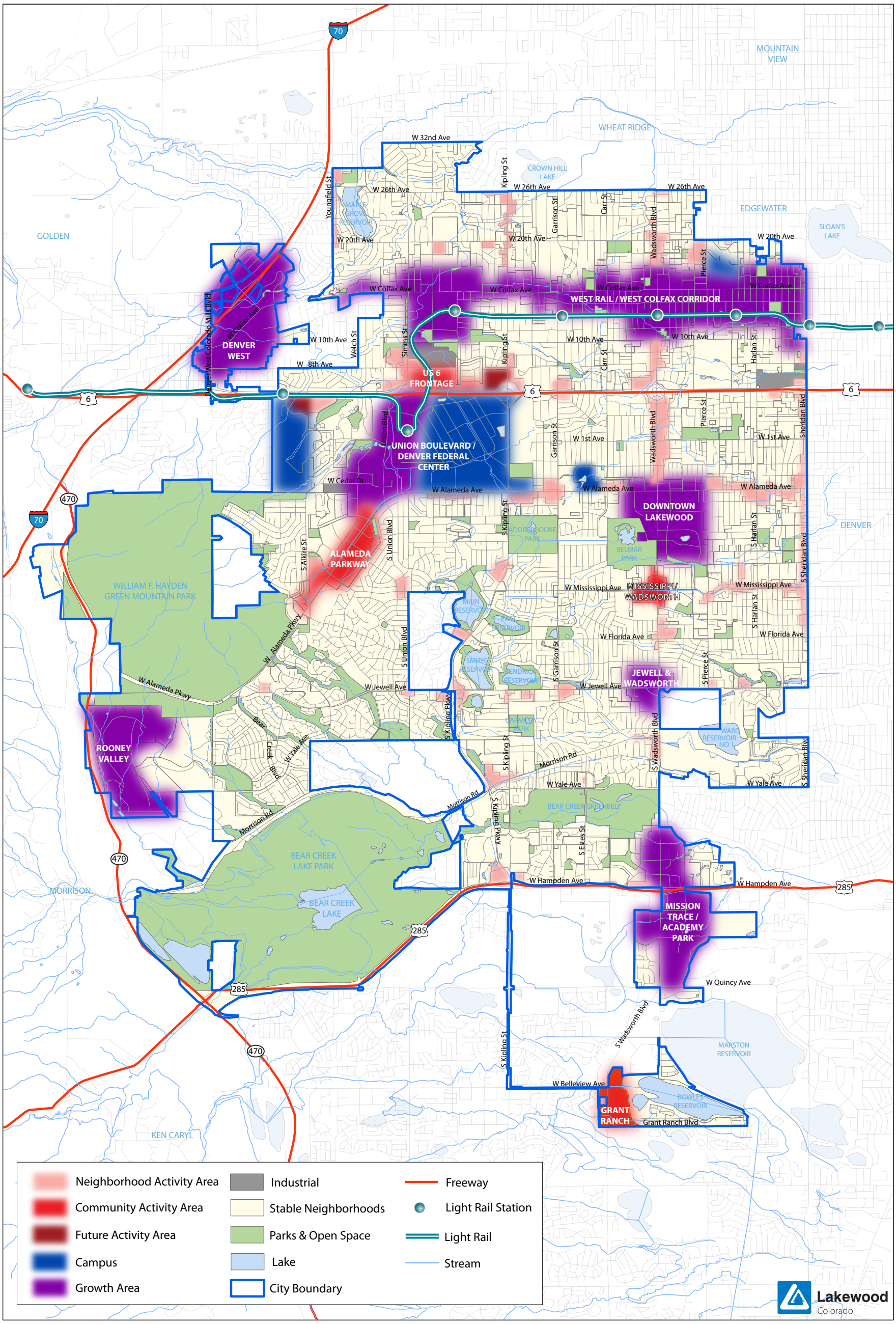
Neighborhood Activity Areas

Neighborhood Activity Areas are identified in pink on the map. These areas are small-scale commercial and mixed-use areas primarily found within or in close proximity to residential neighborhoods. These areas are generally accessible to pedestrians and bicyclists, as well as motor vehicles. These areas are typically designated as Mixed-Use Neighborhood on the Zoning Map.

Future Activity Areas

Future Activity Areas are identified in brown on the map. As the city's population and employment base continues to grow, additional activity areas will need to be created. These Future Activity Areas may be either Community Activity or Neighborhood Activity in scale.

LAND USE VISION MAP



Map 3-d

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Chapter 4

Lakewood **Lives**

Lakewood will be a safe, healthy, diverse, and vibrant community with strong and unique neighborhoods.

Neighborhoods
Housing
Family Services
Historic Preservation
Arts & Culture
Parks, Trails & Recreation
Schools & Libraries
Public Services

Guiding Principle

Lakewood will be a safe, healthy, diverse, and vibrant community with strong and unique neighborhoods.

The City will support its diverse neighborhoods and respect the character and the historic and cultural resources that make its neighborhoods unique. While respecting its neighborhoods, Lakewood will provide for the development of mixed-use urban centers and high-density residential neighborhoods at appropriate locations. The City will support its strong legacy of parks, open space, and trails.

Lakewood will encourage community and civic engagement and will be an inclusive and diverse community that welcomes all. It will be an active, healthy, safe, and vibrant place to live, work, learn, and play.

Introduction

Residents of Lakewood identify the city's diverse neighborhoods, the quality park system, the convenient location close to downtown Denver and the mountains, and the varied cultural amenities as some of the main reasons they choose to call Lakewood home. As Lakewood continues to grow and prosper, it must ensure that it continues to meet the expectations and needs of its residents.

The *Lakewood Lives* chapter identifies goals and action steps that support what residents have identified as important and necessary for a strong quality of life. This chapter contains a wide range of topics to ensure Lakewood remains a desirable and safe place to live, work, learn, and play. It acknowledges the importance of building for the long-term by reinforcing and strengthening its neighborhoods, ensuring a diverse housing stock, supporting and encouraging lifelong learning opportunities, maintaining and supporting its varied cultural and civic amenities, and providing for the health and safety of the community.

This chapter reflects the overall intent of the previously adopted neighborhood plans, and includes relevant information, goals, and actions steps contained in those plans. See page 1-5 for more information on neighborhood plans incorporated in this document.

Overview

Lakewood is a city of diverse and unique neighborhoods in which its residents take great pride. The City recognizes the importance of strong and stable neighborhoods as paramount to its economic health and overall sustainability. Maintaining and supporting its current neighborhoods, as well as encouraging new neighborhoods that are safe, pedestrian-friendly, and provide diverse housing opportunities are key to Lakewood's future. The goals in this section are intended to support all of Lakewood's neighborhoods by maintaining their unique character; supporting quality development and redevelopment that serves the neighborhoods; and encouraging strong communication, both among Lakewood's neighborhoods and between the City and neighborhoods.

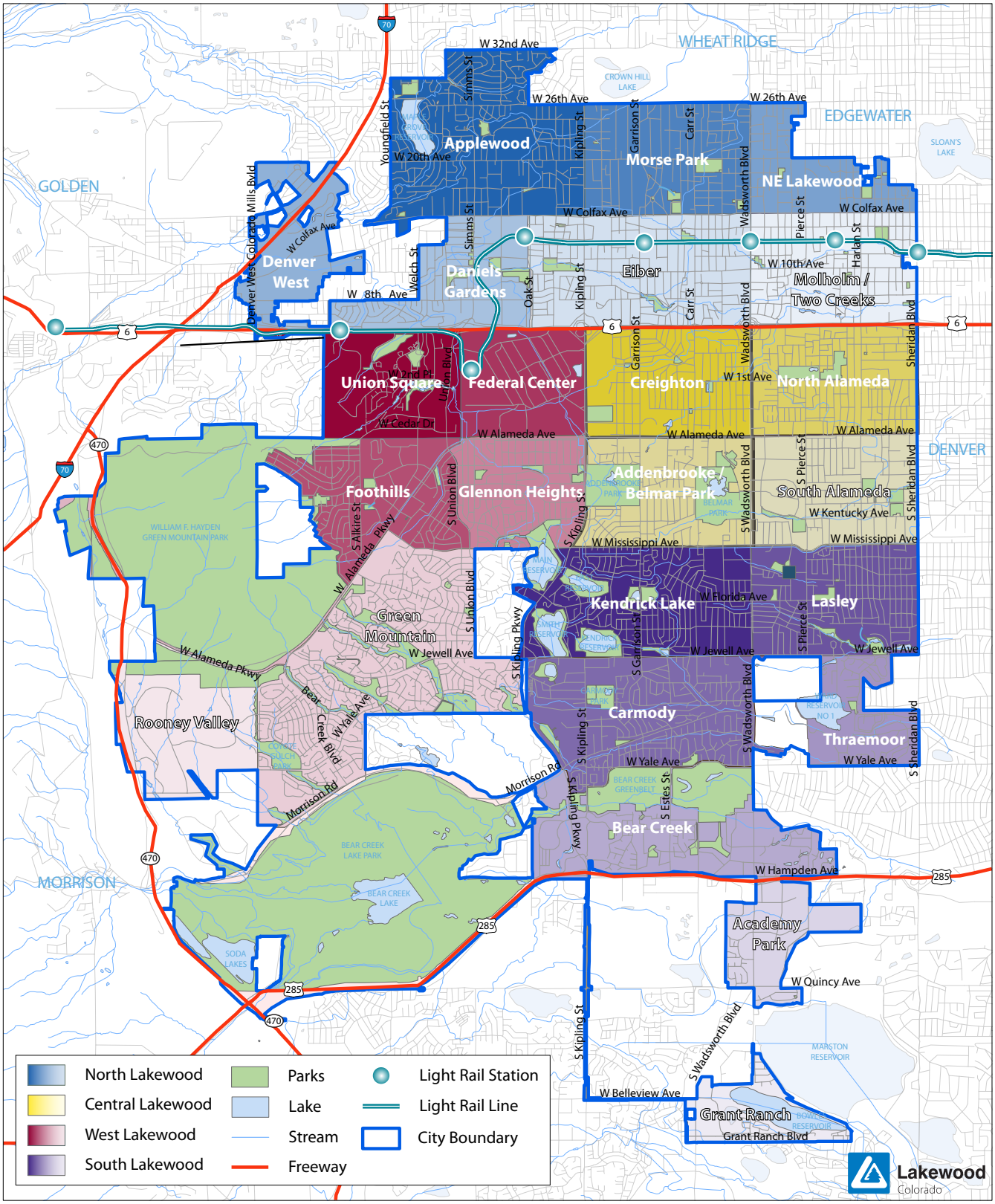
Each of Lakewood's neighborhoods has its own character and assets, ranging from larger-lot residential properties that allow for the keeping of horses, to multifamily residential developments. Neighborhood characteristics vary as Lakewood has evolved over time and development patterns have changed. Lakewood's neighborhoods can be divided into four distinct neighborhood areas based on the age of the neighborhood, the development pattern of the neighborhood, the geographic location within the city, the adjacent transportation corridors, and the access to retail, parks, and other amenities. The neighborhood areas are the North Lakewood Neighborhoods, Central Lakewood Neighborhoods, South Lakewood Neighborhoods, and West Lakewood Neighborhoods. Each of these neighborhood areas also has a number of self-identified neighborhood organizations within its boundaries. These neighborhood organizations help to further define and enhance each of the neighborhood areas.

North Lakewood Neighborhoods

The city's north neighborhood area includes the Northeast Lakewood, Two Creeks, Eiber, Morse Park, Applewood, and Daniels Gardens neighborhoods. This neighborhood area is bordered by the city limits on the north to US 6 on the south, and Sheridan Boulevard on the east to the city limits on the west. These neighborhoods contain some of Lakewood's oldest housing stock, much of which was constructed prior to 1940, and have their roots in the ranching and farming of the area that occurred as settlement grew west from Denver. Because of the age and development patterns of these neighborhoods, the majority were built without curb, gutter, and sidewalk. The many residents enjoy the semi-rural feel this development pattern provides although safe connections to major retail, light rail, and schools are desired, where appropriate.

The Two Creeks and Northeast Lakewood neighborhoods contain the most eclectic and interspersed housing types in Lakewood. The land uses range from large lot single-family housing that allows for the keeping of horses to multifamily units. It is not unusual to see a horse property adjacent to a multifamily development in these neighborhoods. The majority of the housing stock was constructed between 1940 and 1950; however, there are a number of homes that were constructed prior to 1940. The city's first subdivision, the Lakewood Subdivision, platted in 1889, is located in the heart of the Two Creeks neighborhood.

The Eiber, Morse Park, and Applewood neighborhoods consist mainly of single-family homes. A large number of horse properties exist within these neighborhoods. The majority of housing was built between two time frames --- 1940 to 1959 and 1960 to 1979. However, a large concentration of homes constructed prior to 1940 can be found in the Morse Park neighborhood.



Map 4-a

Neighborhoods

0 0.5 1 2 3 Miles

N W E S

The Daniels Gardens neighborhood consists of smaller lot single-family homes, with a portion of the neighborhood zoned for duplex housing. The north portion of the Daniels Gardens neighborhood, platted in 1939, was developed to house the many workers at the Denver Ordnance Plant. As the Denver Ordnance Plant transitioned into the Denver Federal Center, additional housing was constructed along the southern portion of the neighborhood to accommodate the growing employment base at the Denver Federal Center.

There are a number of neighborhood parks throughout the area including Mountair Park, James J. Richey Park, Morse Park, and Aviation Park. The City's first urban farm, Mountair Park Community Farm, provides a large-capacity community garden and an educational resource for the surrounding neighborhoods. The Charles E. Whitlock Recreation Center is conveniently located for the residents of the area and offers a number of programs and recreational opportunities. Crown Hill Park and its horse arena provide an added amenity to those living in the north Lakewood neighborhoods.

Two major transportation corridors run through, or adjacent to, these neighborhoods, Colfax Avenue and the West Rail Line. These transportation corridors have a long history in Lakewood and are now the impetus for, and focus of, reinvestment in north Lakewood. Colfax Avenue and the area adjacent to the West Rail Line provide the opportunity for mixed-use development that is appropriate adjacent to major transportation corridors. Denver West, adjacent to Colfax Avenue and Interstate 70, provides a large retail, office, and residential base for the area.

Colfax Avenue, the West Rail Line, and Denver West have been identified as growth areas. For a more detailed discussion on the vision and goals for these growth areas, please refer to the *Lakewood Innovates* chapter.

Central Lakewood Neighborhoods

The North Alameda, South Alameda, Creighton, and the Addenbrooke/Belmar Park neighborhoods make up Lakewood's central neighborhoods. These neighborhoods are bordered by Sheridan Boulevard on the east, Kipling Street on the west, US 6 on the north and Mississippi Avenue on the south. A large portion of Lakewood's oldest housing stock, constructed between 1940 and 1959, can be found in the Creighton, North Alameda, and South Alameda neighborhoods. Some smaller areas of housing constructed before 1940 can be found scattered in these neighborhoods as well. Both the North Alameda and South Alameda neighborhoods have a mix of housing types, ranging from larger lot single-family properties that allow for horses to multifamily residential. As with the North Lakewood neighborhoods, the roots of the North Alameda and South Alameda neighborhoods date to the farming and ranching that occurred in Lakewood in the late 1800s and early 1900s, and portions of the neighborhoods continue to reflect the semi-rural feel.

The Creighton neighborhood has two large areas consisting of larger lot residential properties that allow for horses. These areas were developed without sidewalks, and the residents who reside here enjoy the semi-rural feel the development pattern provides. The remainder of the neighborhood consists of smaller lot single-family housing, with a small multifamily area near Alameda Avenue. Colorado Christian University sits adjacent to the Creighton neighborhood on Alameda Avenue near Carr Street. There are several neighborhood serving parks within the Creighton neighborhood including Balsam Pond, Meadowlark and Bonvue parks. In addition to the smaller, neighborhood serving parks, the larger Lakewod Park provides a range of amenities including ballfields and tennis courts.

The Addenbrooke/Belmar Park neighborhood contains two large parks, Belmar Park and Addenbrooke Park. The neighborhood is a mix of larger lot residential properties that allow for horses and smaller lot single-family properties. The character of this neighborhood is consistent with the two distinct time periods in which it developed. The portion of the neighborhood that allows for the keeping of horses was developed between 1940 and 1959. The remainder of the neighborhood's housing was constructed in the 1960s and 1970s.

Downtown Lakewood, located at the intersection of Wadsworth Boulevard and Alameda Avenue, includes the Belmar development, a newer mixed-use neighborhood. The Belmar neighborhood replaced the aging Villa Italia Mall, a typical auto-oriented shopping mall constructed in the 1960s. The Belmar neighborhood is an urban environment with a mix of retail, restaurants, and shopping opportunities. It also includes higher-density housing and a limited number of smaller lot single-family homes. In addition, downtown Lakewood includes the City's Civic Center, the Lakewood Cultural Center, the Lakewood Heritage Center, and the Belmar Library.

Belmar Park, Addenbrooke Park, Ray Ross Park, Lakewood Park, and O'Kane Park, as well as several smaller neighborhood parks, provide a number of outdoor recreational opportunities for the neighborhoods. These parks provide a wide range of amenities such as ballfields, horseback riding trails, and nature walks in the heart of Lakewood.

As Lakewood grows, downtown Lakewood will evolve and change. However, the central neighborhoods that border downtown Lakewood will continue to thrive as predominately single-family neighborhoods, with an eclectic mix of housing types and pockets of residential areas that have a semi-rural feel. The *Lakewood Innovates* chapter outlines in greater detail the future vision and goals for downtown Lakewood.

South Lakewood Neighborhoods

Lakewood's south neighborhoods consist of the Lasley, Kendrick Lakes, Thraemoor, Carmody, Bear Creek, Academy Park, and Grant Ranch neighborhoods. This neighborhood area is bordered by Sheridan Boulevard on the east, Kipling Parkway on the west, Mississippi Avenue on the north, and the city boundary on the south. The south Lakewood neighborhoods are characterized by housing that is predominately single-family, with pockets of higher-density housing adjacent to the corridors of Iliff Avenue, Jewell Avenue, and Wadsworth Boulevard.

The Lasley neighborhood is the oldest neighborhood in the area. The majority of housing development in Lasley occurred in two time frames: 1940 to 1959 and 1960 to 1970. A newer housing development, the White Fence Farm, located adjacent to Jewell Avenue, was developed in approximately 2000. The housing in the Lasley neighborhood is smaller lot single-family with several pockets of residential properties that permit the keeping of horses.

The Kendrick Lake and Carmody neighborhoods were developed in the 1960s and 1970s. These two neighborhoods consist of smaller lot single-family homes, but there are several pockets of larger lot horse properties on the western edge of the Carmody neighborhood.

The Academy Park neighborhood contains a wide range of uses including a large office park, Academy Park, a commercial area, and a mix of housing densities. There are two pockets of residential development. A small area of larger lot residential properties, which permit the keeping of horses, is located in the southern portion of the Academy Park neighborhood. The western edge of the neighborhood area is a mix of higher-density housing and smaller lot single-family residential properties. The majority of the housing in the western portion was developed between 1980 and 1999.

The Bear Creek neighborhood contains a mix of housing types and styles. The neighborhood contains both single-family residential properties as well as higher-density housing. The Grant Ranch neighborhood, located at the southern edge of Lakewood, has a mix of single-family housing, with a small amount of multifamily housing in the southern portion. The majority of housing in both the Bear Creek and Grant Ranch neighborhoods was constructed in the 1980s and 1990s.

The Bear Creek Greenbelt runs from Wadsworth Boulevard at approximately Yale Avenue west to Bear Creek Lake Park. The greenbelt provides the neighborhoods with quality access for walking, biking, and horseback riding to Bear Creek Lake Park. The Carmody Recreation Center and Park and the Lakewood Link Recreation Center provide a wide array of recreation opportunities for south Lakewood, including ballfields, indoor and outdoor swimming pools, and fitness and recreation classes. Kendrick Lake Park provides an ample walking trail around Kendrick Reservoir and has the City's largest xeric demonstration garden. Several neighborhood parks are scattered throughout the area as well, and include Lasley Park and Green Gables Park.

The intersection of Jewell Avenue and Wadsworth Boulevard provides a reinvestment opportunity for mixed-use development that will support growth on the edge of the stable neighborhoods. The Mission Trace Shopping Center at US 285 and Wadsworth Boulevard serves the area with a mix of commercial uses, specifically retail and restaurants. Just south of the Mission Trace Shopping Center on Wadsworth Boulevard is Academy Park office park, one of Lakewood's major employment centers, with approximately 4,000 employees and numerous businesses. These three commercial and office areas provide opportunities for quality reinvestment to serve the neighborhoods. The *Lakewood Innovates* chapter details the vision and goals for these three growth areas.

West Lakewood Neighborhoods

The Glennon Heights, Union Square, Foothills, Green Mountain, and Rooney Valley neighborhoods form Lakewood's west neighborhoods. The west neighborhood area is bordered by Kipling Street and Kipling Parkway on the east, the city boundary on the west, US 6 on the north, and the city boundary on the south. The majority of Lakewood's west neighborhoods contain housing stock constructed in the 1960s and 1970s. The area is characterized by smaller lot single-family residential housing.

The Glennon Heights neighborhood has the oldest housing stock in the West Lakewood area. It contains a large pocket of housing just south of Alameda Avenue that was constructed in the 1940s and 1950s to accommodate the growing workforce at the Denver Ordnance Plant and the Denver Federal Center.

Both the Foothills and Green Mountain neighborhoods were developed in the 1960s and 1970s. These neighborhoods consist of smaller lot single-family homes, and are conveniently located near William F. Hayden Green Mountain Park and Bear Creek Lake Park. In addition, there are several smaller parks scattered throughout including Beech Park and Hutchinson Park.

Rooney Valley is Lakewood's newest neighborhood, with the first housing constructed in 2008. The neighborhood area is still being developed and contains the largest available land mass for additional residential growth in Lakewood. A more detailed discussion on the Rooney Valley can be found in the *Lakewood Innovates* chapter.

Higher-density housing is found in the Union Square neighborhood, which was developed in the 1980s and 1990s. The Union Square neighborhood is well situated to take advantage of the Federal Center transit station and anticipated mixed-use development along the Union corridor.

West Lakewood contains the largest mass of parkland in Lakewood. Both Bear Creek Lake Park and William F. Hayden Green Mountain Park provide the neighborhoods with easy access to ample hiking, biking, and outdoor recreational opportunities. These outdoor amenities and natural beauty are key factors in why Lakewood residents choose to live in the west Lakewood neighborhoods.

The Green Mountain/Alameda Avenue commercial area, located between Union Boulevard and Alkire Street, provides the primary retail needs for the west neighborhoods. The Denver Federal Center, the Union corridor, and the Federal Center station area serve as the commercial, office, medical, and mixed-use core, and it will accommodate the majority of the future growth in west Lakewood. The vision and goals for the Union Boulevard and Denver Federal Center growth area are discussed in greater detail in the *Lakewood Innovates* chapter.

GOAL L-N1

Identify Lakewood's neighborhoods.

ACTION STEPS

a. When requested, assist neighborhoods with defining their boundaries based on key features and unique identities.

b. Research the feasibility of developing a program for the establishment of neighborhood entry signs at key gateways into a neighborhood.

c. Research the feasibility of developing a program to support neighborhood-based events to celebrate their identity and foster neighborhood pride.

d. Identify, document, and preserve existing neighborhood landmarks such as historic or distinctive buildings and features that foster neighborhood pride and sense of ownership.

GOAL L-N2

Respect and protect the existing character of Lakewood's stable neighborhoods.

ACTION STEPS

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.

b. Preserve the existing zoning that allows for the keeping of horses in current locations.

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.

d. Develop new residential design guidelines that reflect sensitive design principles and, through the site plan review process, work to mitigate the impact of infill development on existing single-family properties.

e. Require developers to solicit input from neighborhood organizations for rezoning and special use permit proposals.

GOAL L-N3

Strengthen and support Lakewood's neighborhoods.

ACTION STEPS

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.

b. Prepare an inventory of building conditions and vacancies in each neighborhood.

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.

d. Utilize Community Development Block Grant funds in target areas to help address infrastructure and other identified needs.

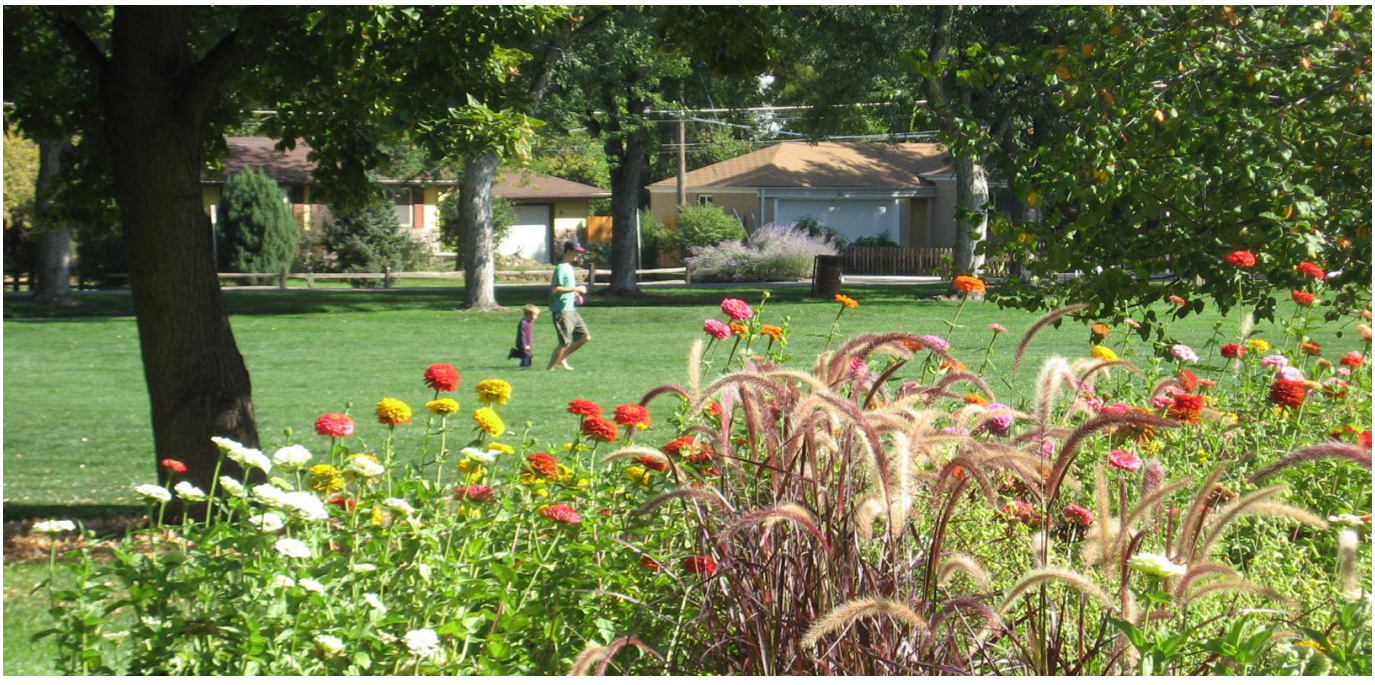
e. Identify and develop new ways to promote the annual Neighborhood Participation Program as a way for neighborhoods to identify neighborhood improvements that will enhance their neighborhoods.

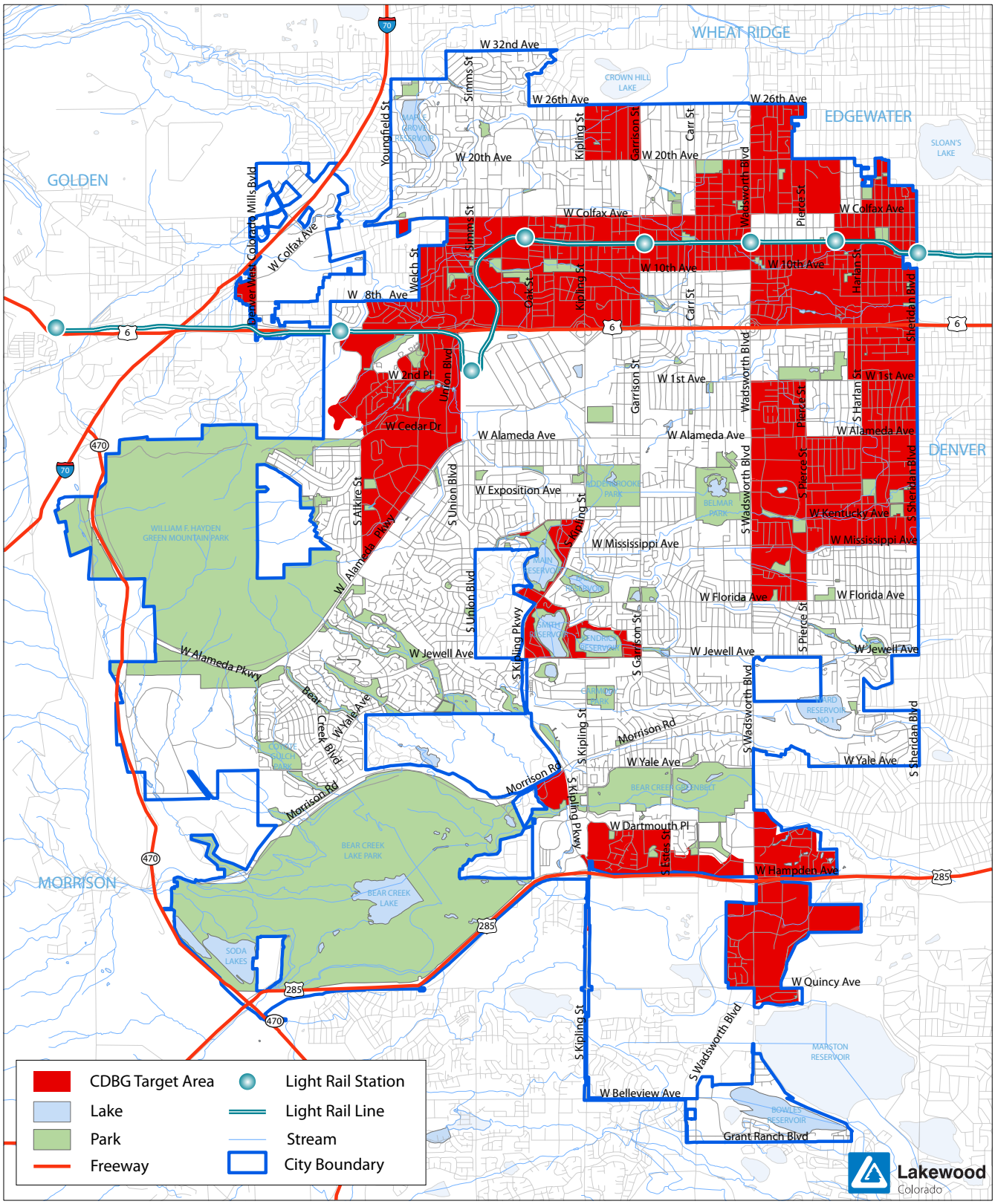
f. Identify and develop new ways to expand the Sustainable Neighborhoods Program. (See the *Lakewood Sustains* chapter for information on the Sustainable Neighborhoods Program.)

g. Continue to provide staff support to neighborhood organizations when requested, including the development of new neighborhood plans when conditions warrant.

Target Area

A target area is an area where 50 percent or more of the households within a census block earn 80 percent or less than the area median income and, therefore, qualifies for Community Development Block Grant (CDBG) funds. The CDBG program is administered through the Department of Housing and Urban Development, and the funds are used to implement neighborhood improvements and revitalization efforts. Lakewood has several target areas throughout the city. Map 4-b on page 4-12 identifies the target areas.





Map 4-b

Community Development Block Grant Target Areas (2014)

0 0.5 1 2 3 Miles

N W E S

GOAL L-N4

Promote healthy and active neighborhoods.

ACTION STEPS

a. Work with local partners and residents to assess the need for additional community gardens. Support partner and residents' efforts to identify appropriate locations, funding sources, and garden development.

b. Identify and map food deserts located within the city based on the United States Department of Agriculture definition.

c. Identify locations for additional farmers markets in Lakewood, focusing in those neighborhoods designated as food deserts.

d. Identify, evaluate, and promote programs that incentivize the distribution of affordable fresh foods in stores within a food desert.

e. Identify and apply for available grants that support healthy neighborhoods and increase access to healthy and nutritious foods.

f. Partner with schools to promote the benefits of a healthy and active lifestyle to Lakewood's youth.

g. Through the site plan review process, incorporate safe, convenient and attractive pedestrian and bicycle connections in new developments, redevelopments, and City projects.

h. Identify missing pedestrian and bicycle facilities that link neighborhoods, recreation centers and parks, and develop a prioritization list for implementation.

What is a Food Desert?

A food desert is an identified area, generally within lower-income neighborhoods, that has low access to healthful whole foods, fresh fruits and vegetables, and may have a higher concentration of fast-food restaurants and convenience stores. The United States Department of Agriculture defines low access as an area where at least 500 people or 33 percent of the census tract's population resides more than one mile from a supermarket or large grocery store.

Mountain Park Community Farm

Community Garden at Eiber Elementary

GOAL L-N5

Promote clean and safe neighborhoods.

ACTION STEPS

a. Promote the National Night Out program through the City's website, City announcements, and social network platforms.

b. Promote Neighborhood Watch through the City's website, City announcements, and social network platforms.

c. Identify ways to promote the Crime Free Multi-housing Program to make it available to every multifamily housing development in Lakewood.

d. Identify and prioritize projects such as alley cleanups, graffiti removal, and neighborhood cleanups in target areas.

e. Continue to hold the citywide "Cleanup Days."

National Night Out & The Crime Free Multi-housing Program

National Night Out is an annual community event, held on the first Tuesday of August, designed to build a healthier, safer city; to generate support for anti-crime programs; and to strengthen the police and community relationship. There are a number of ways to celebrate National Night Out including block parties, front porch gatherings, and outdoor light displays.

In Lakewood, the event celebrates yearlong crime prevention efforts and rededicates efforts to strengthen the community. The event provides the opportunity for residents, neighborhoods, and police to become acquainted, share common goals, and recommit to work together to ensure success.

T**he Crime Free Multi-housing Program** was developed by the Lakewood Police Department's Sector Liaison Unit to train apartment owners, managers and residents about what they can do to solve the problem of illegal and nuisance activity on the property. As part of a designated crime-free property, managers are required to complete background checks on potential tenants and use a crime-free lease addendum. The program helps to assure a safer living environment by concentrated efforts to reduce crime in each complex.

GOAL L-N6

Encourage and support communication among neighborhoods and between the City and neighborhoods.

ACTION STEPS

a. Provide information on the value of developing neighborhood organizations through articles in *Looking @ Lakewood* and the City's website.

b. Encourage partnerships between neighborhoods and other stakeholders such as religious institutions, schools, libraries, nonprofits, and adjacent businesses.

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.

d. Continue to identify, develop, and promote communication tools such as *Looking @ Lakewood*, Lakewood8, social network platforms, City announcements, and the smartphone application, "Go Request."

e. Promote the Citizens Planning Academy, Civics 101, and the Citizens Police Academy to residents and businesses through the City's website, *Looking @ Lakewood*, and neighborhood organizations.

f. Identify ways to increase neighborhood participation in the Lakewood Linked program.

Educational & Outreach Opportunities

The City offers a number of educational opportunities to residents and businesses. These provide for the opportunity to engage with both City staff and others in the Lakewood community.

Citizens Planning Academy

The Citizens Planning Academy is an interactive program for neighborhood leaders, active residents, and potential future members of City Council and boards and commissions. The Academy focuses on planning topics such as creating a vision for the City, the purpose of zoning and subdivision regulations, the legal requirements of city planning, transportation options, and the challenges of site planning for infill development.

Civics 101

Civics 101 is a free course provided to Lakewood residents to encourage their participation in Lakewood issues and to improve their understanding and awareness of how government works. Civics 101 provides a better understanding of the role of government, how a court trial is conducted, and how local tax dollars are spent.

Citizens Police Academy

The Citizens Police Academy is conducted in the fall and spring of every year. The 10-week Academy provides an opportunity to experience the challenges and responsibilities of police work. It includes classes in ethics, arrest control, decisional shooting, police driving, narcotics, and legal overviews.

Overview

Lakewood is home to approximately 65,800 housing units, 61 percent of which are single-family homes and 39 percent of which are multifamily units. A small percentage (0.6 percent) of housing units are mobile homes. Fifty-eight percent of the housing units are owner occupied. The median purchase price of an owner-occupied unit is $245,000. Forty-one percent of the City's housing units are renter occupied, with a median gross monthly rent of $985.

Lakewood's oldest housing stock is located in the north and east parts of the city. The majority of housing in these areas was constructed between 1940 and 1959; however, there are several areas that have housing constructed prior to 1940. The largest housing development in Lakewood occurred between 1960 and 1979. This period of growth accounts for almost five percent of the total housing stock currently in Lakewood. Map 4-c on page 4-17 illustrates the housing growth and development patterns in Lakewood over time.

Although Lakewood remains one of the more affordable areas to live within Jefferson County and provides a range of single-family housing prices, the availability of affordable rentals has decreased significantly over the last several years.

Table 4-a: Housing Occupancy

	% of Units
Occupied	94.5%
Vacant	5.5%
Owner Occupied	58.5%
Renter Occupied	41.5%

Source: *U.S. Census Bureau, 2013 American Community Survey*

Table 4-b: Housing Costs

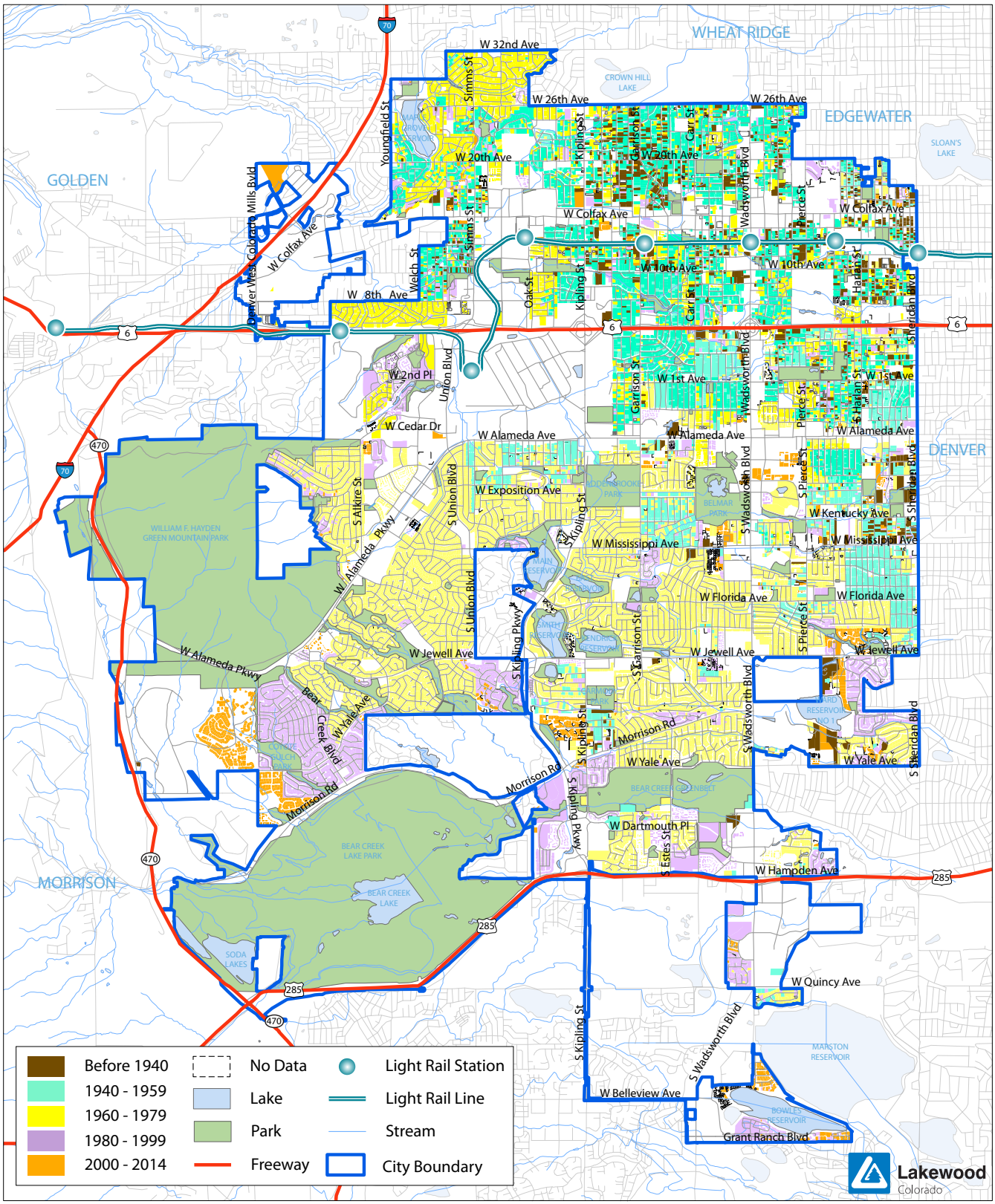
Type	Median (Dollars)
Owner-Occupied Value	$ 245,000
Renter-Occupied Gross Monthly Rent	$ 985.00

Source: *U.S. Census Bureau, 2013 American Community Survey*

In 2013, The City of Lakewood updated its five-year *Consolidated Plan*. The *Consolidated Plan* is a comprehensive plan required by the Department of Housing and Urban Development (HUD) to identify the most urgent housing needs in Lakewood. As part of the development of the five-year plan, a comprehensive housing needs assessment of residents with varying income levels was undertaken. Based on the needs assessment, the *Consolidated Plan* identified the following three greatest housing needs and shortages facing Lakewood in the next five years:

- A severe shortage of affordable rental units.
- A shortage of affordable, accessible rental units, ideally located along major corridors with easy access to public transit.
- Housing to serve persons who are homeless and at risk of homelessness.

There are several factors that influence the future housing needs in Lakewood. First, the Denver Regional Council of Governments (DRCOG) estimates that Lakewood will grow by 47,000 people by the year 2035. Because Lakewood is an infill community, there is limited land available for large single-family developments. Therefore, the majority of new housing will come in the form of multifamily housing developments, most likely adjacent to the West Rail Line and other transportation corridors.



Map 4-c

Housing Construction by Decade

Secondly, the demand for housing in urban areas is increasing. Both the Millennial and the Baby Boom generations are seeking housing located in walkable neighborhoods adjacent to retail, transit, and other amenities. Finally, the City must address the severe shortage of affordable and accessible housing to ensure residents of all income levels have access to adequate housing.

As Lakewood looks forward, it must recognize that a diverse housing supply is necessary to meet the needs of all age groups, demographics, and income levels. Adequate, safe, and affordable housing for all residents is essential for a thriving, healthy, and stable Lakewood community. The following housing goals and action steps ensure that Lakewood is providing sustainable housing choices, while supporting the efficient use of land and infrastructure.

GOAL L-H1

Provide an adequate mix of housing to meet the needs of all segments of the community.

ACTION STEPS

a. Develop marketing tools that promote mixed-use, mixed-income, transit-oriented development.

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 population.

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*.

d. Support and promote programs that provide opportunities for homeownership such as down payment assistance programs.

e. Develop incentives for developers to include affordable housing in residential developments.

GOAL L-H2

Promote housing rehabilitation programs for Lakewood's low-income and special needs residents.

ACTION STEP

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.

Affordable Housing & the Special Needs Population

Affordable Housing is defined by the U.S. Department of Housing and Urban Development (HUD) as housing that costs no more than 30 percent of a household's monthly income.

The special needs population includes the frail and nonfrail elderly, persons with physical, mental, or behavioral disabilities, persons with HIV/AIDS, and persons with alcohol or drug addictions.

GOAL L-H3

Support efforts that provide services and resources to reduce and prevent homelessness.

ACTION STEPS

a. Participate in regional groups and committees that develop and implement programs and policies to end homelessness.

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.

c. Support the mission and efforts of the Action Center and other homeless service providers to meet the needs of the community.

Metro West Housing Solutions' Lamar Station Crossing Apartments

Overview

A variety of youth, family, and senior services are provided to Lakewood residents through the City's family services programs. The Lloyd G. Clements Center offers a wide range of programs and services for Lakewood's older adults and serves as a community gathering place. These programs include classes in arts and crafts, fitness and wellness, computers, and grief counseling. The Clements Center also serves as a Volunteers of America meal site for adults 60 years of age and older.

Transportation services are offered through Lakewood Rides, which offers door-through-door transportation for Lakewood residents 60 years of age and older and those with disabilities of any age. Lakewood Rides provides transportation to services and basic needs such as grocery shopping and medical appointments.

The family services program, housed in the Wilbur Rogers Center, consists of licensed counselors who provide support and consultation to the City's Family and Children's Programs. A number of classes and programs are offered such as positive parenting classes and the Women's Enrichment program. The Women's Enrichment program offers classes in communication, boundaries, self-care, and other pertinent topics. The Wilbur Rogers Center is home to the school-age services program that includes before- and after-school services at four elementary schools, as well as three summer camp options for children whose parents work or go to school full time.

The Family Services goals are intended to ensure that quality youth, family, and senior services programs and resources are available for all Lakewood residents.

GOAL L-FS1

Provide a variety of programs and services to ensure that all residents regardless of age, ability or income are able to reach a maximum level of self-sufficiency and independence.

ACTION STEPS

a. Provide referral information on area resources for individuals and families that need additional support.

b. Provide mental health consultation and support to ensure participants in Family Services programs have successful experiences.

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.

GOAL L-FS2

Encourage maximum independence for area older adults and individuals with disabilities by providing specialized transportation services.

ACTION STEPS

a. Continue to provide safe and cost-effective transportation services through Lakewood Rides.

b. Continue to support individual self-sufficiency by providing needed transportation to services and basic needs.

GOAL L-FS3

Support the quality of life for older adults through social activities that emphasize wellness and self-sufficiency.

ACTION STEPS

a. Develop and offer classes and programs that promote a healthy and independent lifestyle and enrich the lives of older adults.

b. Identify and promote meaningful volunteer opportunities to engage older adults in activities and events.

Overview

Lakewood's historic resources are integral components of the city fabric and are essential to Lakewood's identity. These resources provide Lakewood with a unique character that differentiates it from other communities. Historic preservation efforts contribute to the livability of a community by helping to conserve desirable neighborhoods, shape compatible development, and promote unique citywide and neighborhood identity.

The preservation of Lakewood's historic structures and places serves as a reminder of the contributions made by those who helped to form and develop the city many are so proud of. Preservation strengthens the community image and supports Lakewood's overall goals of economic, environmental, and cultural sustainability, and as such should be considered as a vital part of Lakewood's future.

GOAL L-HP1

Recognize and promote the importance of Lakewood's historic and cultural resources as a component of Lakewood's identity, vitality, and sense of community.

ACTION STEPS

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.

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.

c. Promote the use of state historic income tax credits to encourage the adaptive reuse and rehabilitation of historic and culturally significant buildings.

d. Develop educational programs and events and expand partnerships to promote historic preservation as a vital part of broader community development policies and objectives.

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.

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.

Stone House

GOAL L-HP2

Maintain Certified Local Government status.

ACTION STEPS

a. Ensure a qualified Historic Preservation Commission is maintained and receives ongoing training and support.

b. Maintain an ongoing system for documenting and surveying cultural resources in Lakewood.

c. Prepare annual reports as required by History Colorado, the state historic preservation office.

d. Develop programs to educate the public about the economic, environmental, and cultural benefits of historic preservation.

Certified Local Government

A Certified Local Government is a local government that has met criteria set by the National Park Service and the state historic preservation office. The purpose of the program is to encourage and expand local involvement in preservation issues. A Certified Local Government is eligible to receive grants including grants for rehabilitation of historically significant properties. In addition, locally landmarked properties are eligible for state historic income tax credits as well as incentives and benefits that may be available at the federal level.

GOAL L-HP3

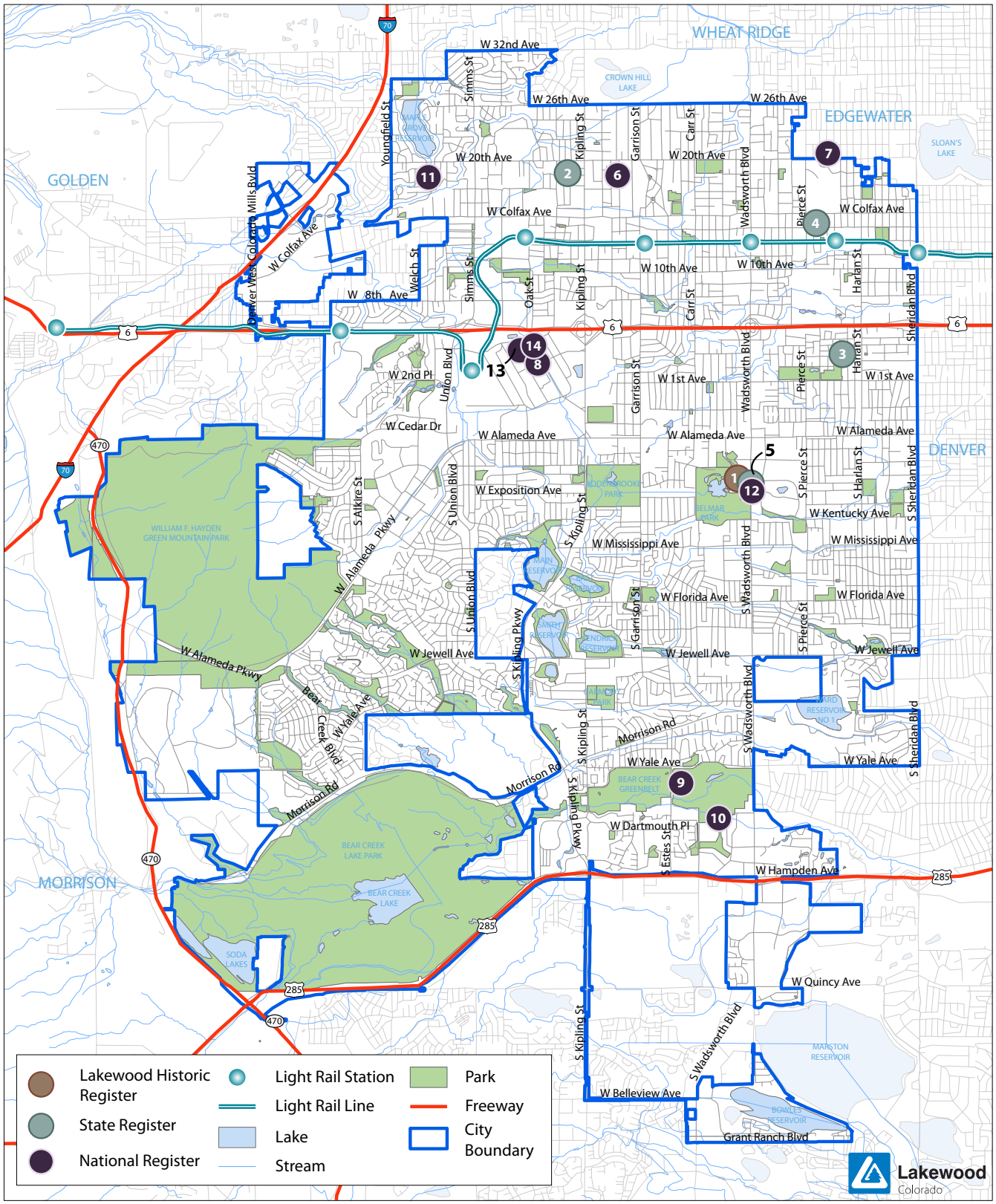
Implement the Historic Preservation Plan.

ACTION STEP

a. Review the *Historic Preservation Plan* on an annual basis to ensure implementation of the goals, policies and action steps contained in the Plan.

Lakewood Historic Preservation Plan

The Historic Preservation Plan establishes a comprehensive program for historic resources in Lakewood. The Plan guides preservation efforts in Lakewood and sets clear goals and action steps to incorporate preservation as an integral element of community development and livability. The Historic Preservation Plan sets a vision for preservation in Lakewood that looks forward while valuing the past, conveys the heritage of Lakewood, and supports the City's overall goals and objectives of cultural, economic, and environmental sustainability.



Map 4-d

Local, State & Nationally Designated Properties

0 0.5 1 2 3 Miles

N W E S

Local, State & Nationally Designated Properties

Lakewood Historic Register

1. White Way Grill
   Lakewood Heritage Center, 801 South Yarrow Street

State Register

2. Howell House
   1575 Kipling Street
3. Washington Heights School
   6375 West 1st Avenue
4. Country Club Garden Apartments
   1160 Pierce Street
5. Bonfils-Stanton Belmar Estate Outbuildings
   Lakewood Heritage Center, 801 South Yarrow Street

National Register

6. Davies Chuck Wagon Diner
   9495 West Colfax Avenue
7. Jewish Consumptive Relief Society Historic District
   (Rocky Mountain College of Art + Design)
   1600 Pierce Street
8. Office of Civil Defense Emergency Operations Center
   Denver Federal Center, West Alameda Avenue & Kipling Street
9. Stone House
   Bear Creek Greenbelt, South Estes Street
10. Schnell Farm
    3113 South Wadsworth Boulevard
11. Hill Section of the Golden Hill Cemetery
    12000 West Colfax Avenue
12. Peterson House (Ticen House)
    Lakewood Heritage Center, 801 South Yarrow Street
13. Building 710, Defense Civil Preparedness Agency Region 6 Operations Center
    Denver Federal Center, West Alameda Avenue & Kipling Street

State & National Registers

14. Denver & Intermountain Interurban No. 25
    Denver Federal Center, West Alameda Avenue & Kipling Street

White Way Grill

Country Club Garden Apartments

Davies Chuck Wagon Diner

Peterson House (Ticen House)

Overview

The City of Lakewood believes that arts and culture enriches the lives of its citizens. Arts and culture are essential to making Lakewood an interesting and attractive place to live, work, recreate, and visit. Arts and culture help to define a sense of identity, a sense of place, and serve as a vehicle for engaging a diverse community. A healthy and stable arts and culture sector is necessary for the city's economic and social vitality.

Lakewood has three major cultural facilities: the Lakewood Cultural Center, the Lakewood Heritage Center, and the Washington Heights Arts Center. The Lakewood Cultural Center includes a technically advanced 320-seat theater for a variety of shows and performances. The Cultural Center also provides rotating visual art exhibits, meeting and event spaces, and a number of cultural art classes.

The Lakewood Heritage Center is a 20th Century Museum located in Belmar Park. The Heritage Center preserves and showcases the history of Lakewood and the many changes, inventions, and lifestyles of the 20th century. The Heritage Center has 14 historic structures, 30,000 artifacts, a festival area, and an outdoor amphitheater for summer concerts, community gatherings and celebrations. The Heritage Center also has a museum store and gallery space for 20th century exhibits.

The Washington Heights Arts Center is located in a rehabilitated 20th century schoolhouse. The Washington Heights Arts Center offers a variety of cultural, arts, and educational opportunities for all ages, including classes in pottery, watercolor, papermaking, jewelry, and weaving.

The City is fortunate to have a number of independent arts and cultural organizations and facilities. These include the Lakewood Arts Council, 40 West Arts, Belmar Block 7, the Lakewood Symphony, and a variety of independent artists and arts entities.

GOAL L-AC1

Encourage and sustain places and spaces for art and cultural activity throughout Lakewood.

ACTION STEPS

a. Secure funding and program partners to increase public art in parks and public spaces through collaboration of ideas and resources.

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.

c. Establish cultural and arts districts in areas of economic potential and promote art as a key element of economic development.

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.

e. Continue to build relationships and develop programs that will enhance collaboration and resource sharing among cultural providers.

GOAL L-AC2

Foster lifelong cultural learning opportunities for Lakewood's residents and visitors.

ACTION STEPS

a. Establish regular communication among educators and cultural providers to develop and implement methods of integrating cultural learning.

b. Continue to build programs that will facilitate, encourage, and promote artistic, cultural, and historic learning opportunities.

c. Identify and convene stakeholders to advocate for the importance of access to cultural learning.

d. Identify, develop, and promote cultural volunteer activities that adapt to evolving volunteer trends.

e. Identify sources of funding to facilitate program development to create cultural learning opportunities for the community.

f. Enhance cultural learning opportunities for varying populations and abilities that include underserved populations.

GOAL L-AC3

Celebrate and promote heritage, culture, and the arts.

ACTION STEP

a. Develop programs and activities to celebrate and promote the city's history and diverse cultures.

b. Collaborate with civic, business, and community leaders to expand, celebrate, and promote the city's historic and cultural legacy.

GOAL L-AC4

Implement the Lakewood Public Art Master Plan.

ACTION STEP

a. Review the *Lakewood Public Art Master Plan* on an annual basis to ensure implementation of the goals and action steps contained in the Plan.

Lakewood Public Art Master Plan

The Public Art Master Plan identifies the following vision for the arts in Lakewood: "Lakewood's public art program will be recognized as innovative, forward-thinking and adaptive. Public art throughout the city will create welcoming spaces in civic buildings, plazas, transportation corridors, parks and other locations that are accessible to the public. Art in Lakewood will demonstrate high aesthetic expectations and will represent many different media. It may be interactive, kinetic or functional and will inspire and initiate dialogue between people of all ages. The Public Art Master Plan will guide development of a rich tapestry of artwork, activities and arts experiences in Lakewood by establishing clear policies, inclusive processes, thoughtful procedures, and inventive funding strategies and partnerships to the benefit of the entire community."

GOAL L-AC5

Implement the recommendations for art and culture contained in the Community Resources Master Plan and other planning documents.

ACTION STEP

a. Review the *Community Resources Master Plan* and other planning documents an annual basis to ensure implementation of the goals and action steps contained in the plans.

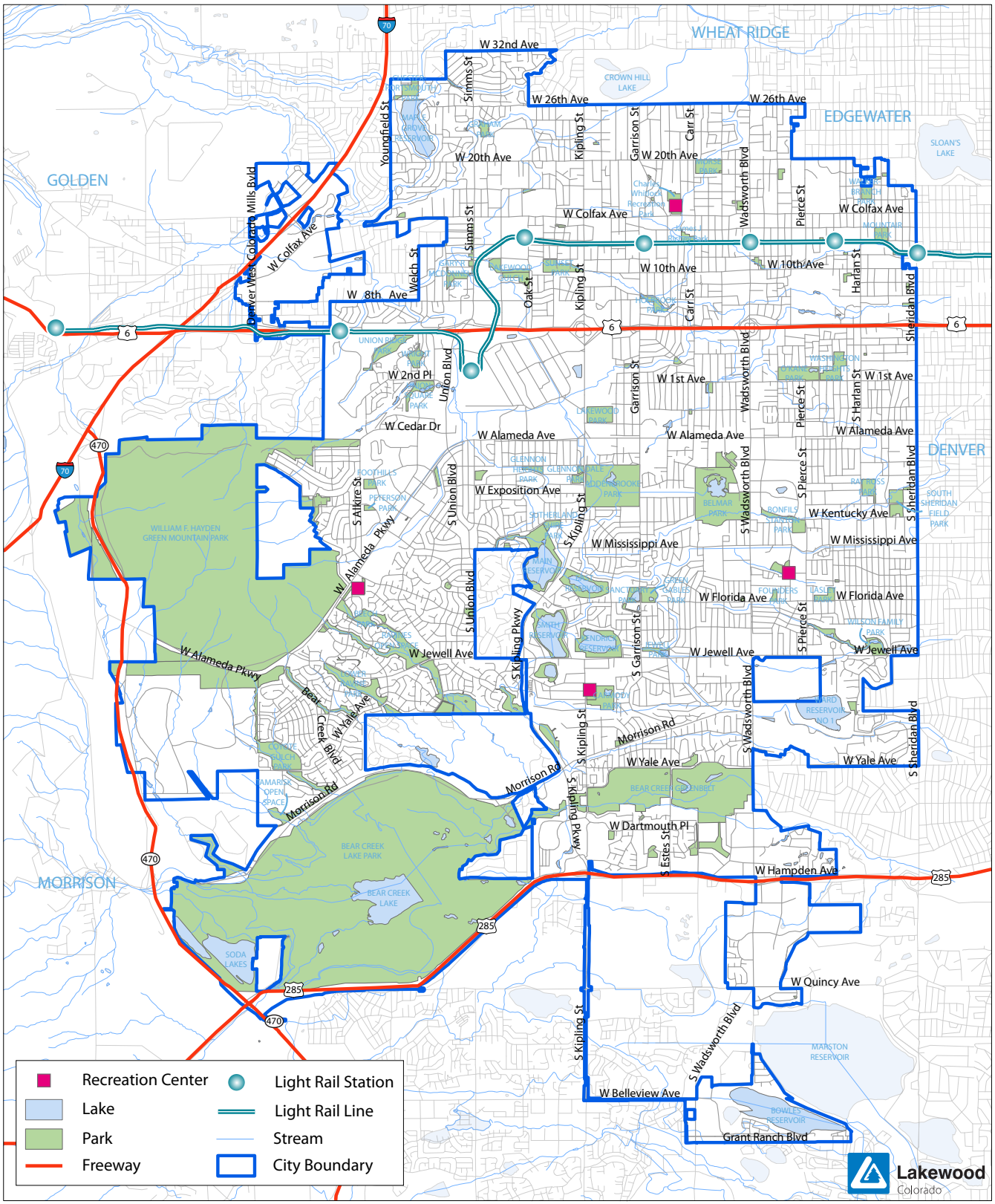
Overview

Lakewood residents place great value in the city's parks, trails, and recreation centers. Residents expect that the high level of service and facilities that are provided will be maintained, easily accessible, and equitably distributed throughout the community. A diverse park and recreational system is essential to supporting Lakewood's success as a community and for ensuring the quality of life for residents, improving public health, and making the city attractive to visitors and businesses.

There are many benefits to having a vibrant and viable parks, trails, and recreation system. It provides diverse opportunities for residents of all ages and abilities to engage in a healthy lifestyle, expand life experiences, and connect with others in the community. In addition, a strong parks and recreation system increases property values, draws new businesses to the city, and provides environmental benefits such as improving water quality, preventing flooding, and improving air quality. Open space offers a natural habitat for wildlife and encourages all to connect with nature and appreciate the benefits of outdoor recreation.

Parks & Trails

Lakewood provides a wide range of parks, trails, and amenities. There are 99 parks with a total of 7,155 acres of parkland across the city. The parks range from smaller urban parks to the larger regional parks of William F. Hayden Green Mountain Park and Bear Creek Lake Park. Together, William F. Hayden Green Mountain Park and Bear Creek Lake Park total 5,000 acres of parkland. Within the city there are more than 180 miles of hiking, biking, walking, and horseback riding trails, including trails that follow transportation corridors and trails that are self-contained within larger parks. Multiuse trails exist in the Bear Creek Greenbelt, Bear Creek Lake Park, and William F. Hayden Green Mountain Park.



Map 4-e

Parks & Recreation Centers

0 0.5 1 2 3 Miles

N W E S

GOAL L-PR1

Provide adequate parks, trails, and gathering places throughout Lakewood.

ACTION STEPS

a. Through the site plan review process, ensure that adequate parks, open space, and gathering places are incorporated as new development occurs.

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.

c. Evaluate where additional trails and bike access are needed to provide safe and attractive pedestrian and bicycle access to parks and gathering places.

d. Through the site plan review process, integrate natural features with new development and City projects.

e. Locate, to the greatest extent possible, multiuse trails adjacent to gulches and other natural amenities.

GOAL L-PR2

Provide park amenities for residents of all ages and abilities.

ACTION STEP

a. Annually assess the needs of the community as demographics change to address and update park amenities as resources permit.

GOAL L-PR3

Implement the recommendations for parks and trails in the Community Resources Master Plan and other planning documents.

ACTION STEP

a. Review the *Community Resources Master Plan* and other planning documents on an annual basis to ensure implementation of the goals and objectives contained in the plans.

Community Resources Master Plan

The Community Resources Master Plan was developed in 2008 to provide direction and guidance for managing parks, recreation, and cultural services and facilities to meet the needs of Lakewood's current and future residents. It is based on an extensive needs assessment, background information and community input. With numerous action items in the Plan either completed, in progress or modified, the department has completed a strategic planning process designed to focus on creating efficiencies, improving infrastructure, and adapting to change through 2017.

Recreation

The City of Lakewood manages four recreation centers: Carmody Recreation Center, Green Mountain Recreation Center, Lakewood Link Recreation Center, and Charles E. Whitlock Recreation Center. The recreation centers provide an array of amenities to the Lakewood community including indoor and outdoor swimming pools; gymnasiums for activities such as basketball, volleyball and pickleball; extensive weight and cardio work out rooms; and meeting space.

In addition to the recreation center amenities, a number of programs and classes are offered at the recreation centers. Programs include fitness and wellness, youth and adult sports and youth leagues, enrichment classes, and swimming lessons. Through its R.I.S.E. program, the City offers a therapeutic recreation program for individuals with disabilities including a wide variety of activities such as bowling, dances, youth and teen sports, and a summer day camp, Camp Paha.

The City has two state-of-the-art and award-winning golf courses, Fox Hollow and Homestead golf courses. The Fox Hollow Golf Course is a 27-hole championship facility that features three unique nine-hole courses. The Homestead Golf Course has an elevation change of over 200 feet and measures over 5,000 yards. Both golf courses are managed with environmentally friendly golf course management practices and are certified "Audobon Cooperative Sanctuaries" by the Audobon Sanctuary Program for golf courses, which is an Audobon International Program.

GOAL L-PR4

Provide high-quality recreational programs to meet the needs of a diverse community.

ACTION STEPS

a. Develop and maintain high-quality recreational programs that meet the evolving interests and needs of the community.

b. Identify and develop programs related to new trends in recreation, with an emphasis on meeting the community's demographic needs.

c. Develop programs that enhance the fitness and wellness opportunities at recreation centers.

d. As funding and opportunities are available, partner with the Jeffco Public School District to maintain the Middle School Sports Program.

GOAL L-PR5

Develop and maintain high-quality recreational facilities that meet the growing and changing needs of all age groups.

ACTION STEPS

a. Identify and respond to new trends and community desires to address fitness and wellness opportunities of the community.

b. Maintain high-quality recreational facilities that meet the growing needs of all age groups and that provide venues to encourage family and community gatherings.

c. Research the feasibility of implementing impact fees with new residential development to offset the associated impacts to the City's recreational system.

GOAL L-PR6

Provide safe and convenient pedestrian and bicycle access to Lakewood's recreation centers.

ACTION STEP

a. Identify locations where biking and walking to recreation centers is difficult and develop tools to remove those obstacles.

GOAL L-PR7

Maintain quality, competitive golf courses.

ACTION STEPS

a. Identify customer preferences and golf course trends, and develop a marketing plan based on the preferences and trends.

b. Preform an analysis of golf course infrastructure needs and develop a replacement schedule based on the needs analysis.

c. Continue to utilize environmentally friendly golf course management practices.

GOAL L-PR8

Implement the recommendations for recreation centers and golf courses contained in the Community Resources Master Plan and other planning documents.

ACTION STEP

a. Review on an annual basis the *Community Resources Master Plan* and other planning documents to ensure implementation of the goals and objectives contained in the plans.

Overview

Schools and libraries serve as important community assets and amenities. They help to instill a sense of community, provide gathering places, and encourage and support lifelong learning and educational opportunities. Strong and effective partnerships with the schools and libraries will ensure Lakewood continues to address the diverse and growing needs of the community.

Schools

Lakewood is fortunate to have numerous educational opportunities throughout the community. Lakewood is served primarily by the Jeffco Public School District, but there are also a number of K-12 charter and private schools, each providing a variety of learning options and experiences.

There are three higher learning institutions located within Lakewood: Red Rocks Community College, Colorado Christian University, and Rocky Mountain College of Art + Design. These institutions provide quality and varied educational options to both the residents of Lakewood and the metropolitan area, and are remarkable assets to the community.

The City offers Early Childhood Programs to support the growth of children in problem solving and social skills as well as early literacy, language, math, science, and motor skills. As part of these programs, the City participates in the Colorado Preschool Program (CPP), which provides a no-fee or discounted educational experience for three- and four-year-old children who are experiencing life circumstances that may interfere with their learning.

Lakewood also provides Head Start for Lakewood's low-income residents. There are five Head Start programs that provide a no-fee educational experience for 3- and 4-year-old children who meet specific eligibility requirements including children from low-income or homeless families and children with identified special needs. In addition to the preschool experience that children receive, Head Start offers comprehensive health, nutrition, and family support services.

Lakewood values all learning institutions within its boundaries. The following goals support the importance these resources have in providing lifelong learning opportunities to all residents.

GOAL L-SL1

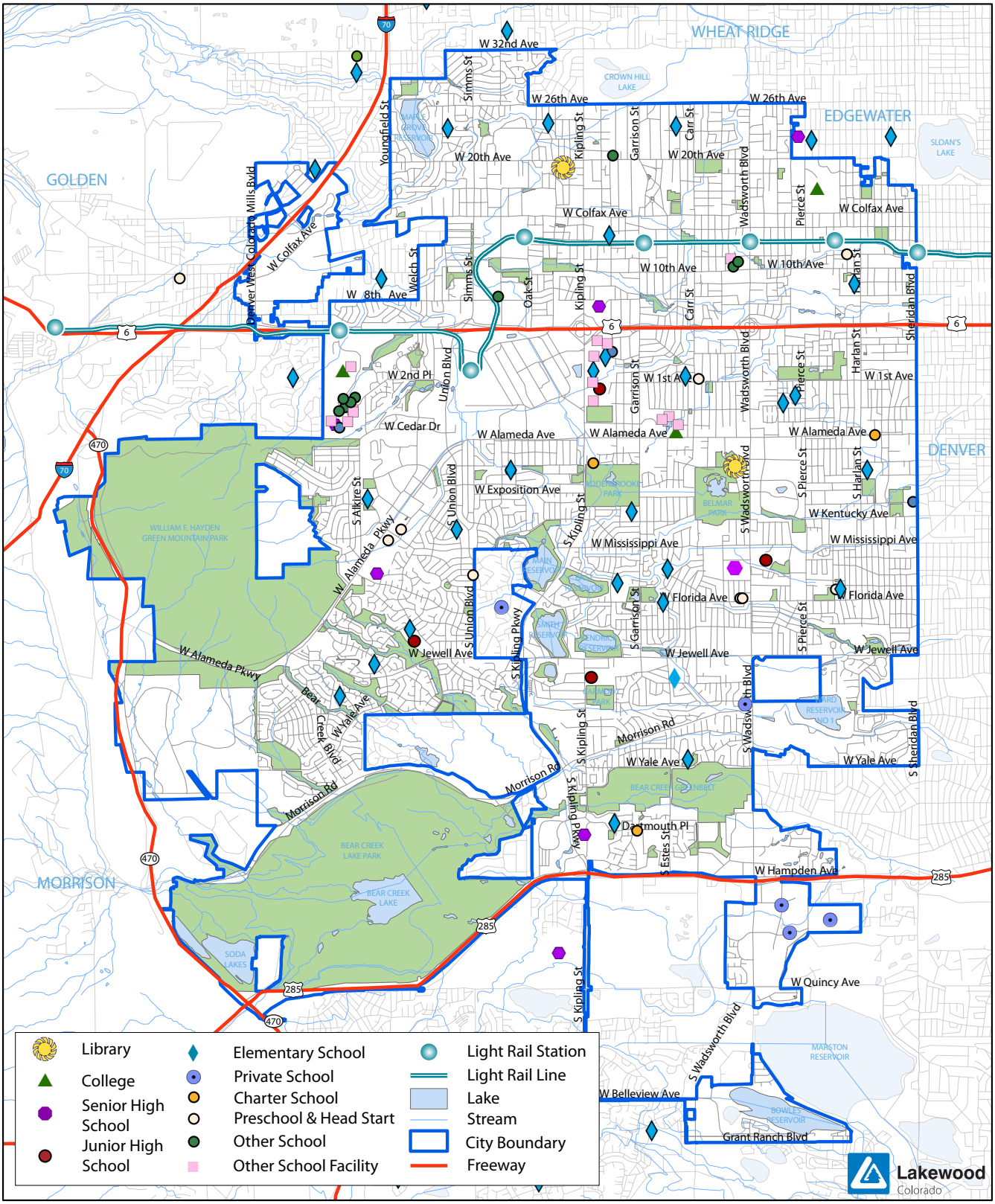
Develop partnerships with the higher learning institutions in the city.

ACTION STEPS

a. Establish a City liaison to integrate higher education institutions into the City's economic development program.

b. Research the need to create a mechanism to adopt campus master plans to ensure connectivity with the city and surrounding neighborhoods.

c. Recognize and promote the higher learning institutions' value to the community.



Map 4-f

Schools & Libraries

0 0.5 1 2 3 Miles

N W E S

GOAL L-SL2

Work with the Jeffco Public Schools, local private and charter schools, and higher learning institutions to support and encourage strong educational and vocational opportunities for Lakewood residents.

ACTION STEPS

a. Explore methods to form partnerships to promote community involvement in educational opportunities.

b. Establish a process for the City and the school district to partner to plan for future population growth and changing demographics.

c. Evaluate opportunities to partner with the school district to develop educational tools and programs to teach students about city planning.

GOAL L-SL3

Work with the Jeffco Public Schools, local private and charter schools, and higher learning institutions to utilize school facilities as community centers.

ACTION STEPS

a. Develop joint use agreements with schools to allow for school facilities to be used as community centers and neighborhood assets.

GOAL L-SL4

Provide high-quality, affordable, and safe before- and after-school and summer camp programs for children enrolled in kindergarten through sixth grade through the City's Community Resource Department.

ACTION STEPS

a. Collaborate with local elementary schools to provide fun, safe, and supervised programs for children that enhance their daily experiences.

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.

GOAL L-SL5

Provide high-quality Head Start and Colorado Preschool programs that prepare children for future school success.

ACTION STEPS

a. Leverage local, state, and federal resources to develop tools and resources that will improve educational outcomes for children and their families.

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.

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.

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.

e. Provide a variety of parent educational forums that encourage parents to be advocates for their children as they enter the public school setting.

Libraries

Libraries provide a valued public service to the residents of Lakewood. The Jefferson County Public Library system owns and operates two public libraries within Lakewood: Belmar Library, located at 555 South Allison Parkway, and Lakewood Library, located at 10200 West 20th Avenue. The Jefferson County Public Library system offers a number of programs and classes including book groups and author visits, computer skills and networking, and storytime for a wide range of age groups. In addition, the Jefferson County libraries offer several outreach services to the community. Some of these services include Homebound and Nursing Home Services, eTrain, and the Traveling Children's Library that delivers books and programs to Head Start and early learning classrooms.

GOAL L-SL6

Support a strong library system that meets the needs of Lakewood residents.

ACTION STEPS

a. Assist the Jefferson County Public Library with the preparation of any gap analysis of library services that may be undertaken.

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.

Overview

Providing adequate public services is critical for the health, safety, and welfare of Lakewood. The City and its partner districts and agencies must plan together for the impacts that growth and future development will have on those services. Because the city and the community depend on other districts and agencies to provide a number of public services, strong partnerships and coordination with all providers is essential to ensure increased service demands are met.

Public Safety

The Lakewood Police Department provides policing services to the residents of Lakewood through the guiding principles of integrity, intelligence, and initiative. The Police Department began as the Lakewood Department of Public Safety on May 3, 1970, and in 1980 was renamed the Lakewood Police Department. Since its inception, the department has become known for professionalism, leadership, and excellence in service and commitment to the Lakewood community. The Police Department, comprised of more than 400 employees and 100 volunteers, offers a number of outreach programs in addition to its public safety services. These programs allow the department to partner with the community on crime prevention and awareness activities, provide educational opportunities, and offer support services to those in need. Among these programs, the Police Department offers a Crime Free Multi-housing Program, the Police Victim Assistance Program, National Night Out, and the Youth Police Academy.

The Lakewood Public Safety Center is located at 445 South Allison Parkway. The Department operates a police substation within the Colorado Mills Mall and a police office in the Lakewood-West Colfax Business Improvement District Office, the Link Recreation Center, and the Alameda Gateway Business Improvement District Office.

GOAL L-PS1

Create a safe community environment for residents and visitors.

ACTION STEPS

a. Reduce reported crime in the city by targeting crime and quality of life patterns and trends as they are identified.

b. Implement a data-driven approach to address crime and traffic hazards in those areas of the city where needed.

c. Utilize technologies such as passive and active surveillance camera systems in parts of the city that are prone to crime.

d. Participate in the crime prevention and public safety community activities including National Night Out, Shred Days, and Prescription Drug Take-Back events.

GOAL L-PS2

Develop and maintain strategic partnerships within the community that serve to enhance the Department's crime-fighting and prevention strategies.

ACTION STEPS

a. Make the Crime Free Multi-housing program available to every multifamily housing development within Lakewood.

b. Provide Crime Prevention Through Environmental Design (CPTED) reviews of all development plans submitted for approval.

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.

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 Office.

e. As funding is available, continue to provide School Resource Officers in the Jeffco Public Schools.

GOAL L-PS3

Leverage regionalization opportunities with other law enforcement agencies to improve police service and reduce costs.

ACTION STEPS

a. Explore consolidating the five police communication centers into a regional communication center.

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.

c. Regionalize crime lab services within the county.

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.

Fire & Life Safety

The majority of the city is served by the West Metro Fire Protection District, which is a special district government agency providing fire and rescue services to approximately 248,000 people. It was created in 1995 after the community voted to consolidate the Lakewood Fire Protection District and the Bancroft Fire Protection District. West Metro Fire Protection District covers more than 110 square miles, with seven stations serving Lakewood. The district provides numerous community outreach and educational programs. Events include the annual Family Fire Muster, kids clubs, and car seat safety checks. West Metro Fire Protection District's mission is to provide professional fire protection, emergency medical services, life safety, and community service that will help to shape the future.

GOAL L-PS4

Partner with the West Metro Fire Protection District to ensure adequate fire protection, emergency medical services, life safety, and community services are provided.

ACTION STEPS

a. Work with West Metro Fire Protection District during the site plan review process to ensure site development adequately addresses fire and rescue access.

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.

Family Fire Muster

The Family Fire Muster is an annual event held at West Metro's Training Center. The event provides the opportunity for adults and children to tour Fire Station #10 and West Metro's Training Center to see how firefighters prepare for emergencies and what it's like to be a firefighter. Numerous events and programs are offered at the event to prepare children and adults for emergencies. The event teaches families what to do to prepare for emergencies such as the importance of developing a family escape plan, how to call 9-1-1, and how to create a safety profile online. Firefighters demonstrate their response to a residential fire, while emphasizing the importance of fire drills at home.

Emergency Preparedness

In order to provide the best emergency services to the community, the *Lakewood Emergency Operations Plan* (EOP) was developed in partnership with Jefferson County and local special districts that provide emergency services within the city. The intent of the EOP is to provide guidelines and principles for planning, managing, and coordinating the overall response and recovery activities of the City before, during, and after major emergencies and disaster events.

GOAL L-PS5

Ensure, to the greatest extent possible, the City is adequately prepared to respond to emergencies and recovery activities before, during, and after major emergencies and disaster events.

ACTION STEP

a. Evaluate the *Emergency Operations Plan* every four years and update as necessary to provide, manage, and coordinate high-level emergency response and recovery activities.

Utilities

The availability and function of public utilities is necessary to ensure the needs of Lakewood's current and future residents are met. Lakewood is served by a number of utility providers and therefore coordination between the City and all providers is imperative to ensure that adequate and efficient utilities are available, and that Lakewood is prepared to handle future growth.

Water and sewer is provided by 26 different water and sewer providers. The City of Lakewood utilities provide water to 730 properties and sewer to approximately 7,000 properties in a limited area in north Lakewood. The Lakewood Stormwater Management Utility maintains the public stormwater drainage system. The system consists of the many storm drains, underground storm water lines, culverts, gulches, and open channels throughout Lakewood. In accordance with franchise agreements, Xcel Energy provides electrical and natural gas services to Lakewood, Comcast serves as the cable provider, and CenturyLink provides phone service to Lakewood.

GOAL L-PS6

Ensure adequate utilities are available for Lakewood's current and future residents and businesses.

ACTION STEPS

a. Require developers proposing new development or redevelopment to coordinate with utility providers early in the development process.

b. Work with the water and sewer providers to ensure master plans reflect adequacy to serve anticipated developments.

c. When franchise agreements are updated, work with service and utility providers to expand and enhance services throughout Lakewood.

GOAL L-PS7

Minimize the visual impacts of utility lines and cell towers on the community.

ACTION STEP

a. Implement the guidelines established through City Council resolution on undergrounding existing electrical utilities located within the public right-of-way.

b. Require on-site utility lines be placed underground with development and redevelopment.

c. Continue to work with utility providers to coordinate improvements when City streets are improved or constructed.

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Chapter 5

Lakewood **Innovates**

Lakewood will invest in its future by proactively pursuing a thriving and sustainable economy with a variety of employment, investment, and mixed-use opportunities.

Citywide Economic Development Strategies
Growth Areas
Community Activity Areas
Neighborhood Activity Areas
Future Activity Areas
Industrial Areas

Guiding Principle

Lakewood will invest in its future by proactively pursuing a thriving and sustainable economy with a variety of employment, investment, and mixed-use opportunities.

Lakewood will have a strong, competitive, and diverse economic base with a mix of locally owned, national and international employers. Lakewood will encourage a unique blend of products and services for its residents, visitors, and businesses. The City will promote Downtown Lakewood, and existing and planned growth areas as the primary locations for new employment and residential growth. The City will encourage efficient links between neighborhoods, commercial areas, and jobs. Lakewood will promote strategic investments, partnerships with the business community, and wise stewardship of existing employment assets.

Introduction

Lakewood, and the entire Denver metropolitan area, have seen strong economic growth in the years following the 2007-2009 national recession. Significant additional growth is anticipated in the future as well. According to the Denver Regional Council of Governments (DRCOG), employment in the Denver region will reach 2.3 million by 2035. Employment in Lakewood should reach 107,000 by the same year. Along with an increasing number of jobs comes an increase in population. The Denver region is expected to add 1.2 million people by 2035, with Lakewood growing by approximately 47,000 people.

Lakewood's economic base is its lifeblood. A growing economic and residential base provides the framework on which the city prospers and develops. Economic and residential growth is critical to the health of the city, as both generate taxes to pay for municipal services. Employment growth also provides necessary jobs for the residents of Lakewood. *Lakewood Innovates* addresses the importance of maintaining and enhancing an environment in which existing businesses can expand and new businesses are attracted. This chapter also provides direction as to where new employment and residential growth should be focused. Allowing increased residential and employment densities within designated growth areas will protect existing stable neighborhoods while allowing the city to continue prospering.

Table 5-a: Projected Population & Employment Growth

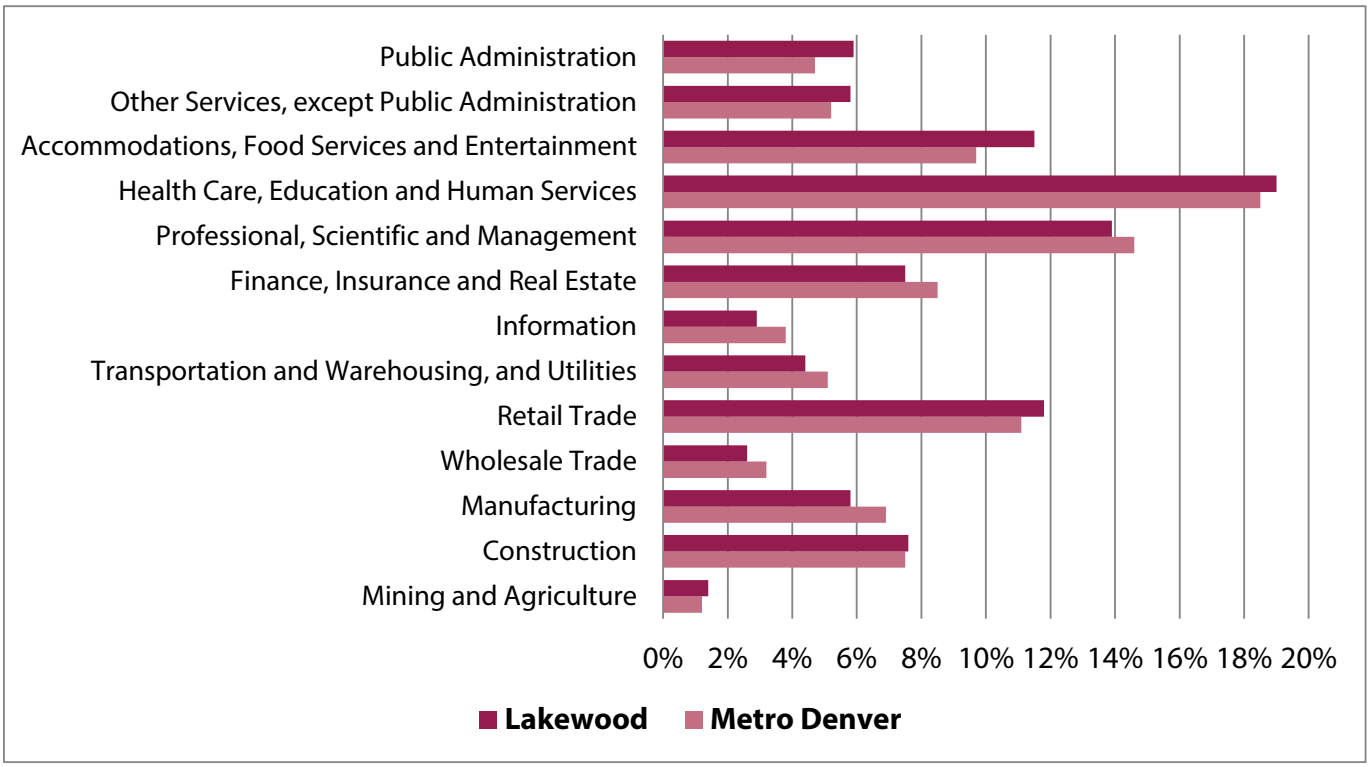
Lakewood	2010 Estimate	2035 Forecast
Population	143,000	190,000
Employment	73,500	107,000
Denver Metro	**2010 Estimate**	**2035 Forecast**
Population	2.8 Million	4.0 Million
Employment	1.6 Million	2.3 Million

Source: *Denver Regional Council of Governments, 2013*

Employment

Lakewood has a diverse economy, with a significant federal government presence due to the Denver Federal Center. Overall employment within the city has increased moderately since 2000, with approximately 72,000 jobs within the community in 2012. Education and health care employ the largest percentage of people in Lakewood, followed by professional services and retail trade. The table below shows the employment composition of Lakewood in comparison to the overall Denver region.

Figure 5-a: Comparison of Denver Metro & Lakewood Employment Composition



Source: *U.S. Census Bureau 2012 American Community Survey*

In addition to the diversity of employment composition, Lakewood also boasts a diversity of employers. The city's largest employers include those in the government, education, health care and manufacturing industries. Overall, the city has more than 4,800 active businesses. The largest employers are listed below.

Table 5-b: Lakewood's Largest Employers

Rank	Company	Product/Service	Employees in Lakewood
1	United States Government	Government	8,000
2	St. Anthony Hospital	Health Care	2,800
3	Terumo BCT	Medical Device Manufacturing	2,309
4	Jefferson County Public Schools	Education	2,300
5	FirstBank	Financial Services	950
6	City of Lakewood	Government	893
7	Home Advisor	Technology	789
8	The Integer Group	Marketing	632
9	State of Colorado	Government	547
10	Kaiser Permanente	Medical	500

Source: *City of Lakewood, 2014*

The inventory of employment space - office, retail and industrial - within the city has continued to grow slowly, but consistently since 2000.

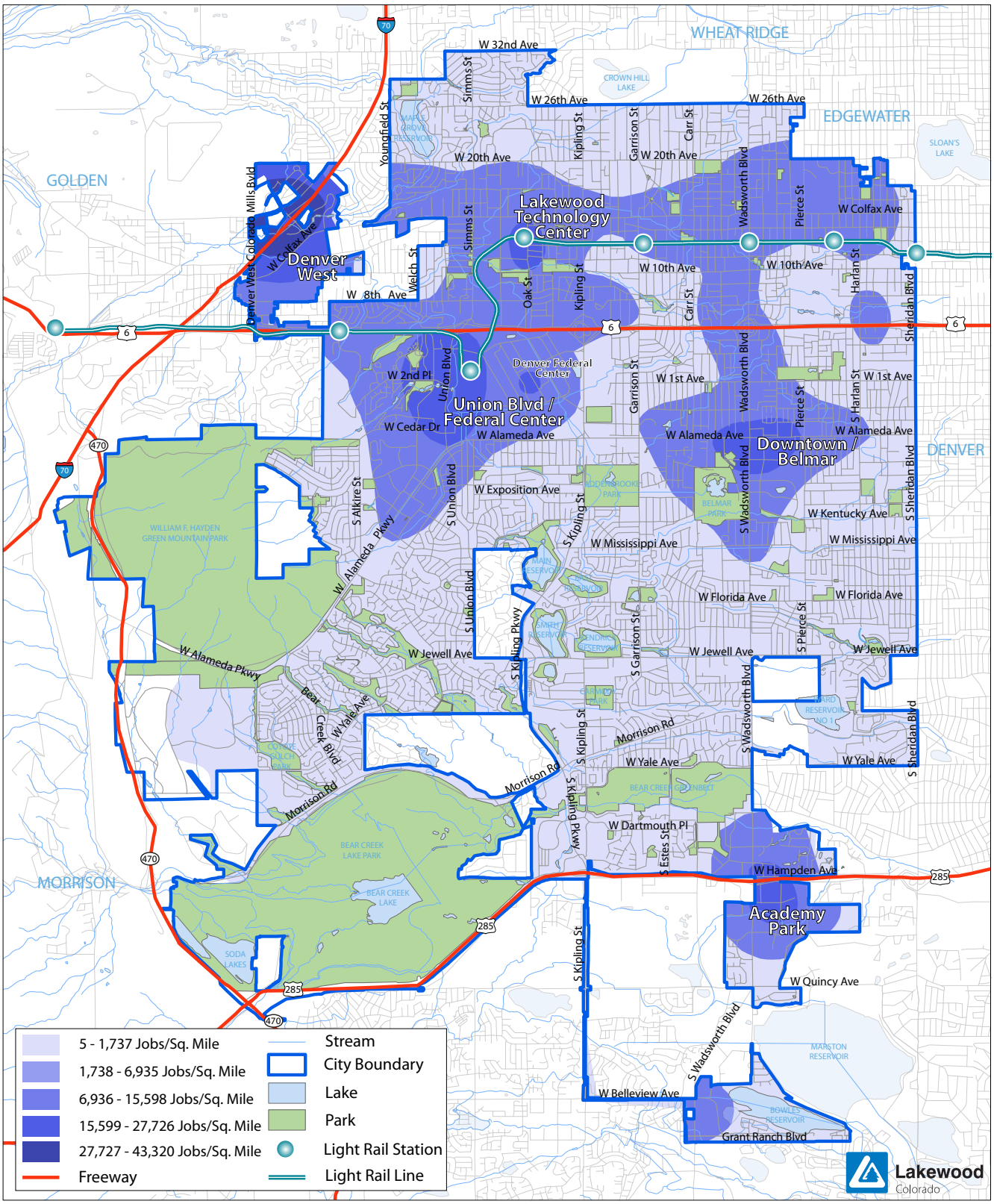
Table 5-c: Inventory of Employment Space Between 2000 & 2014

	2000	2014	Change
Industrial	3,194,539 Square Feet	3,431,163 Square Feet	7%
Office	9,836,222 Square Feet	10,824,268 Square Feet	10%
Retail	8,032,463 Square Feet	9,222,955 Square Feet	15%

Source: *City of Lakewood, 2014*

The increases in space generally have been related to major economic development projects within the city, such as the redevelopment of the Villa Italia Mall into Belmar; construction of St. Anthony Hospital and associated medical office buildings; continued development in the Denver West area including the Colorado Mills Mall; and construction of Lakewood City Commons and the City's Civic Center facilities.

Several other new projects will add to these inventories over the short-term, including expansion of the First Bank headquarters, the construction of the Terumo BCT headquarters building, and additional office and hotel development in Belmar.



Map 5-a

Employment Density

0 0.5 1 2 3 Miles

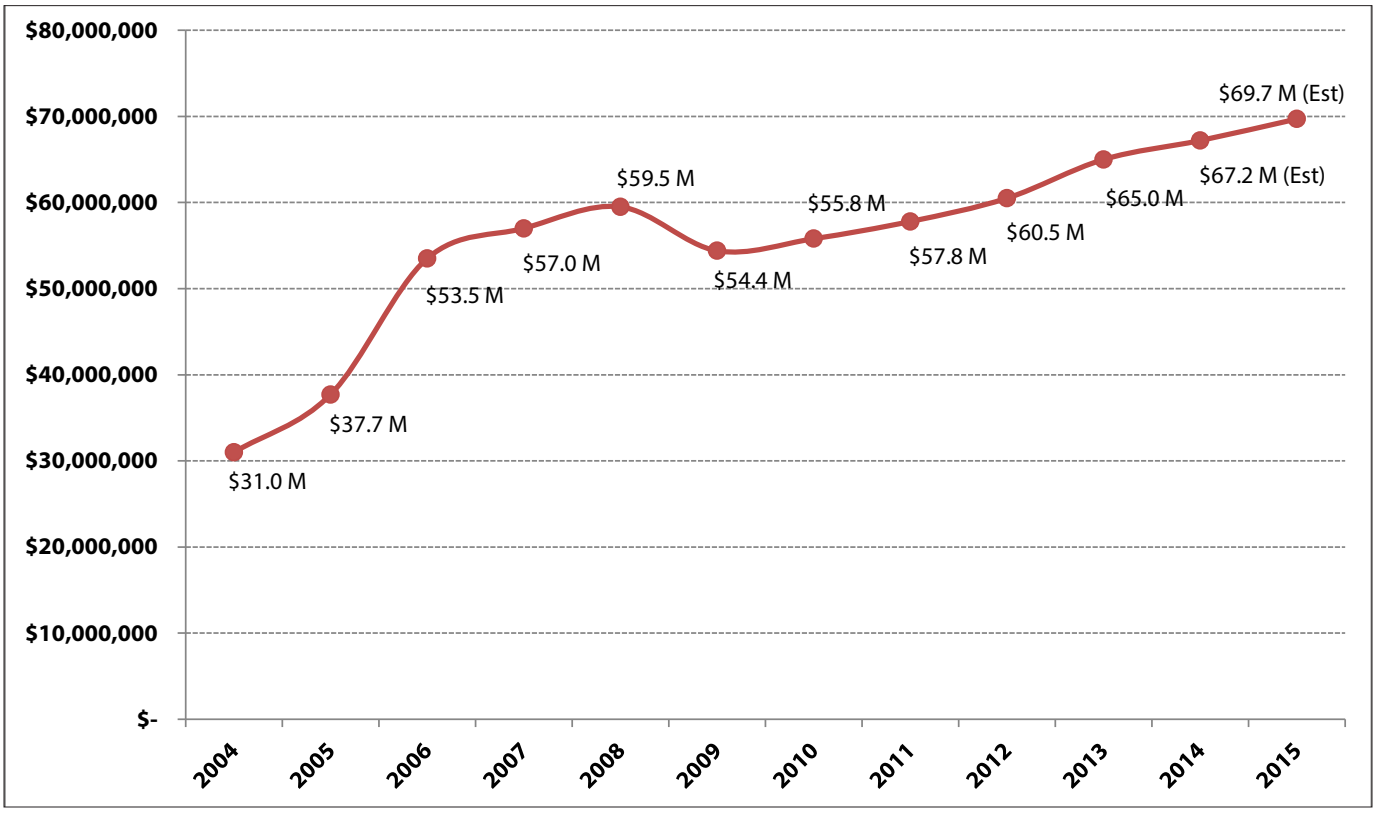
N W E S

Sales Tax

Sales tax revenue is an important component of the City's budget, as this revenue is the single largest contributor to the general fund. Therefore, it is vital to continue to strengthen the city's retail market and encourage new sales tax producing businesses to locate in Lakewood.

Sales tax revenue has generally risen since 2004, with a pronounced increase following a voter-approved sales tax increase in 2005 and a three year dip following the 2008 recession.

Figure 5-b: Sales Tax Revenue



Source: *City of Lakewood*

Economic Development & Reinvestment

The City's economic development strategy will be to continue to focus on maintaining and cultivating an innovative, diverse, and sustainable economy. A range of office, retail, and light manufacturing uses will continue to be pursued to help the City support its residents and to help weather future economic fluctuations. The City will also focus on growing existing businesses and industries to help expand the primary employment base. A focus on supporting and nurturing the city's smaller businesses will also continue.

Additionally, in today's talent-driven economy, the city's ability to capture new opportunities will depend somewhat less on having the lowest business costs or lowest taxes than on having a higher "quality of life" than its competitors. Although "quality of life" is difficult to gauge, how Lakewood measures up in categories such as personal safety and security, neighborhood integrity and choice, recreational opportunities, availability of retail and entertainment opportunities, and quality schools and higher learning is important in helping to attract and retain people and businesses.

As a tool to attract new businesses and residents to revitalizing areas, the City has established three urban renewal districts administered by the Lakewood Reinvestment Authority.

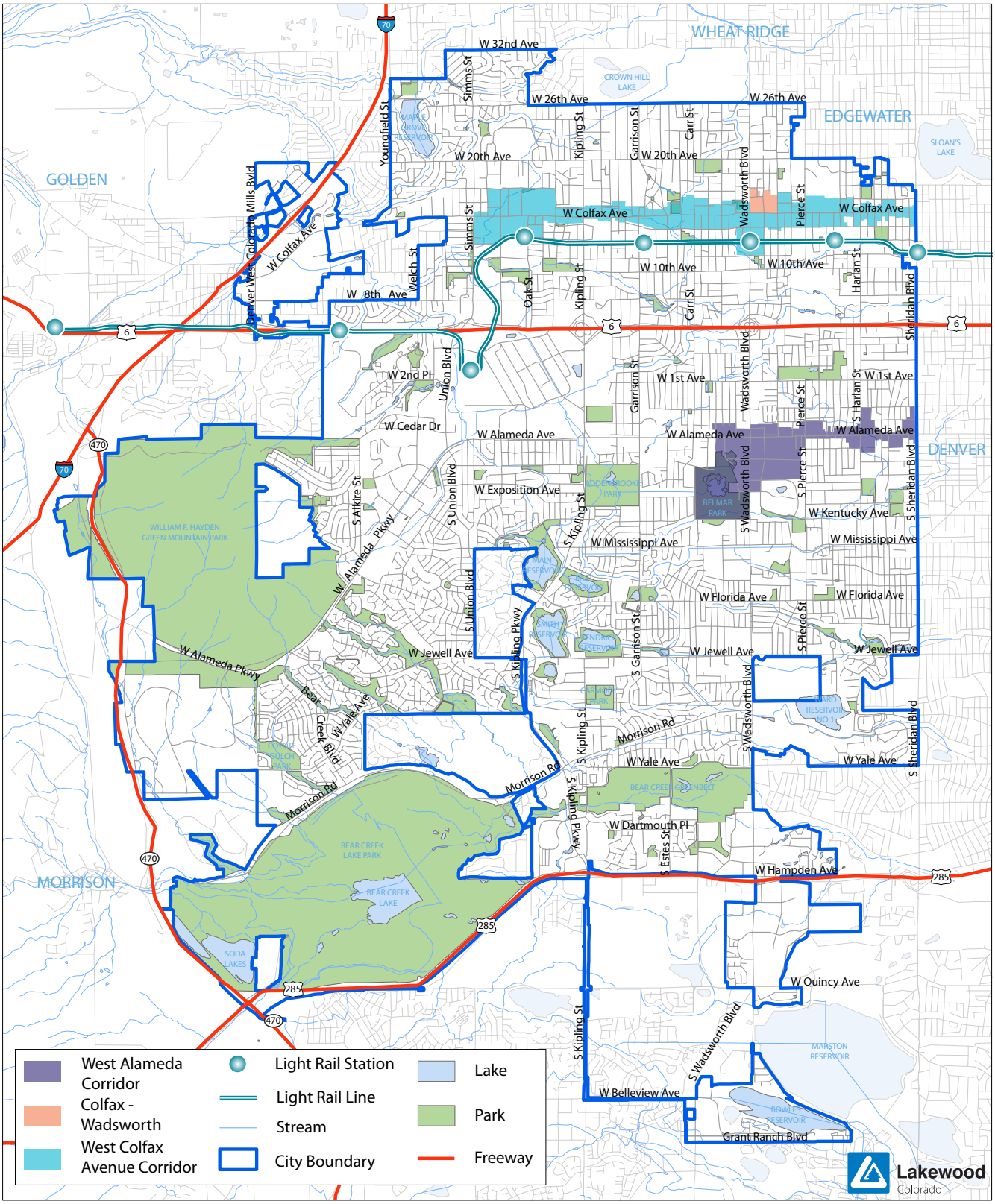
The *West Alameda Avenue Corridor Reinvestment Area* has been a major catalyst in transforming land and creating a true downtown for Lakewood. Since the areas designation, the LRA has helped bring about the redevelopment of the Villa Italia Mall into Belmar, the city's premier mixed-use neighborhood and the focal point of the downtown area.

The *Colfax-Wadsworth Reinvestment Area* is an area once occupied by a failed big box retailer. This high-traffic retail site sat vacant for more than a decade due to challenges associated with fractured ownership and drainage issues. These challenges were overcome in 1999 when the site was designated as an urban renewal area. The development in this area is the Creekside Shopping Center with a Walmart store anchor.

The *West Colfax Avenue Corridor Reinvestment Area* spans from Sheridan Boulevard to Simms Street, mainly following the commercial properties that front Colfax Avenue. The area also includes properties surrounding or near several West Rail Line stations. Station platform and design betterments at the Lakewood•Wadsworth and Oak stations have resulted from this area designation.

These areas will continue to provide a reinvestment and economic development tool for these locations in the City where increased business, employment, and residential densities are planned and expected to occur.

In the future, it may be appropriate for the City to consider other areas for urban renewal, using the goals and action steps identified in this Plan as a guide.



Map 5-b

Lakewood Reinvestment Areas (LRAs)

0 0.5 1 2 3 Miles

N W E S

Business Organizations

Cooperation with private sector businesses and business organizations is also a key piece of economic development within Lakewood. These organizations have spearheaded a number of economic development efforts in conjunction with the City, including the creation of two business improvement districts (BIDs) and the 40 West Arts District. These organizations will continue to help increase the economic potential of the city and work towards business attraction and retention, as well as investing in public infrastructure and art.

There are currently five business organizations registered with the city.

The Alameda Gateway Community Association (AGCA), which promotes the Alameda Avenue corridor between Denver and C 470. The organization has been actively involved with development in Downtown Lakewood and supportive of Federal Center redevelopment efforts. The organization also successfully formed the *Alameda Gateway Business Improvement District* located between Sheridan Boulevard and Carr Street.

The Applewood Business Association represents businesses in the northwestern portion of Lakewood, as well as portions of Wheat Ridge, Golden and unincorporated Jefferson County. The Applewood Business Association is dedicated to promotion, expansion, and development of the area by providing services that aid, support, and promote business and by expressing and supporting the protection, identity, and growth of Applewood businesses and the community.

The South Lakewood Business Association promotes business development in the southern area of Lakewood, with a focus on the area surrounding the Jewell Avenue and Wadsworth Boulevard intersection. The organization is dedicated to bringing together the South Lakewood business community by providing a means for communication, establishing a network, and becoming more involved with the city and people of Lakewood.

The Union Corridor Professionals Group represents businesses in the western portion of Lakewood, with a focus on the Union Boulevard corridor between US 6 and Alameda Avenue. The organization is affiliated with The West Chamber.

The West Colfax Community Association (WCCA) promotes investment and development along the Colfax Avenue corridor between Denver and Simms Street and along the West Rail Line. The organization has facilitated the creation of the 40 West Arts District and the *Lakewood West Colfax Business Improvement District*.

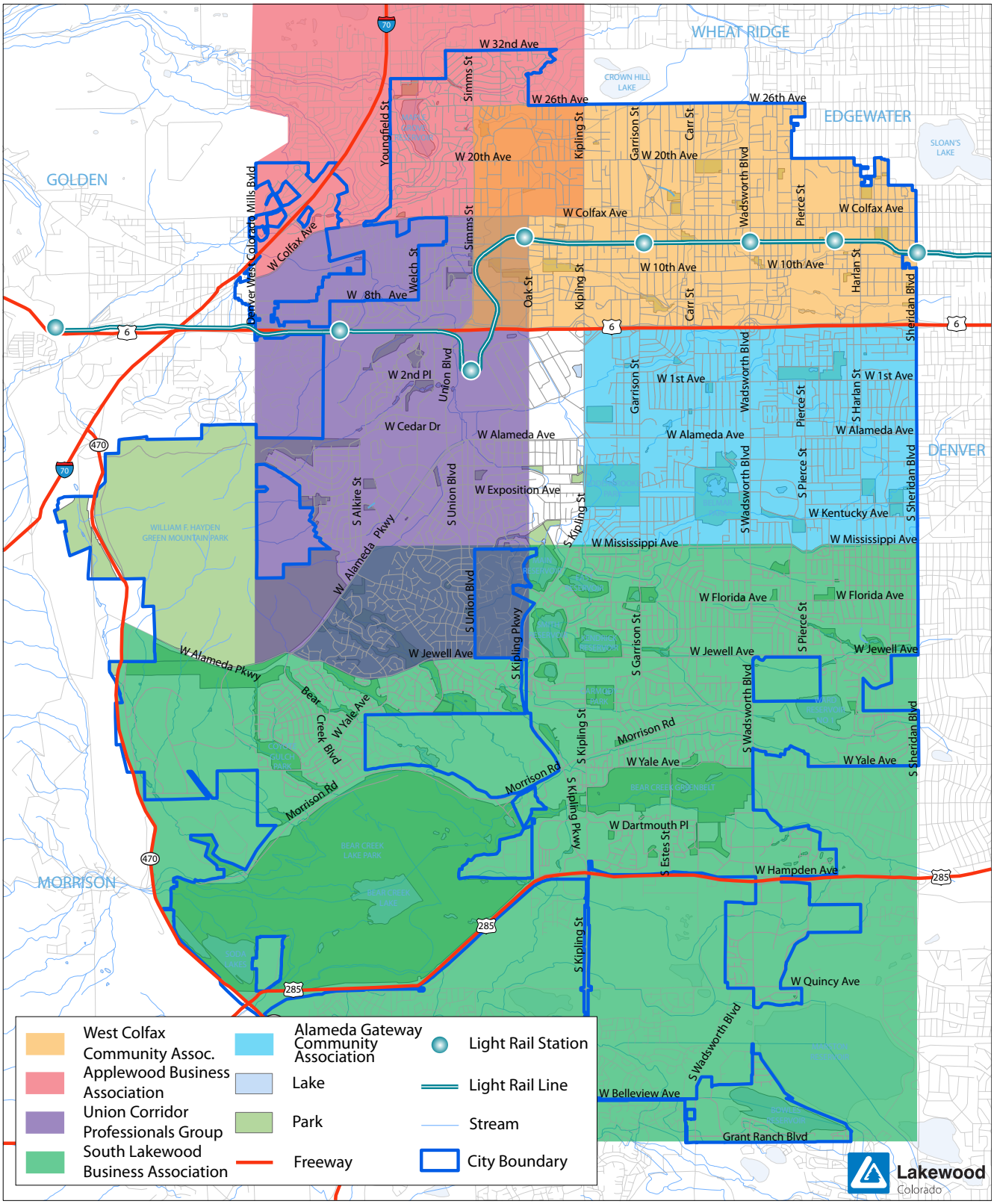
What is a Business Improvement District?

A Business Improvement District (BID) is a public/private partnership in which property and business owners elect to make a collective contribution to the maintenance, development and promotion of their commercial district.

The idea for BIDs is modeled on the shared maintenance program of many suburban shopping centers where malls are typically single properties, managed by one entity. Tenants pay a common area maintenance fee to underwrite services that enhance the appearance of common areas and provide cooperative advertising for the mall and its stores.

A BID works in much the same way. However, because the BID is set in an urban context, multiple property owners agree to the extra fee or tax (assessment). Thus, stakeholders in a commercial district can align themselves in much the same way to improve and maintain their area.

BIDs have specifically defined boundaries where fees or taxes are assessed and where maintenance, improvement, and marketing activities are focused.



Map 5-c

Business Organization Areas

0 0.5 1 2 3 Miles

N W E S

The projected increases in employment and population in Lakewood will have a positive impact on sales tax revenue as long as both employment and residential growth can be accommodated. Projected growth will also allow the city's economic base to support the needs of the community, offer jobs in growing industries that currently are located in the city, and increase the retail opportunities available within the key growth and activity areas described later in this chapter.

CITYWIDE ECONOMIC DEVELOPMENT STRATEGIES

Overview

The purpose of the citywide economic development strategies is to enhance the city's employment base, support existing retail, and encourage new retail businesses to locate in the community. The citywide strategies are broad in nature and should be applied holistically across the community. The citywide strategies also focus on opportunities to attract regional and out-of-state tourism business, and on opportunities to enhance relationships with existing area employers and higher education facilities.

In addition to encouraging new retail development in appropriate locations, fostering reinvestment in aging commercial areas of the city is also vital to the overall economic health of the community and neighborhoods adjacent to those centers. The city also provides a healthy and dynamic environment for business, and has attracted a number of medical, technology and retail employers in recent years.

Although Lakewood has an attractive location in the Denver region, the City must maintain partnerships with existing businesses and employers and pursue economic development opportunities that capitalize on the community's strengths.

This section identifies goals and action steps that will encourage new development and redevelopment in a manner that moves the city forward, giving Lakewood a competitive edge in attracting and keeping residents and businesses.

Industries Targeted by Lakewood for Economic Development Efforts

The following industries are being targeted by Lakewood for economic development recruitment:

- Aerospace
- Aviation
- Bioscience
- Broadcasting and Telecommunications
- Energy
- Financial Services
- Healthcare and Wellness
- Information Technology
- Software Development
- Creative Industries

GOAL I-CS1

Encourage investment in Lakewood that creates new employment opportunities and advances the City's economic goals.

ACTION STEPS

a. Promote Lakewood as a premier destination for metro Denver's target economic development industries.

b. Develop criteria by which to prioritize infrastructure improvements that support economic investment in addition to other community-wide goals.

c. Continue to provide staff support to business organizations within the City to promote and assist with economic development.

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.

e. Define and identify under-utilized and under-performing commercial areas and develop tools to assist in the revitalization of the properties.

f. Support small business growth through continued outreach efforts, educational opportunities, and funding assistance.

g. Continue to cooperate and coordinate with business recruitment partners to attract new businesses to Lakewood and the Denver region.

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.

i. Identify and evaluate opportunities to encourage additional investment in Lakewood.

GOAL I-CS2

Market and brand Lakewood as a community in which to live, work, learn, and play.

ACTION STEPS

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.

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.

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.

GOAL I-CS3

Enhance commercial and mixed-use districts to create quality working, living, shopping, and dining experiences.

ACTION STEPS

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.

b. Identify opportunities to work with owners of older commercial and mixed-use properties to reinvigorate projects through reinvestment and redevelopment.

c. Identify opportunities to promote commercial and mixed-use investment and reinvestment in the designated Growth Areas identified in this chapter.

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.

e. Develop criteria for the installation of public art within Growth Areas.

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.

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.

GOAL I-CS4

Encourage visitors and Denver area residents to utilize Lakewood's lodging facilities, cultural amenities, and entertainment venues.

ACTION STEPS

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.

b. Develop a citywide way-finding program for important community and visitor destinations (Also see *Lakewood Moves*).

c. Evaluate the need for a convention or event center facility to attract business meetings and regional and entertainment events.

d. Identify ways to promote cultural and heritage tourism and assets.

GOAL I-CS5

Cultivate an entrepreneurial and academic environment that fosters a growing local economy.

ACTION STEPS

a. Develop partnerships with Jeffco Public Schools, private secondary educational 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.

b. Identify ways to encourage local businesses to hire talented students from local secondary and higher education facilities.

c. Identify ways to attract business incubator, coworking, and other similar facilities to the city to foster and increase entrepreneurial activity within the community.

GOAL I-CS6

Ensure that economic development tools remain flexible in a constantly changing economy.

ACTION STEPS

a. Identify and monitor important trends that will affect Lakewood's economy.

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.

c. Evaluate the City's development review process and identify opportunities to assist small business and streamline minor improvements to commercial sites.

d. Publish economic development statistics and demographics on a regular basis and maintain up-to-date marketing material.

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.

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.

GOAL I-CS7

Continue to diversify Lakewood's economy to strengthen and stabilize the tax base and maintain viability through fluctuating economic cycles.

ACTION STEPS

a. Target and support business creation, retention, and attraction efforts for strategic industry clusters that are important to Lakewood.

b. Develop a comprehensive slate of programs and outreach to foster the creation and growth of small businesses in the city.

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.

GOAL I-CS8

Encourage development or redevelopment on brownfield properties.

ACTION STEPS

a. Identify possible remediation funding sources, including from the U.S. Environmental Protection Agency, and provide information to owners of brownfield properties.

b. Create educational materials for property owners on options for mitigation and redevelopment of brownfield sites.

Remediated Brownfield Site at Garrison Station

Financing Brownfield Cleanup

The City of Lakewood continually seeks Brownfield grant opportunities offered by the U.S. Environmental Protection Agency (EPA) and aids in the administration of loan funds to help property owners clean brownfield properties. In addition to the loan fund, the Lakewood Environmental Assessment Support program can assist with funding environmental investigation costs for construction, renovation, transfer, or reuse of commercial or industrial property hindered by environmental issues.

Overview

Growth Areas are locations within the city that have been planned and zoned for higher density employment, retail and residential growth. These areas are found at strategic locations throughout Lakewood. Within the northern portion of the city, Growth Areas can be found along Colfax Avenue and the West Rail Line and at Denver West. Growth Areas are also located along Union Boulevard and at the Federal Center, Downtown Lakewood, and at Jewell Avenue and Wadsworth Boulevard in the central portion of the city. In the southern portion of the city, Growth Areas have been designated within Rooney Valley and surrounding the US 285 and Wadsworth Boulevard interchange, including Academy Park.

The Growth Areas are intended to accommodate the vast majority of the residential and employment increase anticipated for the City by 2035. These areas are generally intended for mixed-use, pedestrian-friendly projects with multi-story buildings and residential densities of 30 or more units per acre in core areas.

Growth Areas are located along major transportation corridors, with frequent rail and bus service in addition to automobile access. It is important that the transportation system maintain adequate capacity to accommodate the future growth intended for these areas. As growth occurs, the City will monitor the transportation system to make sure it supports the city's land use vision.

The principles of transit-oriented development should be applied to all of the Growth Areas within Lakewood, as access to frequent bus or rail transit exists in most of these locations. In those locations where transit access is limited, the principles should be applied in a way to encourage future bus or rail service or increases in existing service.

The City will strive to involve and coordinate any future planning efforts within the Growth Areas with established metropolitan districts and property owners. All planning efforts will need to reflect current and anticipated market and economic conditions.

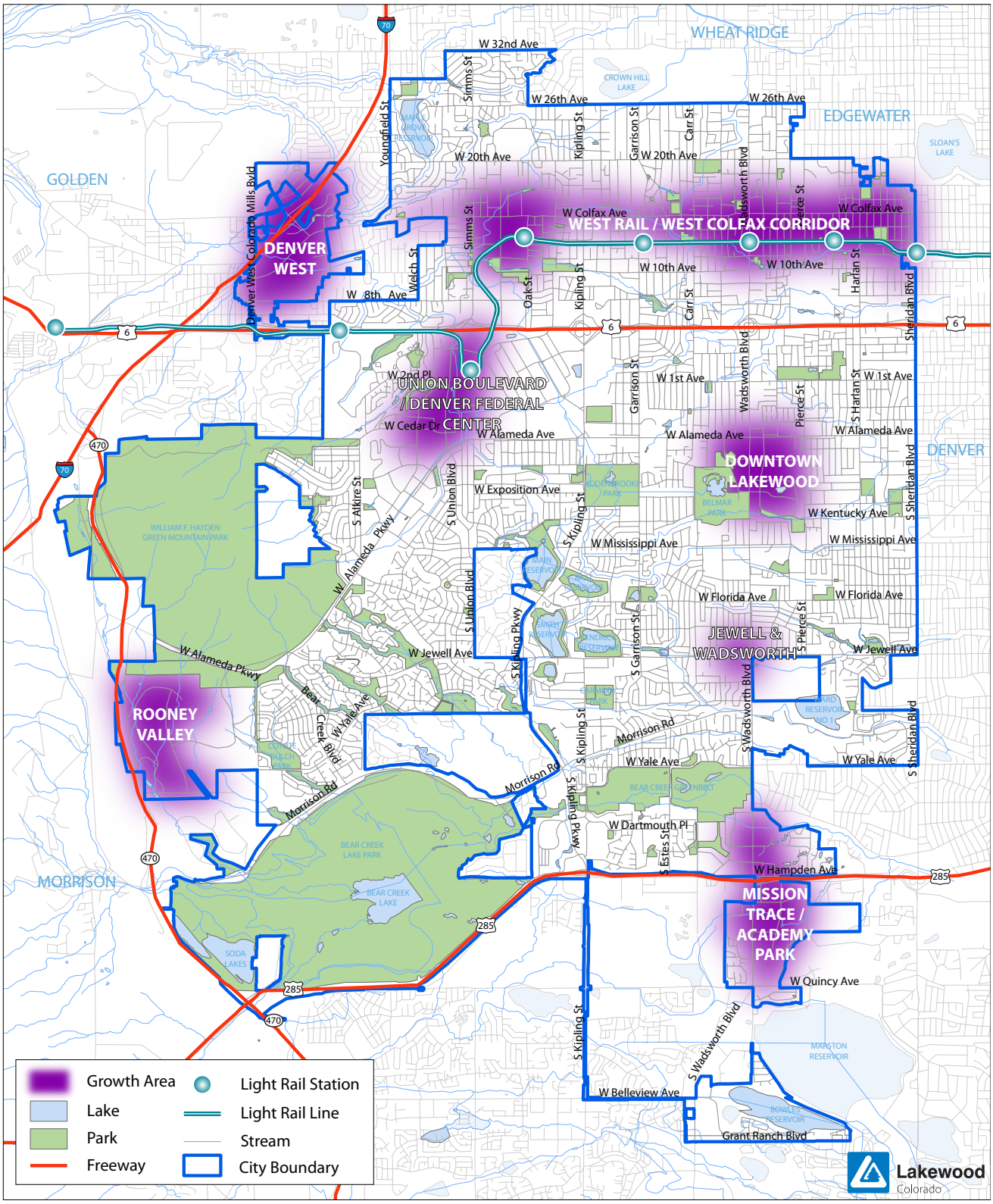
The designated Growth Areas are indicated on Map 5-d on the following page.

Transit-Oriented Development Principles

Transit-oriented development, or TOD, is a land use development pattern that creates a walkable, vibrant, and mixed-use environment that is served by frequent, high quality transit service that connects the community to the rest of the region.

Transit-oriented development should be accessible and have a high level of alternative transportation connectivity with the surrounding community and region. TOD should also create place by including community gathering spaces and enclosing those spaces with buildings of high quality architecture. A mix of uses should always be part of a transit-oriented development, with an emphasis on multi-story, mixed-use buildings. Higher densities of residential and employment should be encouraged within TOD areas in order to support the high quality transit options.

Finally, and most importantly, transit-oriented development should be pedestrian, bicycle, and transit friendly, with far less emphasis placed on moving people via the automobile. To the greatest extent possible, the automobile should be de-emphasized as part of the development.



Map 5-d

Growth Areas

0 0.5 1 2 3 Miles

N W E S

Colfax Avenue & West Rail Line Growth Area

The Colfax Avenue and West Rail Line Growth Area encompasses Colfax Avenue between the city's eastern boundary with Denver to Simms Street on the west. The Growth Area also encompasses five of the seven rail stations located in the city.

Colfax Avenue has been an important street for economic growth since the early 1900s, long before Lakewood was incorporated. The focus of Colfax Avenue until the late 1960s had been on moving automobiles through the area to the mountains and into Denver. Colfax Avenue, also known as US 40, was known in the 1940s and 1950s for the many auto-oriented motels, restaurants, and businesses that were built to accommodate America's passion of traveling by automobile. However, as alternate travel routes to Colfax Avenue were built, such as Interstate 70 and US 6, travelers began to find other locations to stay, shop and eat. The use of motels began to decline and many ultimately became weekly rentals. Many businesses along the street transitioned from visitor-oriented restaurants to fast food locations and other businesses such as liquor stores, pawn shops and tattoo parlors. Some buildings were torn down and the properties remain as vacant or under-utilized lots.

However, in the past decade, Colfax Avenue has seen a resurgence in development activity, with completion of the Creekside Center at Wadsworth Boulevard and the opening of a Home Depot at Teller Street. Reinvestment has also started to occur near the Lamar Street light rail station area with new art-related and creative industry businesses.

The introduction of rail service by RTD just two blocks south of Colfax Avenue has also enhanced the profile of the corridor. The areas surrounding the five rail stations have started to see interest in reinvestment and new development.

Redevelopment along Colfax Avenue and surrounding the rail stations will provide the City with numerous opportunities to increase employment, business, and residential densities while preserving and serving the surrounding stable neighborhoods.

GOAL I-GA1

Support community efforts to transition Colfax Avenue from a suburban arterial roadway to a complete urban street and primary economic corridor.

ACTION STEPS

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.

b. Develop a plan and funding mechanism to address the drainage issues along Colfax Avenue that limit the economic development potential and complete street transformation efforts.

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.

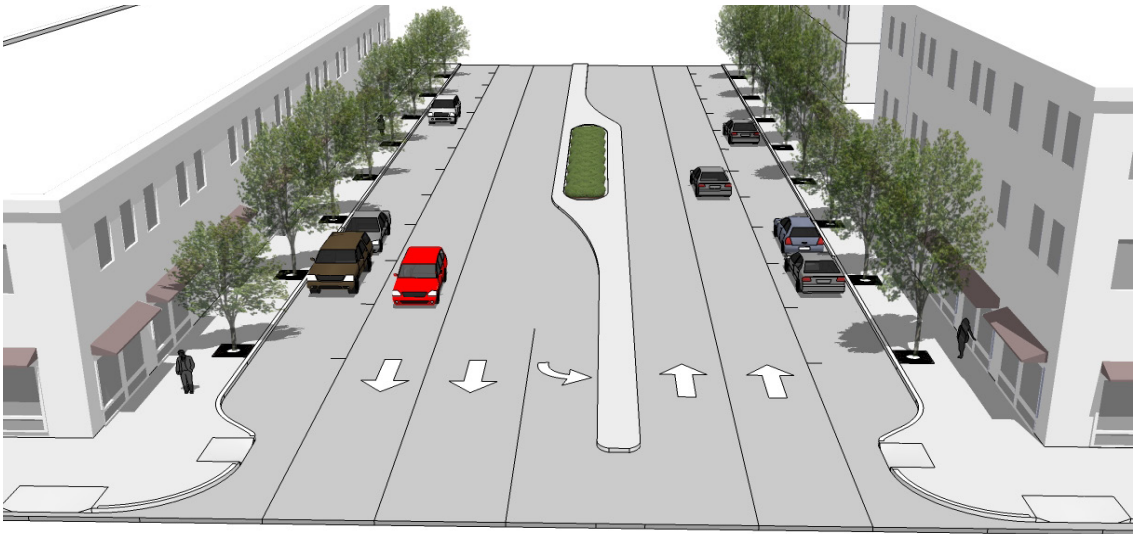
d. Develop criteria for providing incentives for catalytic mixed-use projects along the Colfax Avenue corridor.

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.

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.

g. Encourage historic preservation and promote the associated preservation tax credits, where feasible, as an economic development tool for the Colfax Avenue corridor.

h. Regularly evaluate the effectiveness of branding and marketing campaigns for the corridor.



Conceptual illustration of Colfax Avenue with on-street parking and improved sidewalks

GOAL I-GA2

Transform the Sheridan Boulevard West Rail Station Area into a mixed-use neighborhood center with a predominately residential focus in accordance with the Growth Area Land Use Map and transit-oriented development principles.

ACTION STEPS

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.

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.

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.

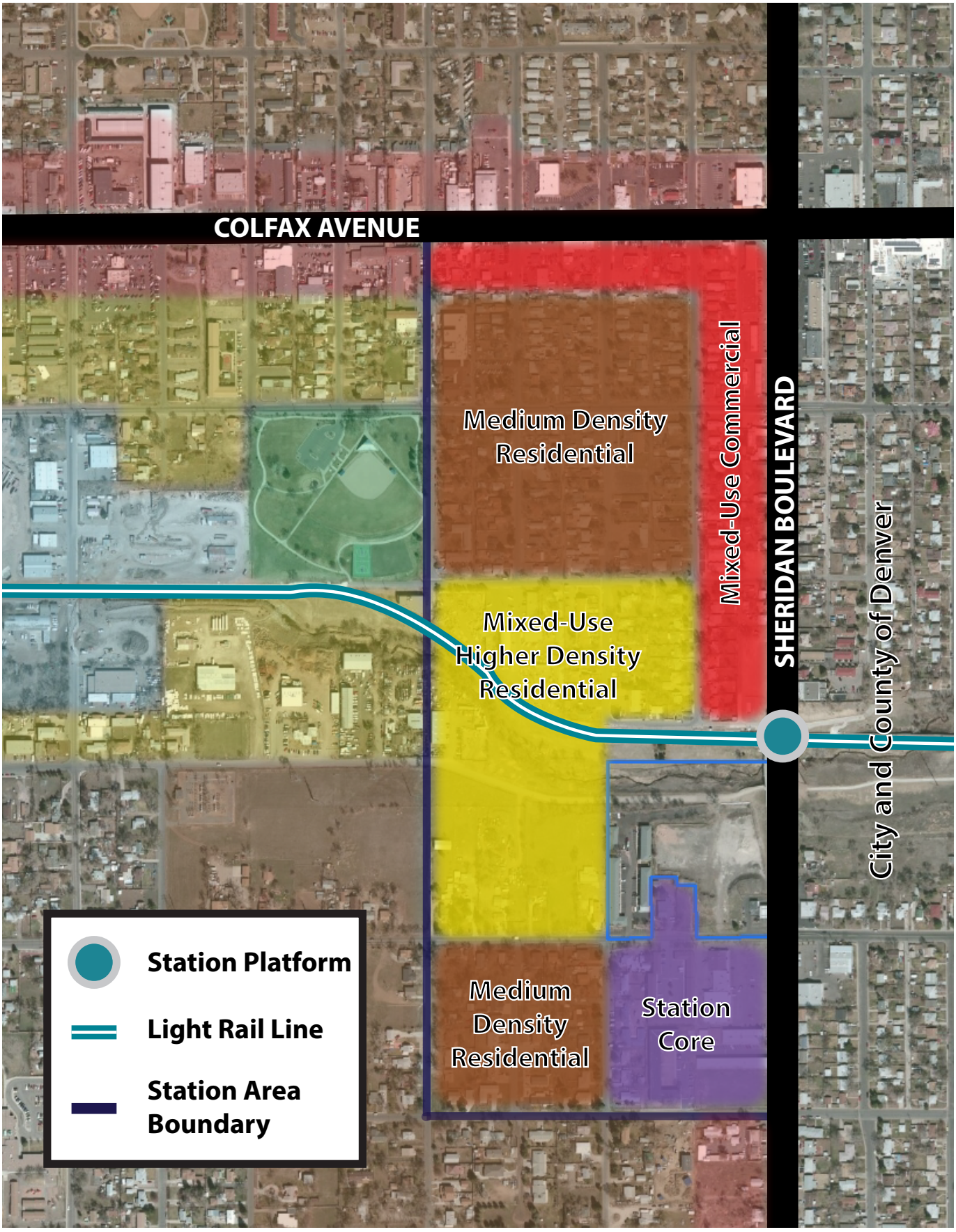
d. Continue to implement, and annually evaluate, the recommendations of the *20 Minute TOD Neighborhood Implementation Strategy.*

20 Minute TOD Neighborhood Implementation Strategy

What is a 20-minute neighborhood? It is a neighborhood where residents have safe and convenient access by walking, bicycling, or transit to many of the places and services they use daily, including local markets and other neighborhood serving businesses, restaurants, schools, and parks within a half-mile or 20-minute walking distance, and within a short distance of a transit hub. In short, it's a neighborhood where residents can have a high quality of life without needing to own a personal vehicle – either because they can't afford to or because they choose not to.

Living in a 20-minute neighborhood has many benefits. Residents have more personal disposable income when vehicle ownership and maintenance is not a factor and also have the potential for improved personal health when shopping and errands can be completed within a short walk or bike ride. A 20-minute neighborhood is also supportive of growing a local economy where residents in the area can easily walk or bike to meet their daily needs and support local businesses.

The Sheridan Boulevard West Rail station area was chosen as the first location in the city to test these principles through the strategy. More detail regarding the strategy can be found on the City's website.



Map 5-e **Sheridan Station Growth Area Land Use Map**

Growth Area Land Use Designations

Station Core Areas - These areas are intended to include projects with a mix of retail, office, and multifamily residential uses with minimum building heights of three stories. Maximum heights vary between 90 feet at the Oak Street Station, to 120 feet at the Sheridan and Lakewood•Wadsworth Stations and 180 feet along the Union Boulevard corridor. The zoning designation related to these areas is M-C-T.

Neighborhood Station Core Areas - These areas are intended to allow projects with a mix of retail, office, and multifamily residential uses with minimum building heights of two stories and a maximum height of 60 feet. The zoning designation related to these areas is M-N-T.

Mixed-Use Commercial Areas - These areas should include commercial and office uses, with residential as a secondary component. Building heights should generally range between two and six stories. These areas are focused on Colfax Avenue and the major arterial streets within the station areas. The zoning designations related to these areas are M-G-T, M-G-U and M-N-U. In limited areas where suburban style development is allowed along Colfax Avenue, M-G-S has been designated.

Research and Development Areas - These areas are intended to allow existing and new research and technology users to develop high quality employment districts within close proximity to light rail stations. Campus-style development is encouraged. Building heights should range between one and four stories. The zoning designation related to these areas is LI-RD.

Mixed-Use Office - These areas are intended to allow for mid- and high-rise office development, as well as retail and services uses. The zoning designations related to these areas are M-E-U, M-G-T, and M-G-U.

Mixed-Use Higher Density Residential Areas - These areas should be focused primarily on residential projects with a minimum density of 30 units per acre. Secondary retail and office uses should be provided as part of a project, where appropriate, to support the residential development. The zoning designation related to these areas is M-R-T.

Medium Density Residential Areas - These areas are primarily intended for single-family attached and multifamily residential development, although small ancillary retail and office uses are also allowed. Projects should have densities between five and 30 units per acre. The zoning designations related to these areas are M-R-U and M-R-S and R-MF.

Lower Density Residential Areas - These areas are intended to allow for the preservation of existing lower density neighborhoods, while allowing for small-scale redevelopment. Projects are allowed to have a density of up to 10 units per acre. The zoning designations related to these areas are R-2 and R-1-6.

GOAL I-GA3

Transition the Lamar Street West Rail Station Area into a dynamic community that creates place, connects community, and celebrates history in accordance with the Growth Area Land Use Map and transit-oriented development principles.

ACTION STEPS

a. Continue to implement, and annually evaluate, the recommendations of the *40 West Arts District Urban Design and Mobility Concepts Plan.*

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.

c. Identify tools to encourage preservation and revitalization of existing buildings where feasible to support the eclectic feel of the station area.

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.

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.

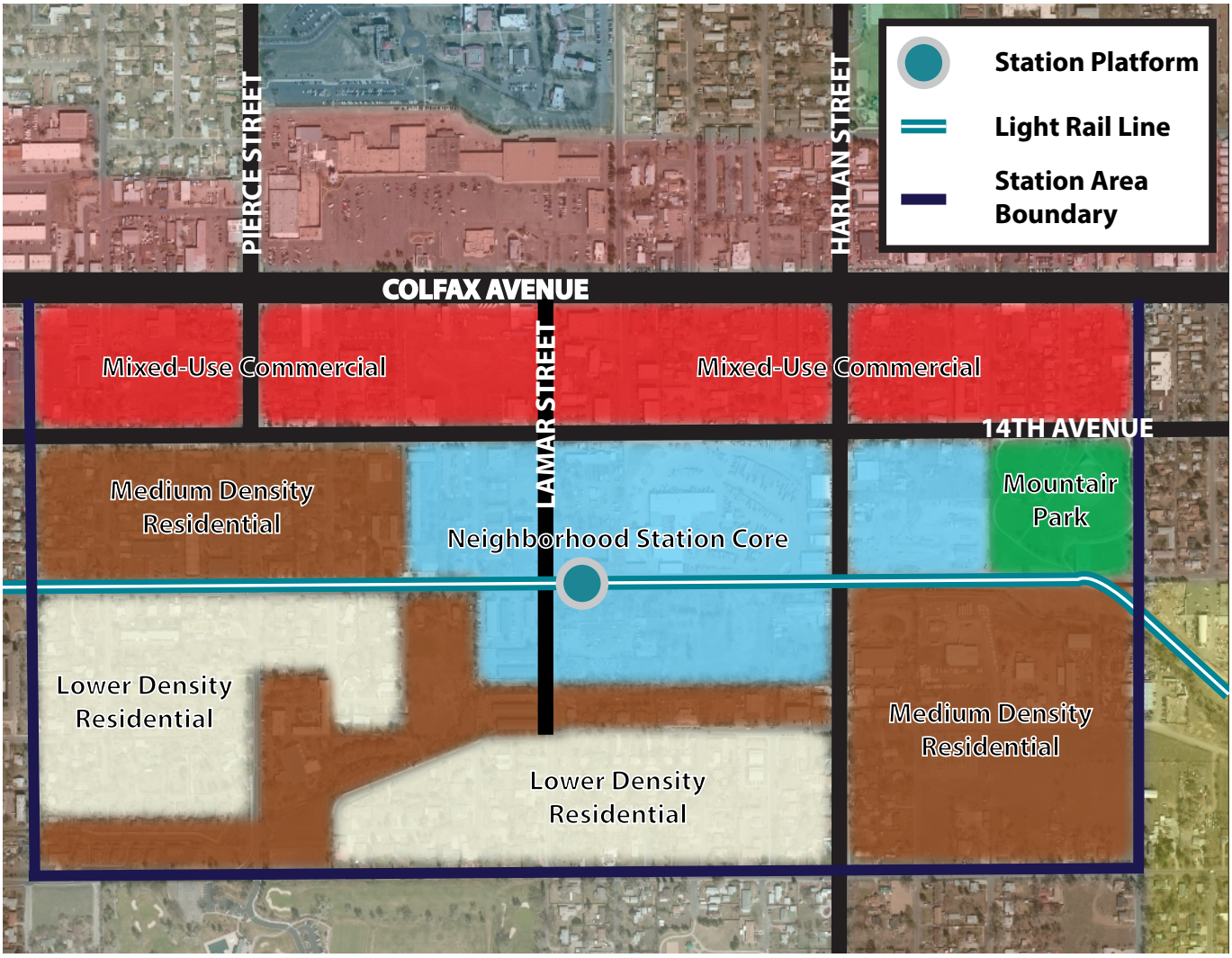
f. Develop tools to encourage a balanced mix of affordable, workforce and market-rate residential projects within the station area.

g. Identify opportunities to recognize the history and contribution of the Jewish Consumptive Relief Society (JCRS) within the station area.

40 West Arts District Urban Design and Mobility Concepts Plan

The Urban Design and Mobility Concepts study outlines ideas for revitalizing the area surrounding the Lamar Street West Rail station by forming a new arts district and providing improvements to the public realm in the form of streetscape improvements, lighting, signage and way finding and the integration of arts throughout the area. The document contains specific recommendations focused on urban design and mobility.

The vision put forth in the document is based on the following concepts: celebrating the Lamar Station as a central feature; enhancing the Lamar Street streetscape experience from the station to West Colfax Avenue and connecting to the expanded Rocky Mountain College of Art + Design (RMCAD) campus in the Lamar Station Plaza shopping center; redefining West Colfax Avenue, generally between Pierce and Harlan Streets, as a gateway to the arts district with enhanced pedestrian crossings, signage and streetscape improvements; implementing lighting, signage and graphics, including wayfinding maps and arts district information kiosks, to establish a creative and unified identity and branding program; and developing the Arts Loop as a themed multi-use bicycle and pedestrian loop throughout the area, connecting key parks and highlighting the arts.



Map 5-f **Lamar Station Growth Area Land Use Map**

Rendering of potential development looking northeast from Lamar Street and 13th Avenue

GOAL I-GA4

Transform the Lakewood•Wadsworth Boulevard West Rail Station Area into a mixed-use urban village with lively commercial, employment, and residential districts in accordance with the Growth Area Land Use Map and transit-oriented development principles.

ACTION STEPS

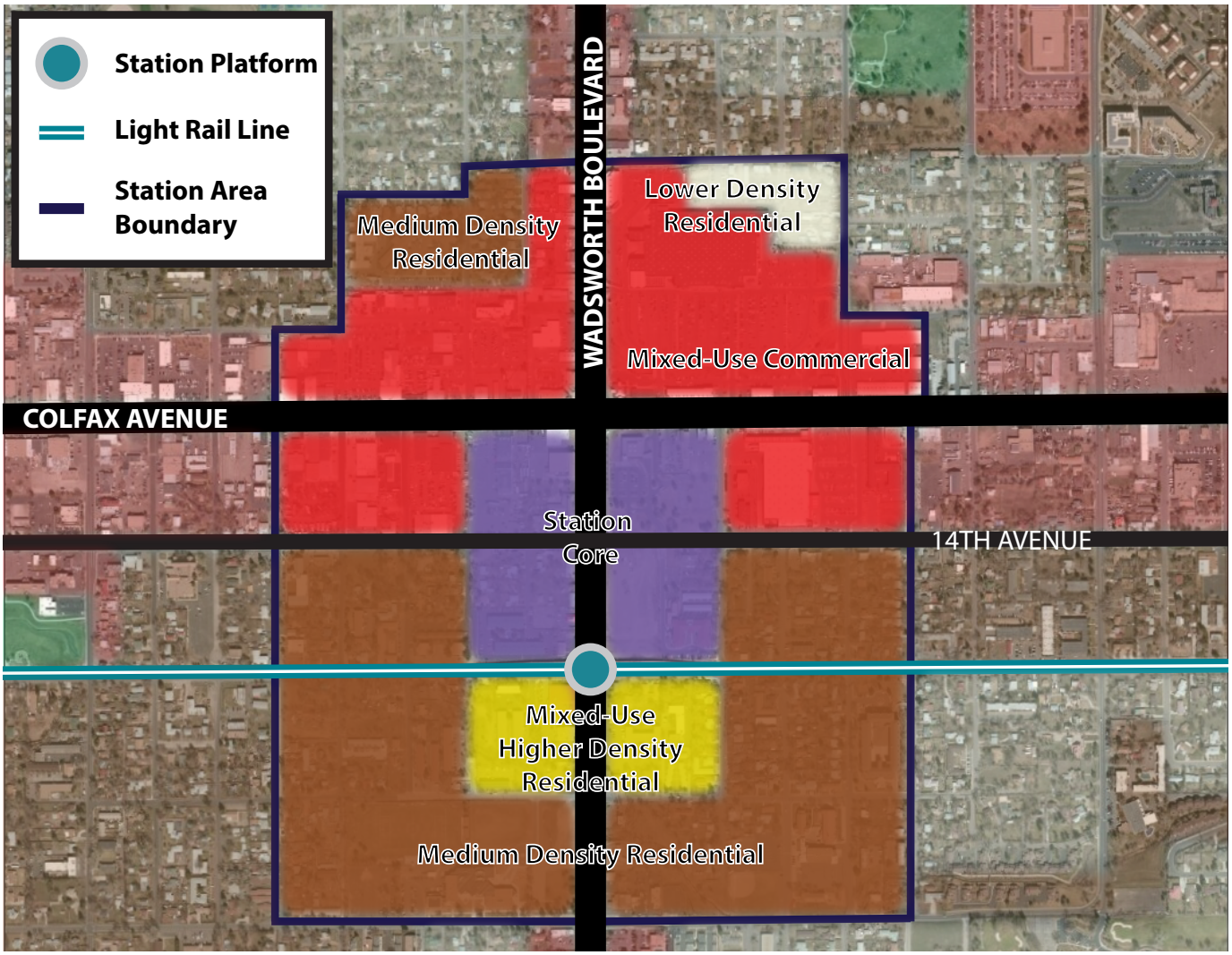
a. Develop design specifications and implementation policies to ensure that a wide sidewalk and amenity zone is provided along Wadsworth Boulevard within the station area with new or redevelopment projects. A minimum width of 17 feet should be provided for the sidewalk and amenity zone areas.

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.

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.

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.

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.



Map 5-g **Lakewood·Wadsworth Station Growth Area Land Use Map**

GOAL I-GA5

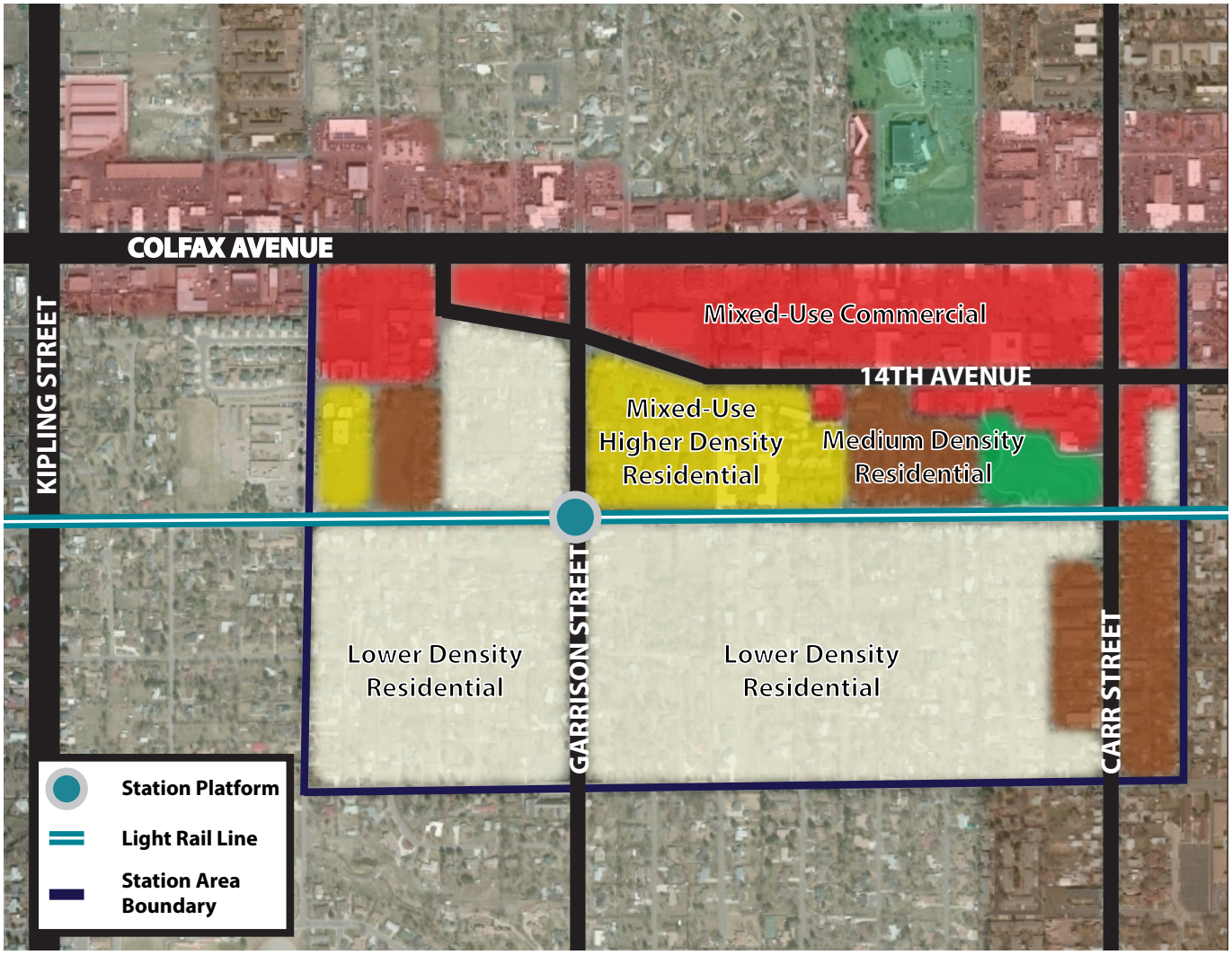
Maintain the Garrison Street West Rail Station Area as a smaller-scale, neighborhood-oriented district in accordance with the Growth Area Land Use Map and transit-oriented development principles.

ACTION STEPS

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.

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.

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.



Map 5-h Garrison Station Growth Area Land Use Map

Rendering of potential development along 14th Avenue in the Garrison Station Area

GOAL I-GA6

Transform the Oak Street West Rail Station Area into a mixed-use center, with an emphasis on research and development and retail opportunities in accordance with the Growth Area Land Use Map and transit-oriented development principles.

ACTION STEPS

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.

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 a green street, or tree lined parkway, concept between the rail station and Colfax Avenue as identified on the Growth Area Land Use Map.

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.

d. Identify and evaluate mixed-use redevelopment opportunities for the Westland Shopping Center site.

e. Identify a route and funding opportunities to extend the West Rail Line bike and pedestrian trail west through the station area.

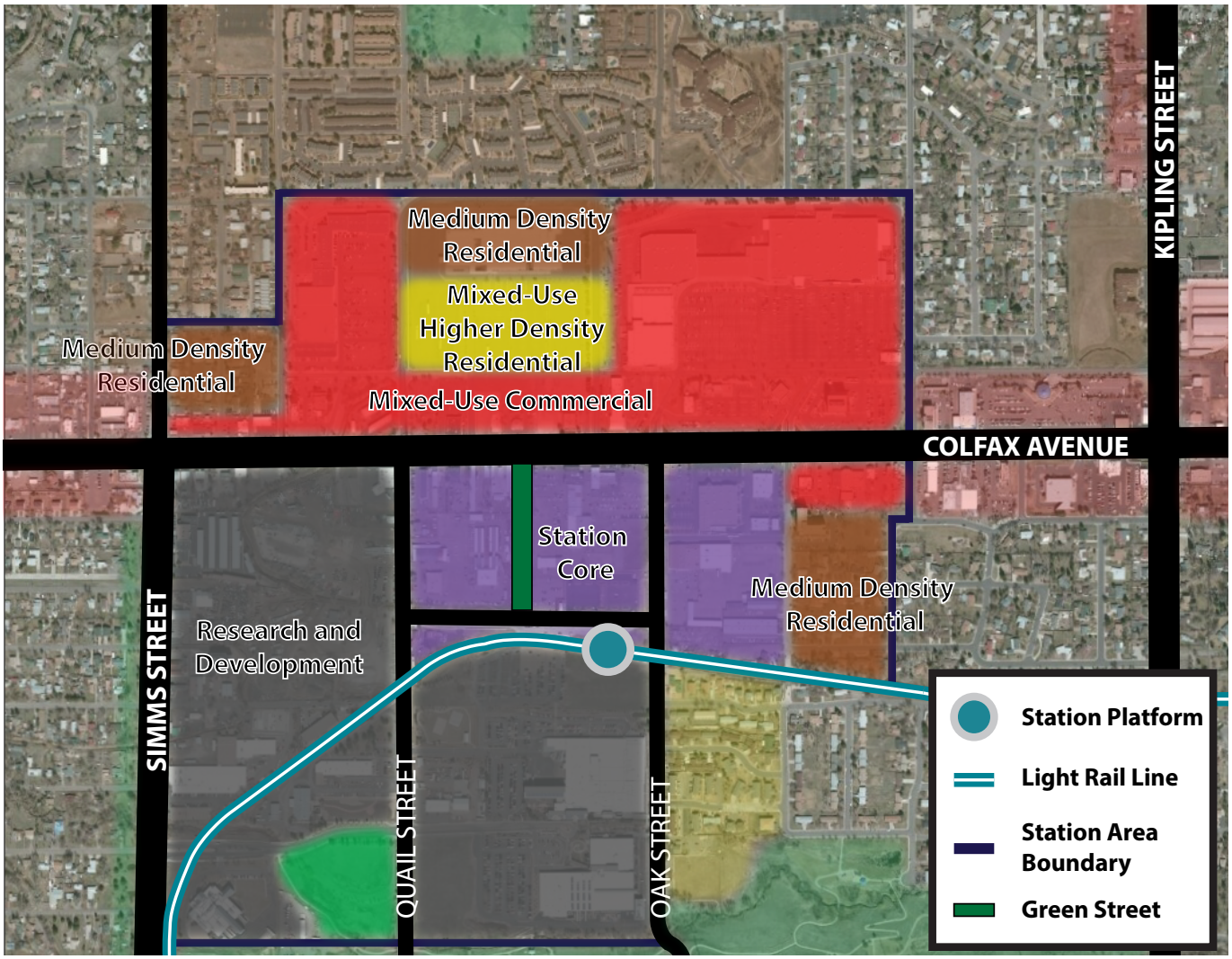
f. Evaluate opportunities to partner with Terumo BCT to create a vibrant corporate campus and quality pedestrian and bicycle connections to the rail station.

g. Research potential funding opportunities for the development of an interurban transit museum and display building for the Denver and Intermountain Interurban Car #25.

Denver and Intermountain Interurban Car #25

Denver once had an extensive electric rail transit system that included over 250 miles of city tracks and 40 miles of high-speed interurban railcars connecting Denver with Golden and Boulder. Thousands of riders used the system to visit downtown Denver and its venues for shopping, going to work and school, seeing friends, and for recreation. Rich in local history, Car #25 was built by Denver's own Woeber Carriage Company and placed into service on February 17, 1911. Car #25 was one of seven cars that provided passenger service on the Denver & Intermountain Interurban's 13-mile Denver-Lakewood-Golden line from 1911 to 1950. With the proliferation of the automobile and a new bus system, rail transit service was abandoned in 1950.

Car #25 is the last remaining, completely intact, electric railway car that once served the Denver area. As an exquisitely restored piece of history, Car #25 is listed on both the State Register of Historic Properties and the National Register of Historic Places. Car #25 is currently stored at the Denver Federal Center with limited public access.



Map 5-i **Oak Station Growth Area Land Use Map**

Union Boulevard & Federal Center Growth Area

The Union Boulevard and Federal Center Growth Area includes the Union Boulevard corridor between 6th Avenue and Alameda Avenue and the Denver Federal Center Campus.

The Denver Federal Center campus encompasses approximately 600 acres and currently includes 4.1 million square feet of office and research space in approximately 44 buildings with over 6,000 employees within 28 federal agencies. The Denver Federal Center was originally acquired by the United States government in 1941 and was used as an arms manufacturing facility during World War II. Since that time, the campus has been converted to nonmilitary uses. In 2007 the General Services Administration (GSA) received approval of an Environmental Impact Statement (Master Site Plan) for the property. The plan is detailed on page 5-36 of this chapter.

This growth area also includes the St. Anthony Medical Campus and the associated OrthoColorado Hospital and medical office buildings that provide a major anchor for the area. The campus plans allow for expansion of both the medical facility and the addition of other medical office buildings.

The Union Boulevard corridor contains several million square feet of office space, as well as many hospitality and retail facilities. The corridor is one of the premier office locations within the western portion of the Denver region. The corridor, however, remains under-developed with numerous surface parking lots and older industrial and warehouse buildings adjacent to the St. Anthony Medical Campus.

A number of redevelopment and infill opportunities exist within the Union Boulevard and Federal Center Growth Area. Those opportunities can be found at older retail and office properties along the Union Boulevard corridor and on the Denver Federal Center campus, particularly within the Federal Center Station Neighborhood in the northwest corner of the campus. Additional retail, office, and residential density can be accommodated within this growth area.

GOAL I-GA7

Transform the areas along Union Boulevard and along the western portion of the Denver Federal Center into a high-density mixed-use urban corridor in accordance with the Growth Area Land Use Map and transit-oriented development principles.

ACTION STEPS

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.

b. Continue to implement, and annually evaluate, the recommendations of the *Union Boulevard Corridor/ Federal Center Connectivity Plan* and the *Union Boulevard Corridor Urban Design Study.*

c. Complete the acquisition of the northwestern 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.

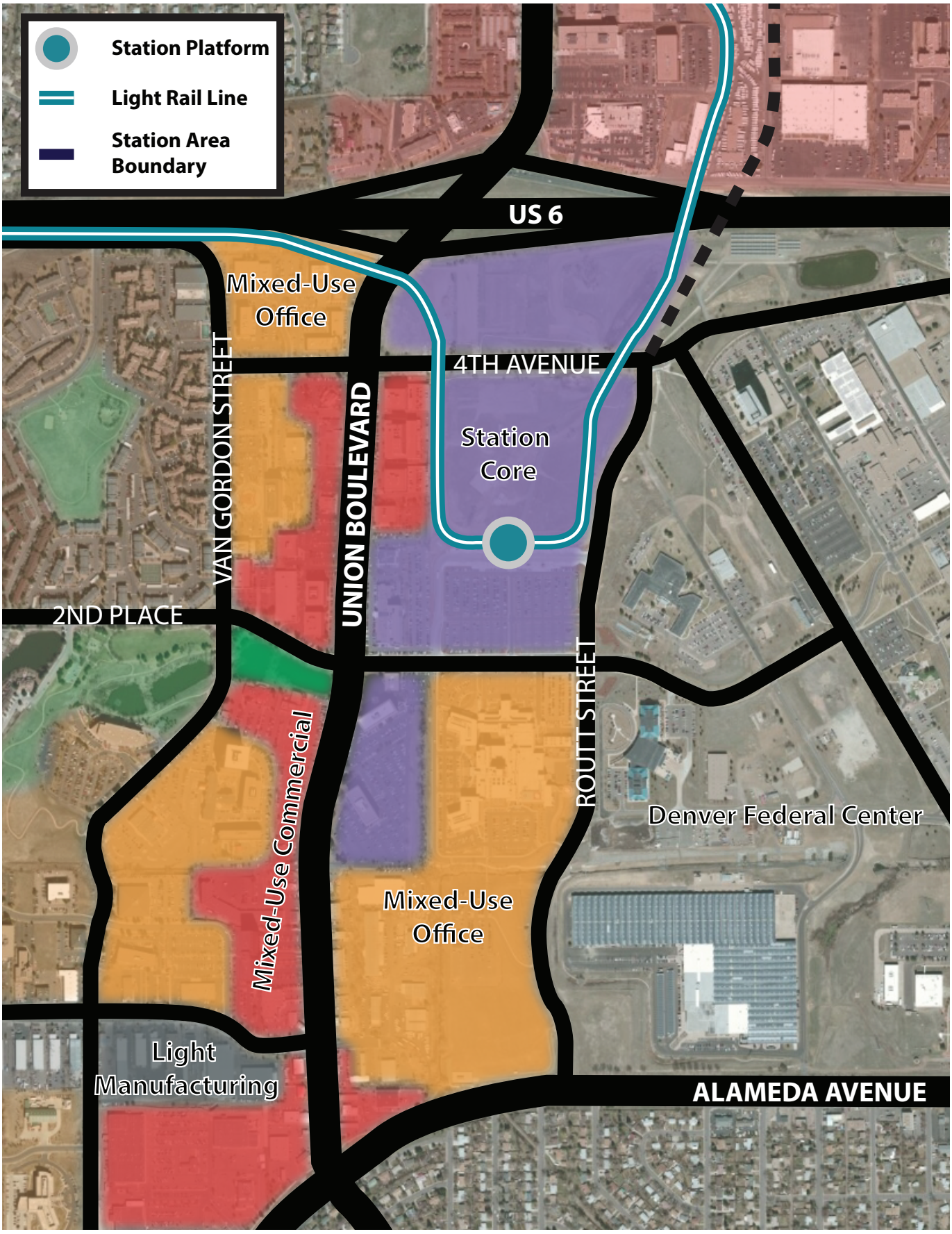
d. Evaluate potential tools, including a business improvement district, to assist with economic development and infrastructure improvements within the Growth Area.

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.

Union Boulevard Corridor/Federal Center Connectivity and Urban Design Plan
and
Union Boulevard Corridor Urban Design Study

The *Union Boulevard Corridor/Federal Center Connectivity and Urban Design Plan* contains an evaluation of the corridor as it exists and recommendations to improve the overall multi-modal functionality of the area and ways to improve the pedestrian environment. The plan contains 11 recommendations for improvements, such as improving pedestrian access between the West Rail Line Federal Center Station and Union Boulevard; improving pedestrian and bike crossings of Union Boulevard; developing a bicycle system parallel to Union Boulevard; increasing transit accessibility within the plan area and to the area from other parts of the city; and suggestions for consistent pedestrian amenities in the area. The study identifies the difficulties with existing connectivity in the area and recommends both short-term actions that can be accomplished by the City and long-term actions that will work in conjunction with private redevelopment as it occurs along the corridor.

The *Union Boulevard Corridor Urban Design Plan* was developed to refine the vision for the area, help establish a sense of place, and create a consistent and identifiable character for the Union Boulevard Corridor. The plan also helps advance recommendations in several other adopted plans, including the 2003 Lakewood Comprehensive Plan and the Federal Center/Union Boulevard Corridor Connectivity Plan. The plan provides recommendations related to the design and location of future public and private investments such as streetscape improvements, sidewalks and pedestrian connections, benches, lighting, and directional signage. The plan identifies opportunities to create a more walkable and attractive urban district with strong connections to the Federal Center transit facility. The plan also provides a visual summary of how the corridor could begin to evolve as properties redevelop to higher density, mixed-use development.



Map 5-j **Union Boulevard & Federal Center Growth Area Land Use Map**

Denver Federal Center Environmental Impact Statement (Master Site Plan)

The Denver Federal Center previously occupied a square mile of land in the central-western portion of Lakewood. The Federal Center was acquired by the United States government in 1941 for use as a munitions factory during World War II. The center now houses dozens of federal agencies, with approximately 6,000 people employed on the site.

The property was annexed by the City in 2007, in conjunction with the development of St. Anthony Hospital and the RTD Federal Center Station which are located on property formerly part of the Federal Center. A new master plan for the property was also developed in 2007 by the General Services Administration, which oversees the center.

The Master Site Plan for the Federal Center replaced a plan developed in 1997 and addressed the many opportunities for both public and private development on the site. An Environmental Impact Statement evaluated the proposed Master Site Plan alternatives and identified the environmental effects associated with implementing the proposed plan. The plan was approved through a Record of Decision in 2007.

The Federal Center currently has approximately 4.1 million square feet of office and research space in over 44 buildings. The Master Site Plan indicates that 2.8 million square feet of existing space will be demolished and replaced by 3.6 million square feet of new development. Additionally, 1,400 residential units are proposed to be developed, as well as two formal open space and park areas.

The defining characteristic of the Master Site Plan is the central quad planned for the core of the Federal Center property. Enhanced streetscapes throughout the campus will encourage workers to walk to and from transit and into adjacent districts. A new, mixed use center around the quad will be the heart of the campus and will be woven into the fabric of the surrounding neighborhoods and commercial districts via roadway and land use connections. The quad will be surrounded by complementary office buildings, including secure federal buildings, non-secure federal buildings and research buildings. Map 5-k on page 5-37 indicates the various districts.

Surrounding the quad will be a mixed-use office center district in the northwest corner of the Federal Center property that permits residential, office, research and development, and retail uses; a mixed-use core just to the east of the RTD Federal Center Station; a research and development district to the east of the St. Anthony Hospital campus; a federal campus district on the eastern two-thirds of the site; and a neighborhood retail district near Oak Street and Alameda Avenue.

As part of the master planning effort, the following vision statement was developed:

"This world-class federal campus integrates a mix of uses that complement the larger community. The campus serves as a model for innovative partnerships, enhancing value for taxpayers, and the efficiency and longevity of federal operations. In meeting the federal mission, the campus embraces sustainability, design excellence, and greater accessibility for the public. It serves as a prominent and progressive community hub, capitalizing on the availability of public transit and services. The campus reflects a renewed commitment to our collective future."

Additional information about the Denver Federal Center and the Master Site Plan can be found on the General Services Administration website.

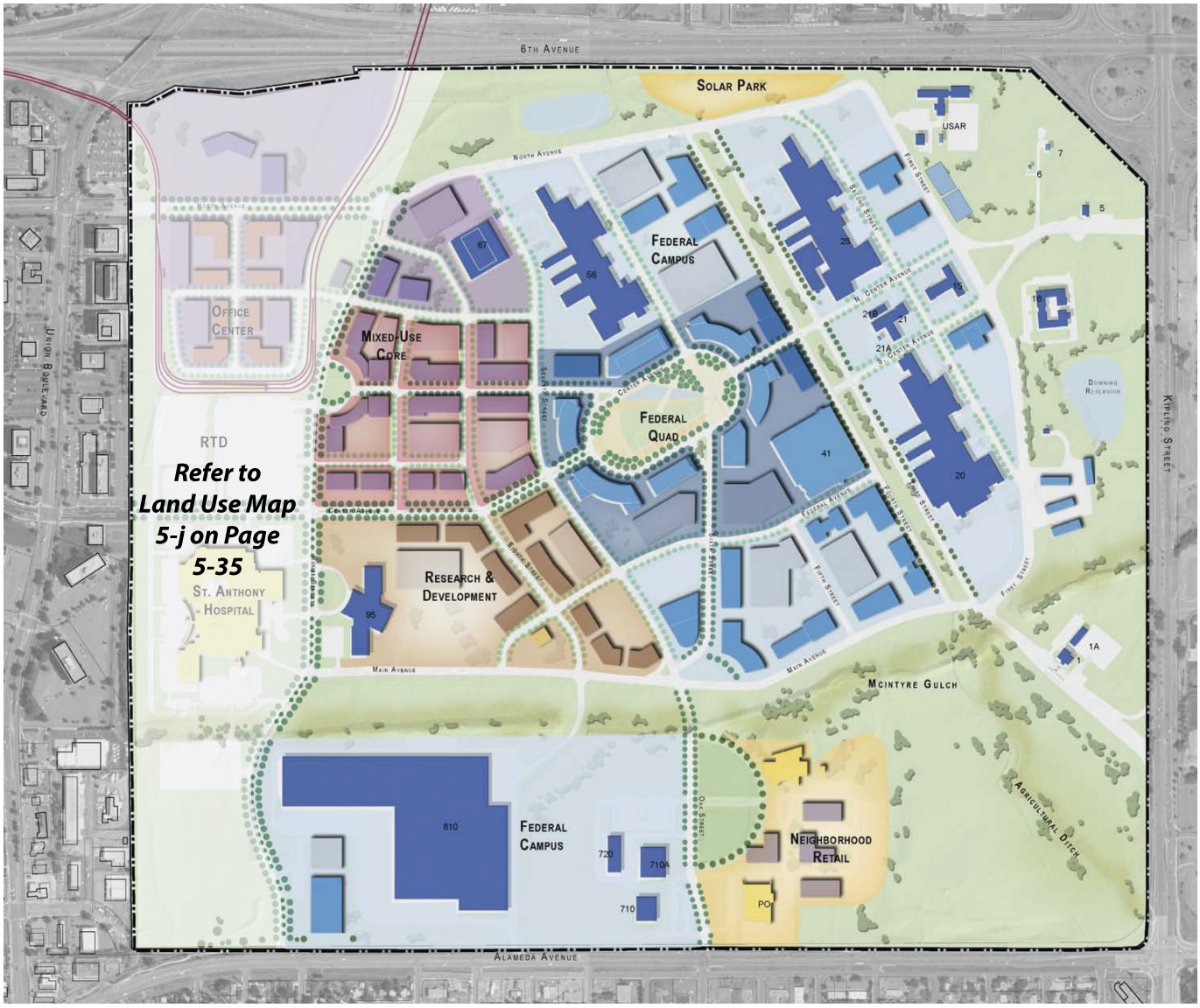
GOAL I-GA8

Ensure a strong working relationship with the General Services Administration (GSA) and other Federal Government agencies to encourage increased employment and continued high quality development on the Denver Federal Center property.

ACTION STEPS

a. Maintain communications with the GSA and other federal government agencies in order to encourage increased employment on and near the Denver Federal Center campus.

b. Assist, through City staff support, with the implementation of the development scheme for the Denver Federal Center as identified in the *Final Environmental Impact Statement* created by the GSA.



Map 5-k **Denver Federal Center Land Use Master Plan Map**

Downtown Lakewood Growth Area

Downtown Lakewood has changed significantly over the past two decades. A former regional mall has been redeveloped as Belmar, an award winning mixed-use development. Vacant land west of Wadsworth Boulevard has been replaced by Lakewood City Commons and the City's Civic Center complex. Downtown is a vibrant and changing area with over two million square feet of restaurant, retail, and commercial space supported by a residential base of over 4,600 people within the downtown area boundary.

The downtown area is also anchored by one of the city's largest parks, Belmar Park. The park includes active and passive spaces, as well as the Lakewood Heritage Center, with the 20th Century Museum, historic buildings, and a festival area. Belmar Plaza and Belmar Square also provide open space for downtown residents and visitors.

Downtown is also home to some of the community's biggest events, such as the Cider Days celebration and Belmar's Festival Italiano.

Although the downtown area has been transformed in recent years, there are still opportunities to increase residential and employment densities. Many of the properties north of Alameda Avenue are ripe for reinvestment and redevelopment. The Lakewood City Commons, while a vibrant retail center, should be activated with additional employment and residential uses.

A vibrant and growing downtown area is an important asset for the City of Lakewood.

GOAL I-GA9

Facilitate the continued development and transition of the Downtown Lakewood Growth Area into the premier mixed-use, entertainment, City government, and cultural destination for the City.

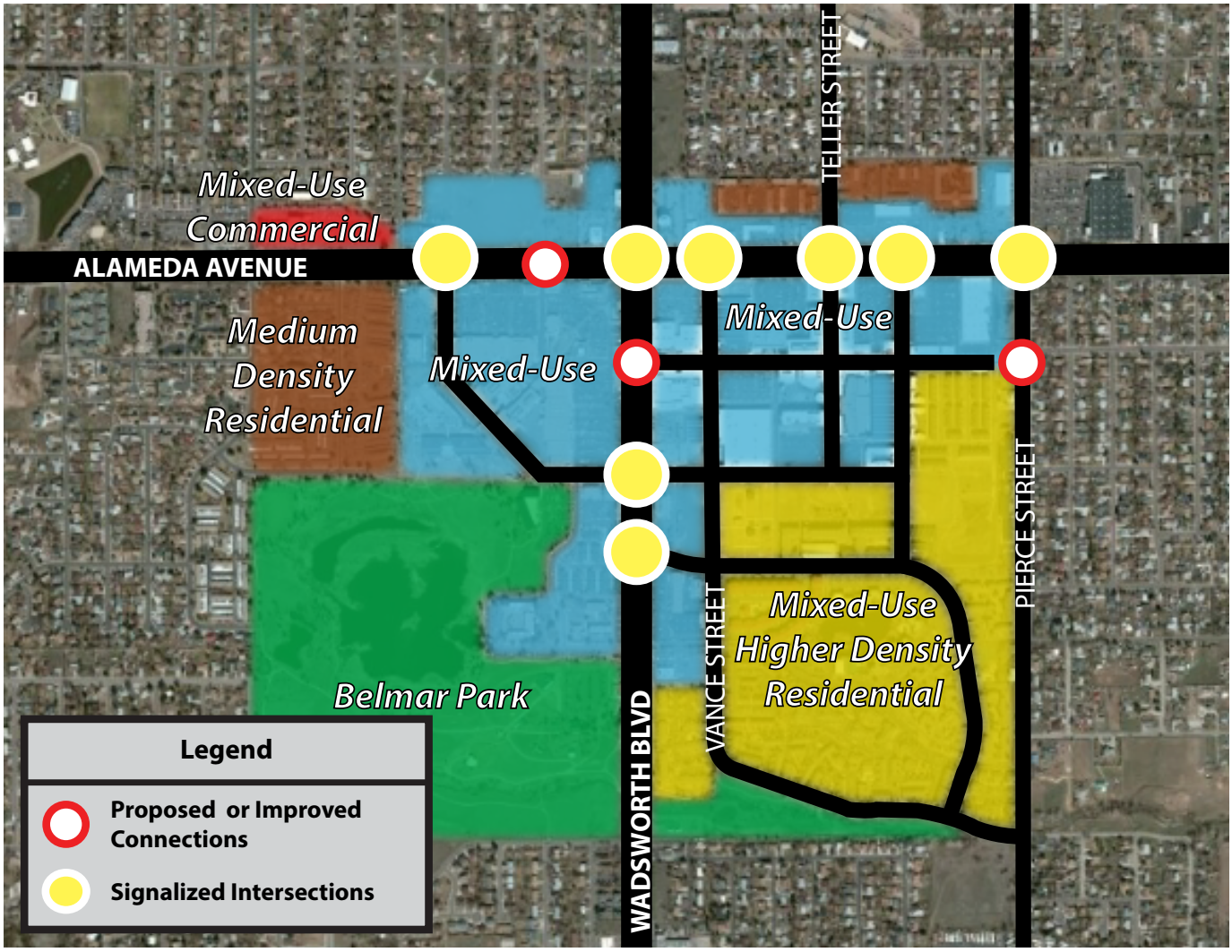
ACTION STEPS

a. Promote and market Downtown Lakewood as a premier retail, employment, residential, and visitor destination.

b. Evaluate opportunities to enhance the City's art and cultural venues in downtown.

c. Identify tools and marketing efforts to attract additional private cultural facilities and events to downtown.

d. Develop tools to encourage projects within the area to maximize the densities and building heights allowed by zoning.



Map 5-I Downtown Lakewood Growth Area Land Use Map

GOAL I-GA10

Work with downtown property owners and other partners to increase the regional profile of the area and increase employment and residential opportunities.

ACTION STEPS

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.

b. Evaluate, with Lakewood City Commons ownership, the long-term mixed-use redevelopment possibilities for the City Commons center.

c. Identify and implement, with the Alameda Gateway Business Improvement District, improvements to the Alameda Avenue and Wadsworth Boulevard streetscapes within downtown.

GOAL I-GA11

Increase pedestrian friendliness and enhance the multi-modal transportation options in Downtown Lakewood Growth Area.

ACTION STEPS

a. Continue to implement, and annually evaluate, the recommendations of the *Downtown Lakewood Connectivity and Urban Design Plan*.

b. In conjunction with the Alameda Gateway BID, evaluate how the recommendations of the *Downtown Lakewood Connectivity and Urban Design Plan* can be funded, and pursue those funding options.

c. Evaluate funding opportunities to implement improved pedestrian connections across Wadsworth Boulevard as part of Wadsworth improvement projects in the downtown area.

Downtown Lakewood Connectivity and Urban Design Plan

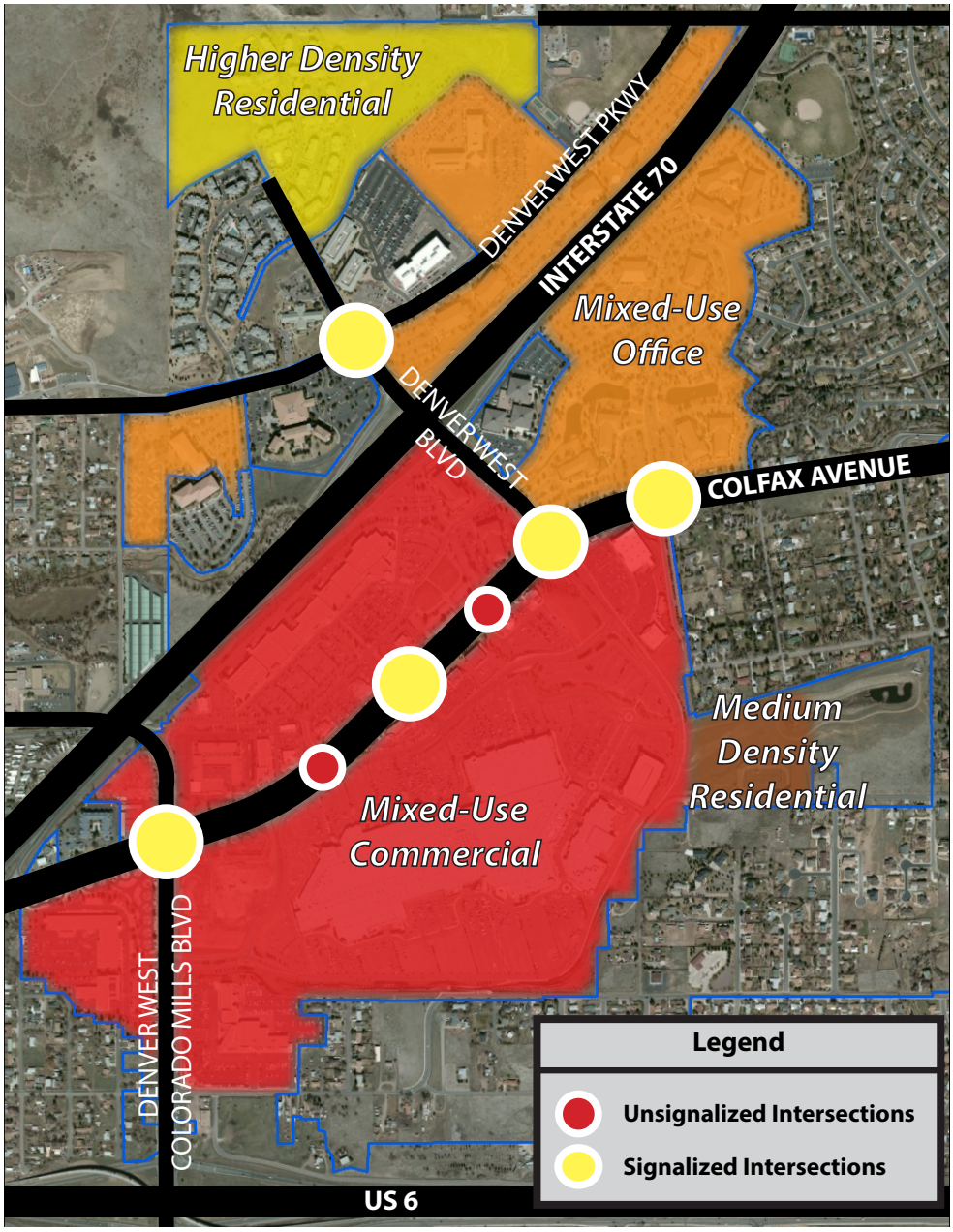
The *Downtown Lakewood Connectivity and Urban Design Plan* reflects efforts to enhance the rapidly growing downtown area with increased and safer pedestrian and bicycle connectivity; stronger transit connections to the West Rail Line and enhanced transit stops; and improved wayfinding elements such as downtown identification signage, private signage recommendations and urban design elements. All of these elements are intended to unify Downtown and strengthen the area identity.

The Plan includes a number of short-term and long-term improvements to roadways and adjacent sidewalks, street intersections, landscaping in the public right-of-way, bicycle and pedestrian paths, transit service, and area identity.

Denver West Growth Area

The Denver West area contains a significant amount of retail and office development, as well as a growing residential population. Retail in the growth area includes Colorado Mills, with 1.1 million square feet of space and Denver West Village, with over 300,000 square feet of space. The Denver West Office Park contains nearly two dozen office buildings, with 1.25 million square feet of space. Although not in Lakewood, the National Renewable Energy Laboratory facility employs more than 1,700 people just to the northwest of the growth area. More than 500 residential units are also located within the growth area.

Opportunities for additional retail, office, and residential development exist within the area. Several vacant parcels are available for growth. Over the long term, older office building sites may be suitable for redevelopment. Additional residential development can be accommodated on property located east of the Colorado Mills project.



Map 5-m **Denver West Growth Area Land Use Map**

GOAL I-GA12

Maintain the Denver West area as a primary regional retail and office location.

ACTION STEPS

a. Implement a marketing campaign to encourage additional retail and entertainment uses to cluster around the Colorado Mills and Denver West Village anchors.

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.

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 as economic conditions allow.

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.

e. Evaluate opportunities to connect the Denver West area to the Red Rocks West Rail Station through public transportation or private shuttle options.

GOAL I-GA13

Increase residential options in the Denver West growth area.

ACTION STEPS

a. Market the area for development of additional residential communities to support employers and retailers.

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.

Jewell & Wadsworth Growth Area

The Jewell Avenue and Wadsworth Boulevard growth area is comprised of three corners of mixed-use zoned and commercially developed properties. The fourth corner includes a small office complex within the City boundary, however most of the southeast portion of the growth area is currently located in unincorporated Jefferson County and is zoned for commercial and residential development. The existing commercial centers within the growth area were originally developed between the late 1960s and early 1980s. These centers are generally lacking landscaping and are showing signs of age in appearance.

The portion of the growth area within the city is zoned for higher commercial densities than what exist today, as well as office and multifamily residential opportunities. Redevelopment within the growth area is encouraged to include a mix of uses and increased densities. Improved site access and internal circulation is also encouraged to create a street grid where appropriate.

GOAL I-GA14

Transform the Jewell Avenue and Wadsworth Boulevard area into a mixed-use activity center for southeast Lakewood.

ACTION STEPS

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.

b. Evaluate potential tools, including a business improvement district, to assist with economic development and infrastructure improvements within the Growth Area.

c. Determine the feasibility of creating a reinvestment area to help finance infrastructure and public amenities as part of any redevelopment.

GOAL I-GA15

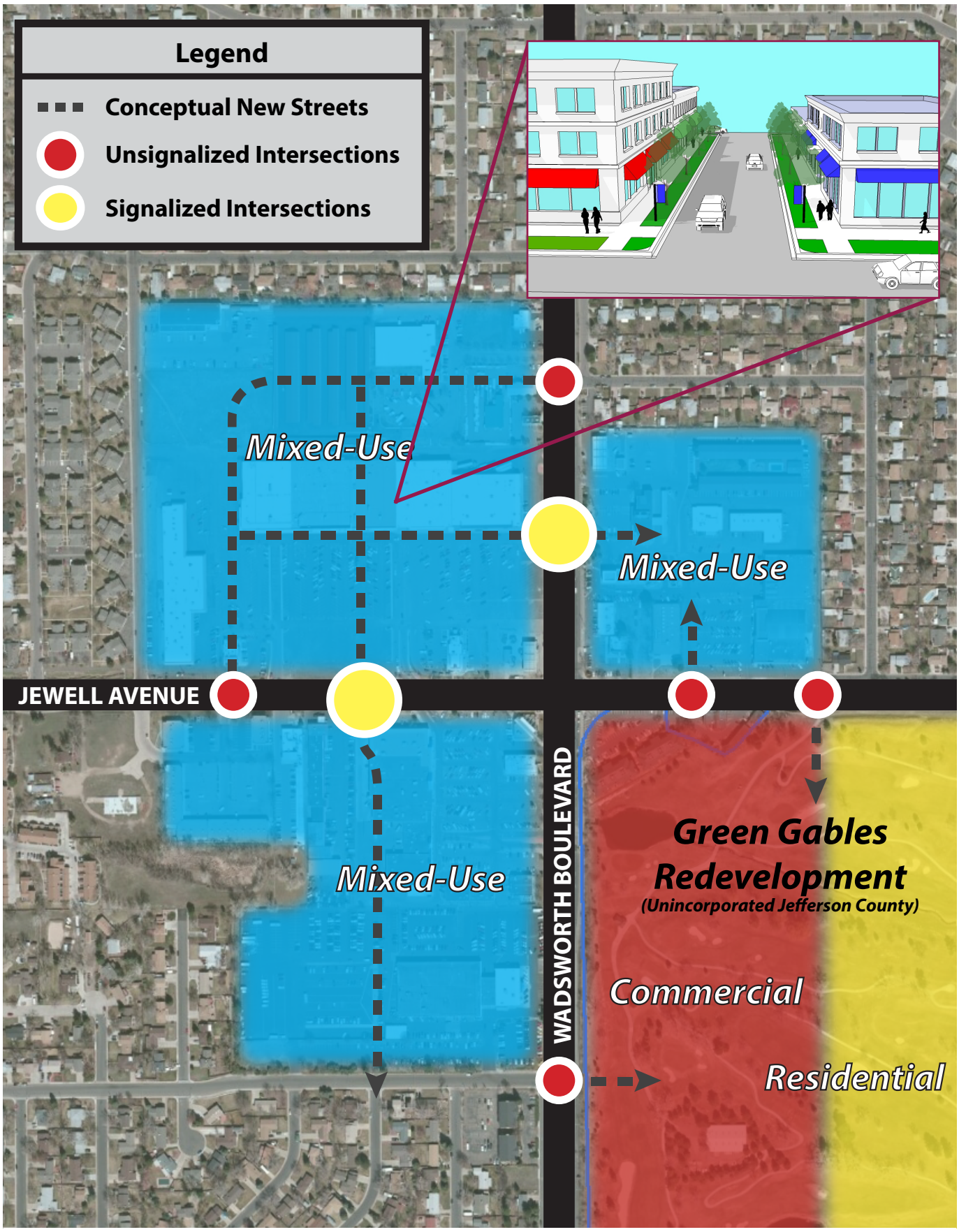
Improve the multi-modal access to the Jewell Avenue and Wadsworth Boulevard growth area.

ACTION STEPS

a. Evaluate opportunities to connect the Jewell and Wadsworth area to existing neighborhoods via pedestrian paths and bicycle trails.

b. Evaluate improvements to multi-modal access across Wadsworth Boulevard and to improve pedestrian and bicycle safety.

c. Evaluate opportunities to improve the pedestrian experience along Jewell Avenue and Wadsworth Boulevard through the installation of detached sidewalks, tree lawns, and amenity zones.



Map 5-n Jewell & Wadsworth Growth Area Land Use Map

Rooney Valley Growth Area

The Rooney Valley growth area currently lies within three jurisdictions, with approximately two-thirds of the area within Lakewood, one-third in the Town of Morrison, and peripheral areas in unincorporated Jefferson County. Single-family residential units are the primary land use at this time, with large amounts of vacant land still available for future development.

The area has Planned Development (PD) zoning that will allow for a mix of uses in the future. Retail areas are likely to develop near the C 470 and Alameda Parkway interchange. A mix of residential types will likely occur throughout the area. Additionally, some office and support uses will likely be developed adjacent to the C 470 highway between Alameda Parkway and Morrison Road.

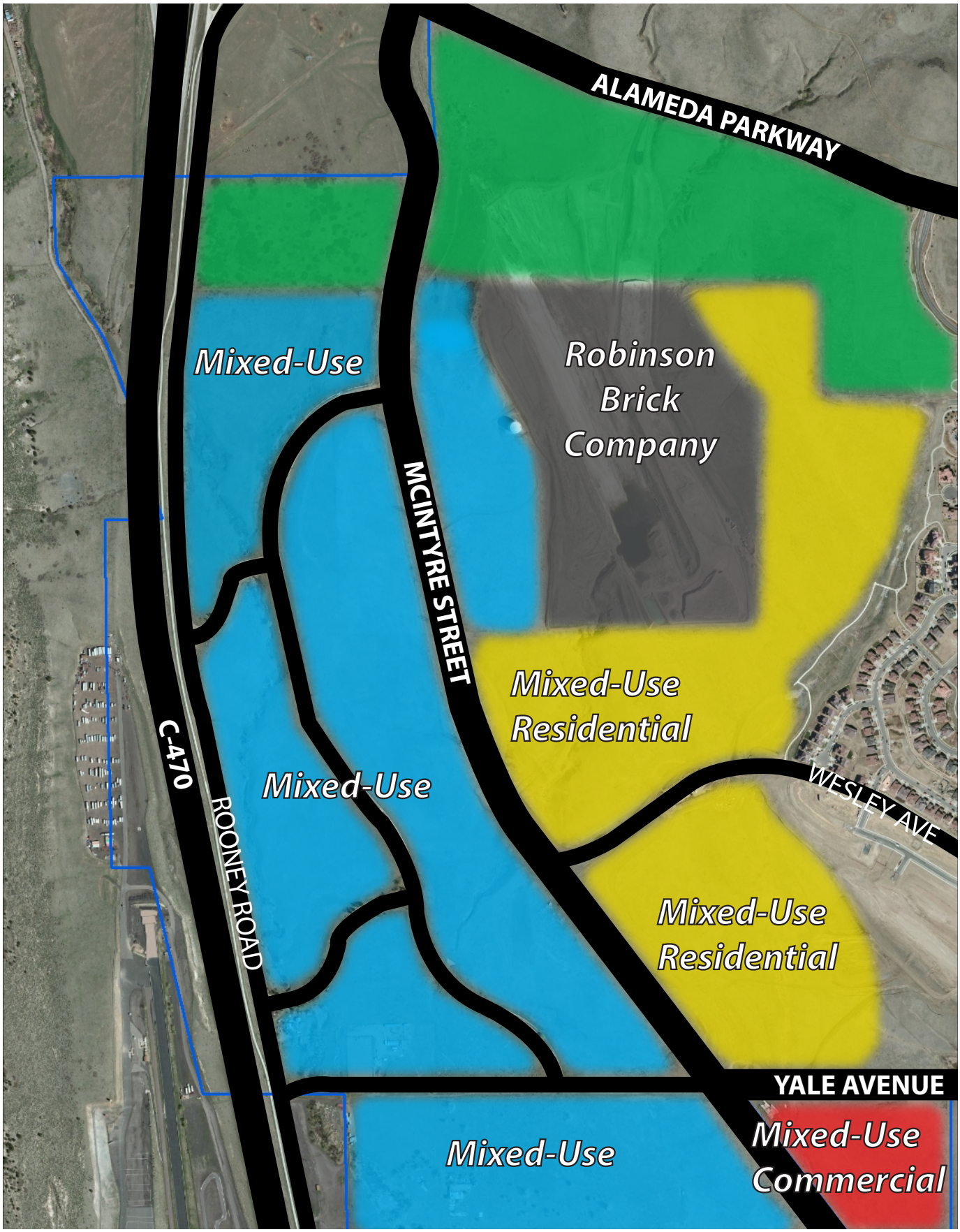
GOAL I-GA16

Provide additional residential and new mixed-use opportunities in the Rooney Valley Growth Area.

ACTION STEPS

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.

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.



Map 5-o **Rooney Valley Growth Area Land Use Map**

Mission Trace & Academy Park Growth Area

The Mission Trace and Academy Park growth area consists primarily of retail and office development on the north and south sides of US 285 (Hampden Avenue). The Mission Trace area north of US 285 was generally developed in the 1970s and 1980s. The area has no undeveloped land. The Academy Park area south of Hampden Avenue is still being developed with a mix of office, restaurant and hospitality uses.

In the long term, redevelopment opportunities exist within the Mission Trace area. The Academy Park area will continue to develop with a mix of non-residential and residential uses. The southwest corner of the Hampden Avenue and Wadsworth Boulevard interchange is currently located within unincorporated Jefferson County and is a prime location for mixed-use development.

GOAL I-GA17

Enhance the existing office and regional retail environment of the growth area.

ACTION STEPS

a. Evaluate, with area property owners, opportunities to improve multi-modal access into the retail areas from Wadsworth Boulevard north of US 285.

b. Evaluate opportunities to create cross-access between properties throughout the growth area.

c. Evaluate and implement improved multi-modal crossings of Wadsworth Boulevard at signalized intersections in the area.

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.

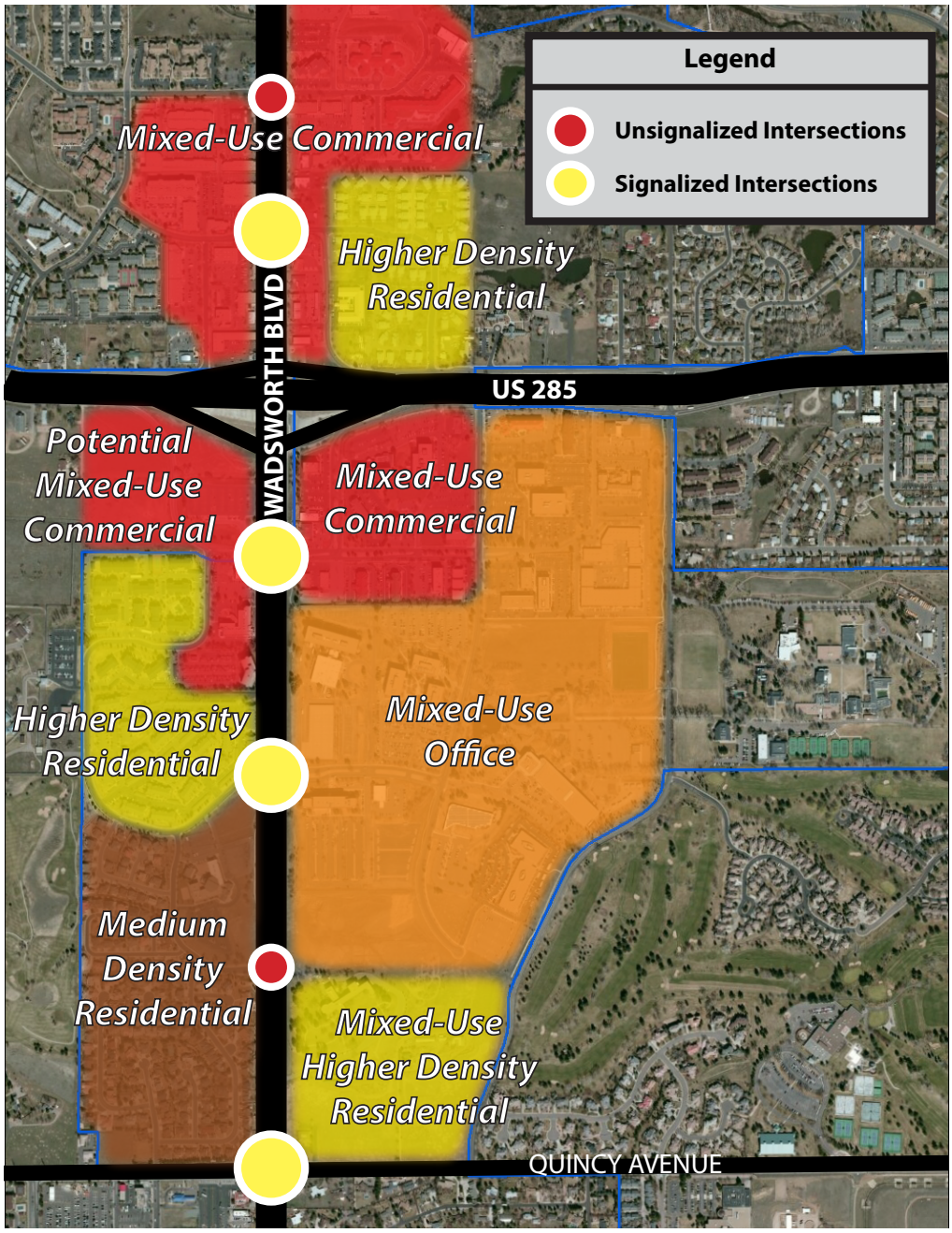
e. Develop tools to encourage property owners to upgrade older office buildings to ensure that they meet the functional and technology needs of current and future tenants.

f. Evaluate opportunities to increase office occupancy in Academy Park.

g. Market opportunities for additional residential uses to both the Mission Trace and Academy Park areas.

h. Evaluate potential tools, including a business improvement district, to assist with economic development and infrastructure improvements within the Growth Area.

i. Develop a branding and marketing campaign for the area.



Map 5-p **Mission Trace/Academy Park Growth Area Land Use Map**

GOAL I-GA18

Create a southern gateway to the City along Wadsworth Boulevard at US 285.

ACTION STEPS

a. Develop a gateway plan for the growth area, that includes opportunities to unify the area through way-finding, landscaping, and common signage elements.

b. Evaluate opportunities to install landscaping and design elements within medians located north and south of US 285.

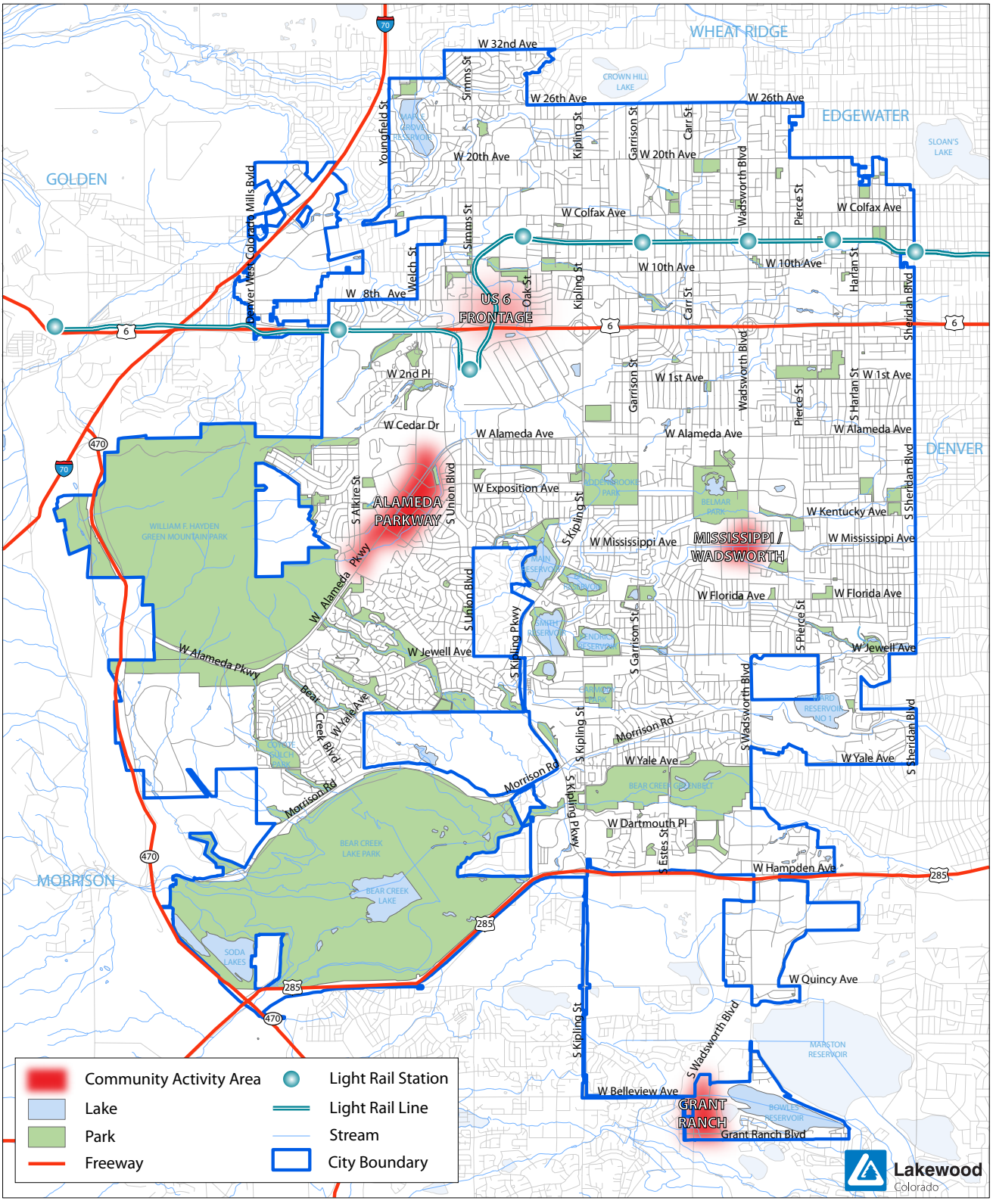
Overview

Community Activity Areas are areas that have been planned and zoned primarily for higher density employment and retail growth. However, residential development may be allowed by zoning in certain activity areas. These areas are found at several locations throughout Lakewood. Within the northern portion of the city, a Community Activity Area can be found along the north frontage road of US 6 between Kipling and Simms Streets. Community Activity Areas are also located along Alameda Parkway west of Union Boulevard, at Mississippi Avenue and Wadsworth Boulevard and along Wadsworth Boulevard in the Grant Ranch area of the city.

Community Activity Areas are intended to accommodate additional employment and retail opportunities on a smaller scale than those found in Growth Areas. These areas are generally intended for pedestrian-friendly projects with single or multi-story buildings. Developments within these areas generally consist of one or more buildings including 100,000 to 500,000 square feet of leasable retail and office space. This type of development typically serves a relatively large trade area within a 10-20 minute drive time.

Community Activity Areas are located along major streets that provide adequate vehicular access, but are also close to residential neighborhoods with bike and pedestrian access.

The designated Community Activity Areas are indicated on Map 5-q on the following page.



Map 5-q

Community Activity Areas

0 0.5 1 2 3 Miles

N W E S

US 6 Frontage Road Community Activity Area

The US 6 Frontage Road community activity area generally serves the northern and central Lakewood area, and Denver area residents with a mix of larger retailers and office buildings. The activity area includes several furniture stores, as well as motor vehicle dealerships. The area is suburban in nature and is generally accessed by automobile.

The activity center is intended to remain a primarily commercial and office area serving the surrounding neighborhoods and a portion of the western Denver region. Limited residential development may be appropriate in the long term, particularly near the proposed Routt Street crossing of US 6.

GOAL I-CA1

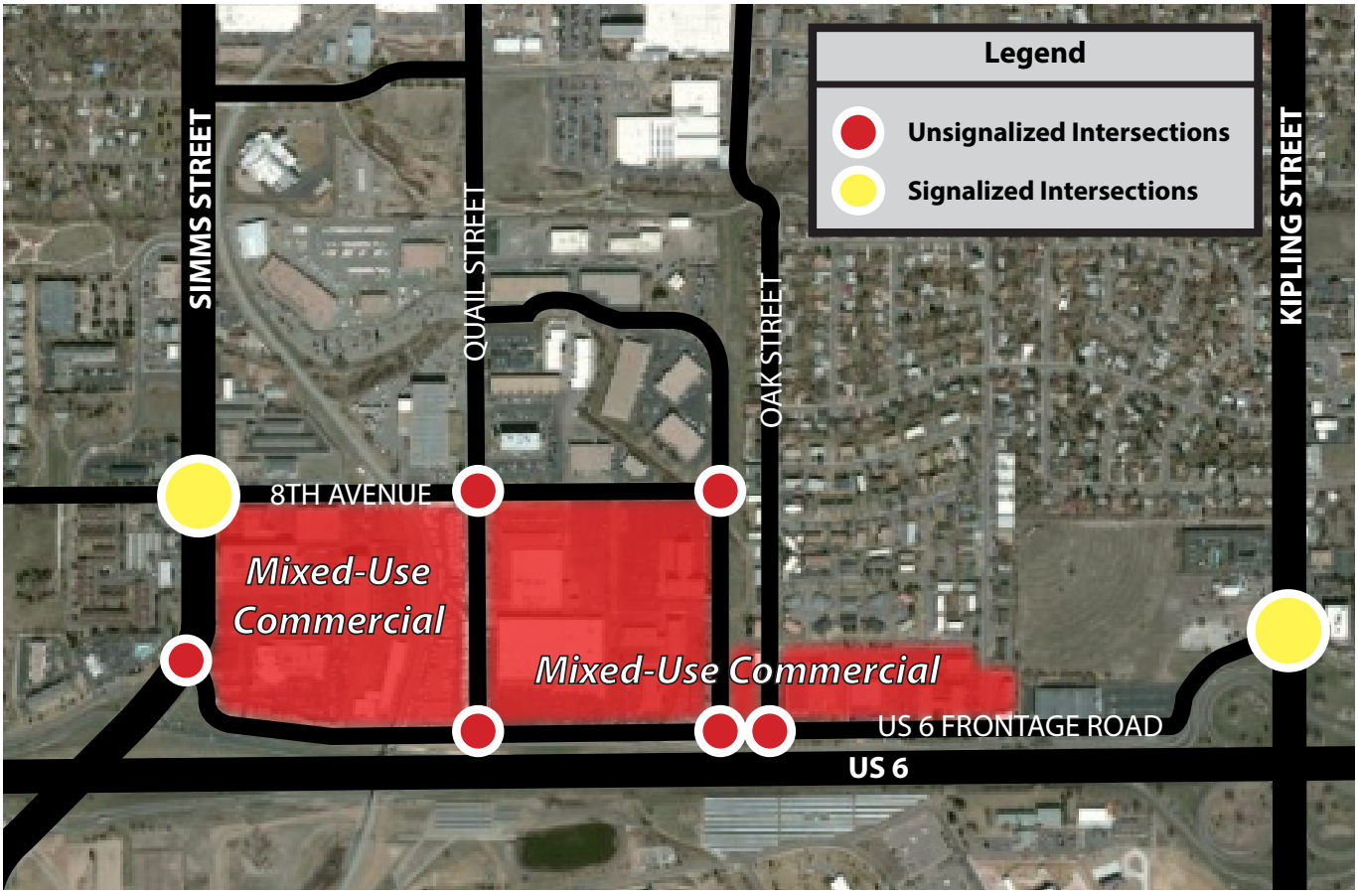
Maintain the area as a viable community-scale shopping and office district.

ACTION STEPS

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.

b. Evaluate opportunities to increase the mix of uses in the area.

c. Develop a set of unified design standards for the area.



Map 5-r **US 6 Frontage Road Community Activity Area Land Use Map**

Alameda Parkway Community Activity Area

The Alameda Parkway community activity area is located within, and generally serves, the Green Mountain and Foothills neighborhoods. The activity area includes two grocery-anchored shopping centers, as well as several smaller retail centers and free-standing businesses. The area is suburban in nature and is generally accessed by automobile.

The activity center is intended to remain a primarily commercial and office area serving the surrounding neighborhoods. However, some additional residential development may be appropriate in the long term.

GOAL I-CA2

Maintain the area as a viable community-scale shopping and service district.

ACTION STEPS

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.

b. Develop a plan and design guidelines for the area with a focus on improved multi-modal access and landscape treatments.

Map 5-s **Alameda Parkway Community Activity Area Land Use Map**

Grant Ranch Community Activity Area

The Grant Ranch community activity center is located in the far southeastern portion of the city and primarily serves residents in unincorporated Jefferson County and Denver. The activity center includes a number of large format retailers, as well as restaurants and a small amount of office space. This center is suburban in nature and generally accessed by automobile.

The activity center is intended to remain a primarily commercial area serving the surrounding neighborhoods, while contributing to the city's long-term financial health.

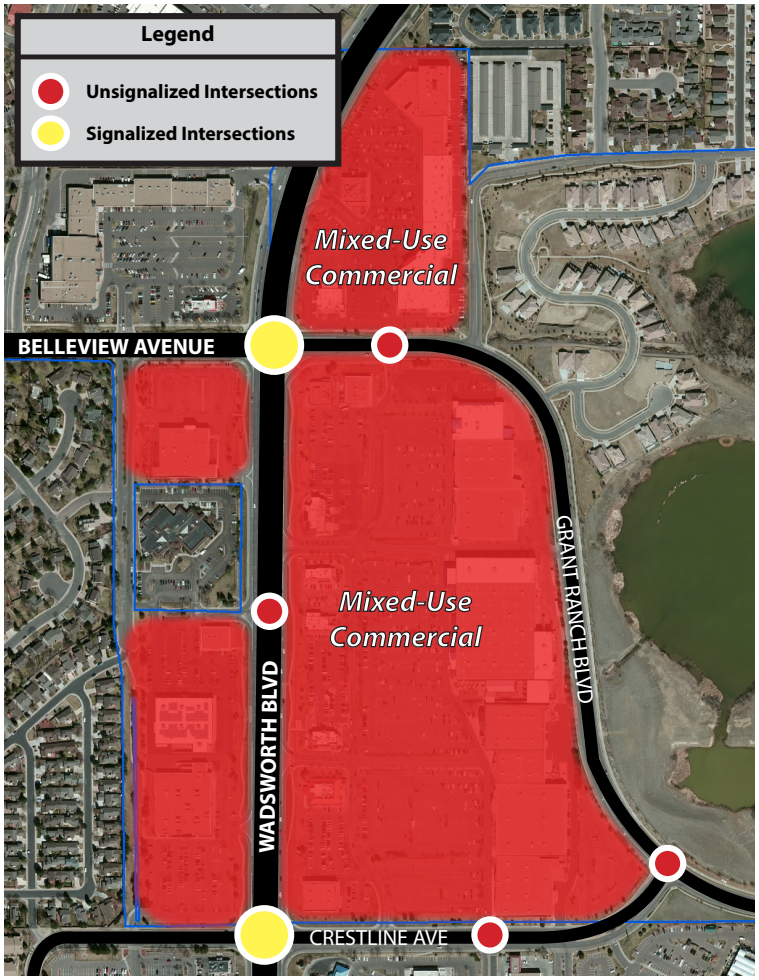
GOAL I-CA3

Maintain the area as a community and regional retail draw for Lakewood residents, and residents of Denver and unincorporated Jefferson County.

ACTION STEPS

a. Track the economic performance of the area to ensure that it maintains the role of a sales tax base generator for Lakewood.

b. Develop tools to encourage property owners to make building and site improvements as necessary to maintain the viability of the area.



Map 5-t **Grant Ranch Community Activity Area Land Use Map**

Mississippi & Wadsworth Community Activity Area

The Mississippi Avenue and Wadsworth Boulevard community activity center provides services to the central Lakewood neighborhoods. The area consists of smaller retailers and a number of office buildings. The area is suburban in nature, but has adequate pedestrian, bicycle, and automobile access to adjacent neighborhoods.

The activity center is intended to remain a primarily retail and office area, but opportunities for residential development are available with redevelopment. Long-term redevelopment opportunities exist within the entire activity center area.

GOAL I-CA4

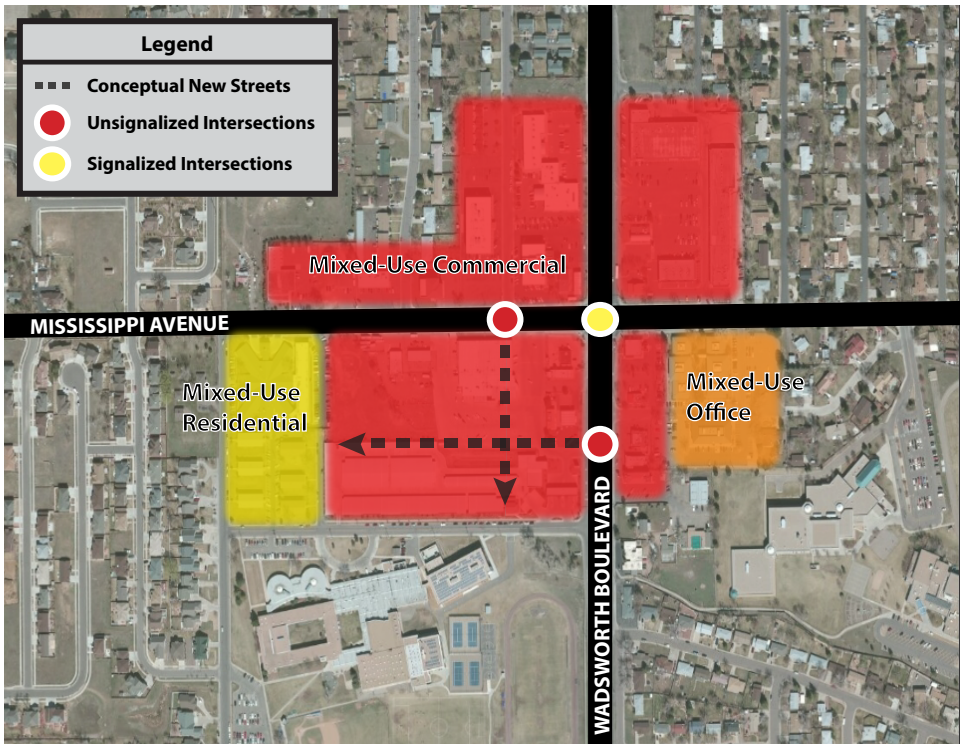
Encourage the transition of the area into a more cohesive community-scale retail and office center.

ACTION STEPS

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.

b. Evaluate opportunities to create additional bicycle and pedestrian connections to surrounding neighborhoods with any redevelopment within the area.

c. Develop tools to encourage the development of mixed-use and residential projects within the area.



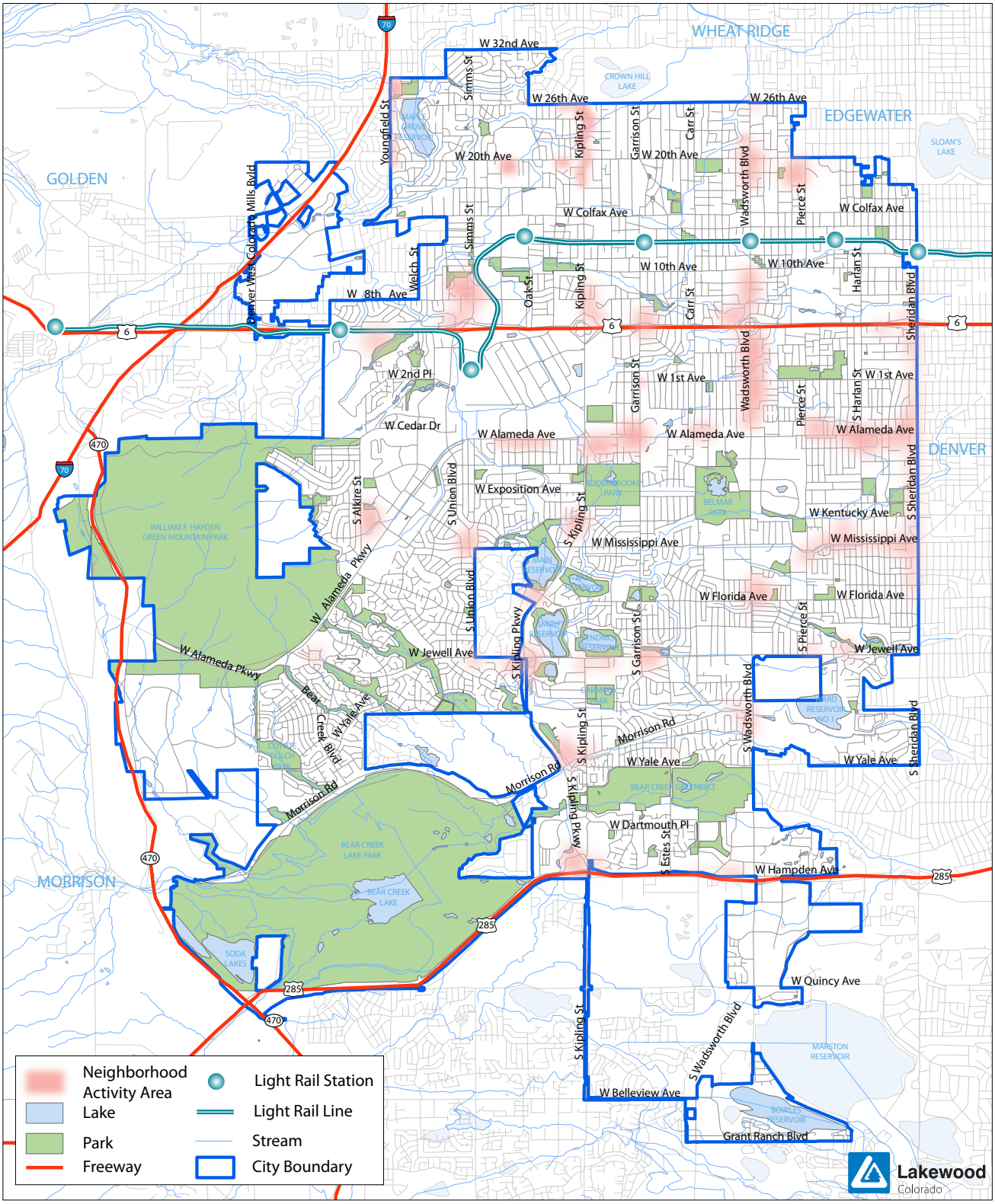
Map 5-u

Mississippi & Wadsworth Community Activity Area Land Use Map

Overview

Neighborhood Activity Areas are small-scale commercial and mixed-use areas primarily found within or in close proximity to residential neighborhoods. These areas are generally accessible to pedestrians and bicyclists, as well as motor vehicles. These areas provide for the convenience and service needs of the surrounding neighborhoods and typically contain uses such as small office, dental, non-emergency medical facilities, small restaurants, and small fueling stations.

Neighborhood Activity Areas are found throughout the city, as identified on Map 5-v on the following page.



Map 5-v

Neighborhood Activity Areas

0 0.5 1 2 3 Miles

N W E S

GOAL I-NA1

Encourage the evolution of Neighborhood Activity Areas into small-scale mixed-use centers.

ACTION STEPS

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.

b. Develop policies that encourage the development of outdoor seating areas as part of any restaurant within the activity areas.

c. Evaluate the economic condition of the activity areas and prioritize those that are in greater need for reinvestment.

GOAL I-NA2

Create community focal points within Neighborhood Activity Areas.

ACTION STEPS

a. Develop tools to encourage the inclusion of community gathering places as part of reinvestment or redevelopment within the activity areas.

b. Work with property owners to evaluate the feasibility of developing community gardens or small private parks within the activity areas.

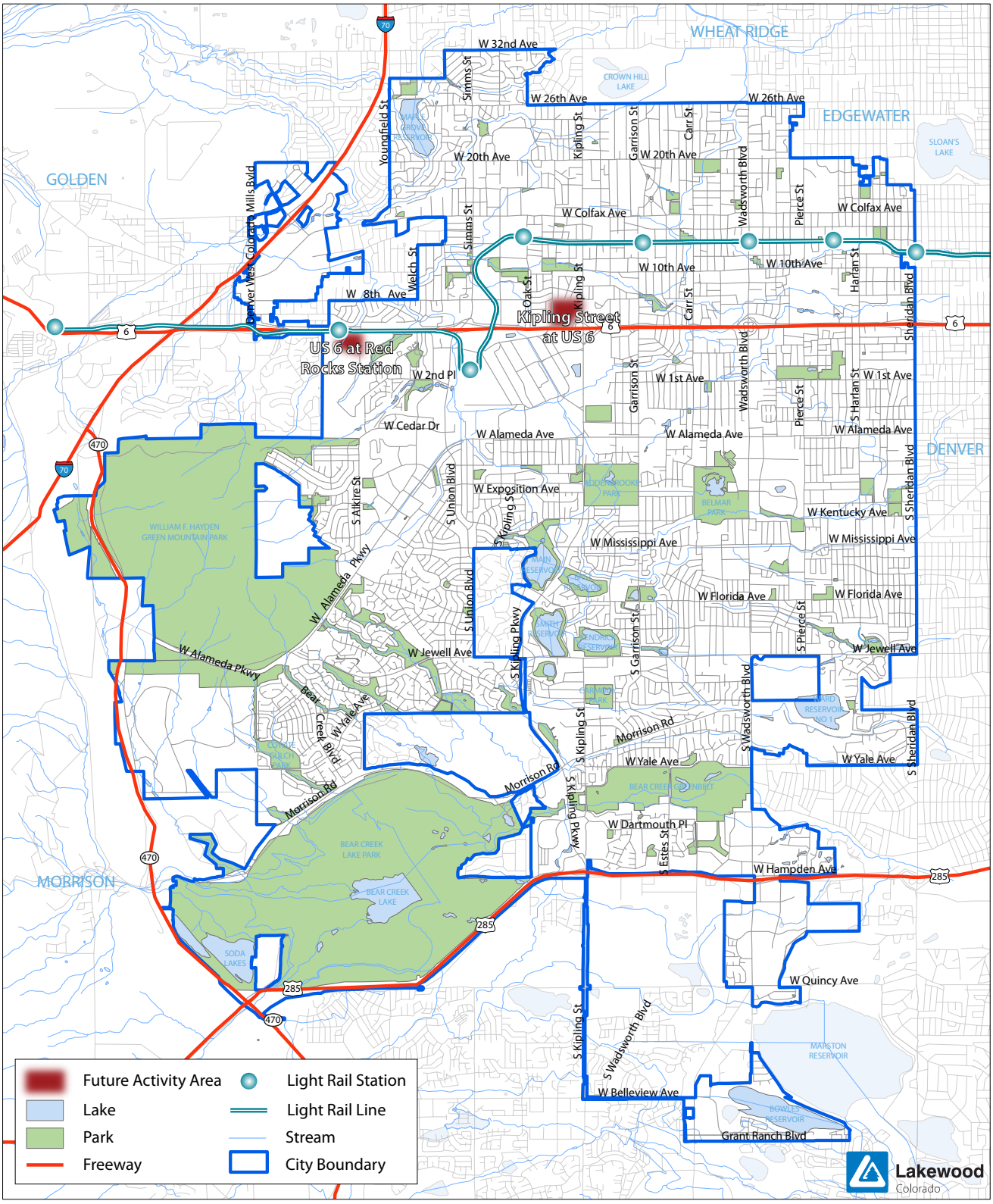
c. Evaluate opportunities to increase pedestrian and bicycle access from adjacent neighborhoods to the activity areas.

Overview

As the city's population and employment base continues to grow, additional activity areas will need to be created. These future activity areas may be either community or neighborhood scale. Locations for two additional community activity areas have been identified. These areas are currently vacant, but are prime locations due to highway and light rail access. However, both have constraints that must be addressed as well.

Additional activity areas should be evaluated in the future as the city continues to grow. While the two activity areas currently identified are mixed-use and commercially zoned, other future areas may need to be rezoned. Such rezonings will need careful consideration and neighborhood input.

The designated Future Activity Areas are indicated on Map 5-w on the following page.



Map 5-w

Future Activity Areas

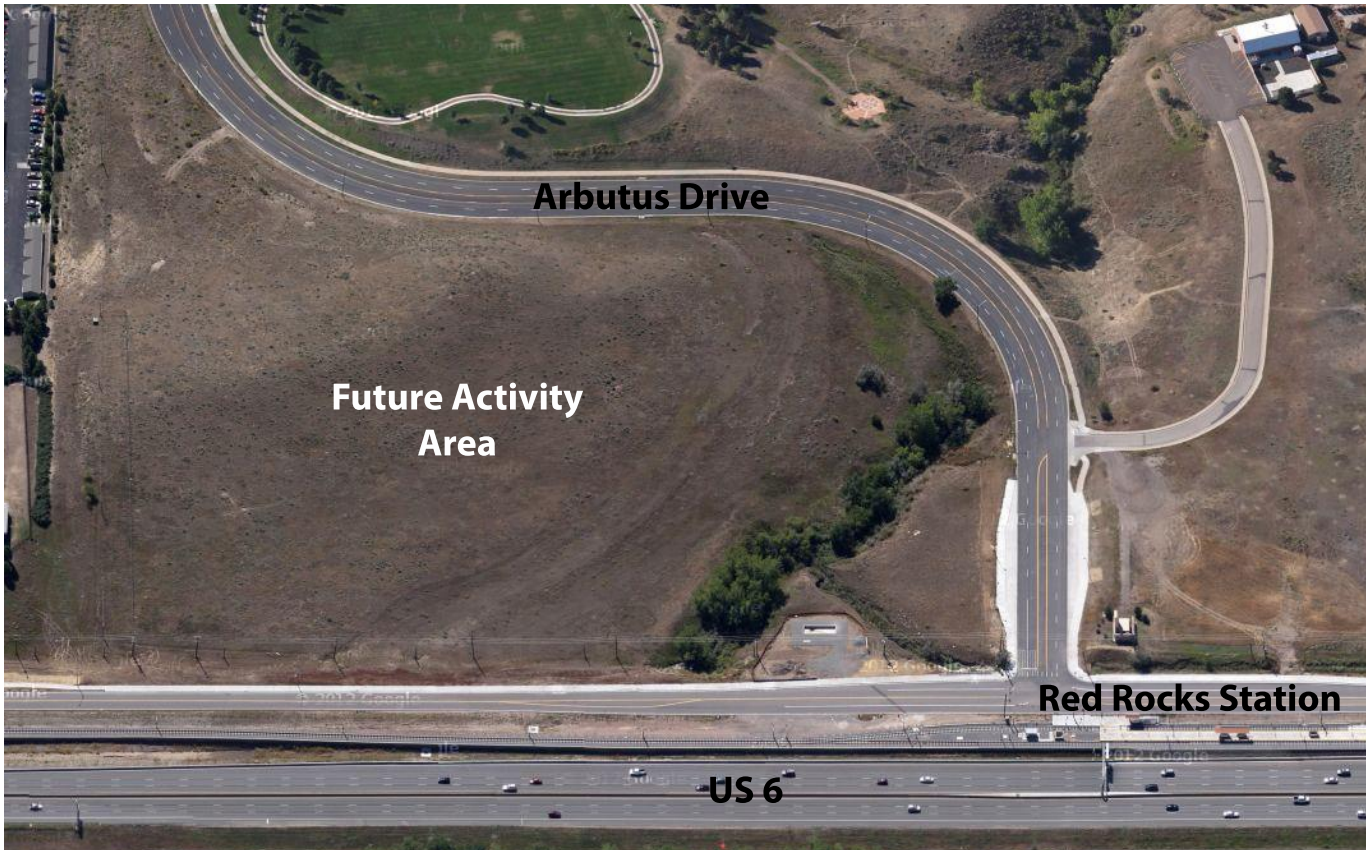
0 0.5 1 2 3 Miles

N W E S

US 6 at Red Rocks Station Activity Area

The US 6 at Red Rocks site is located adjacent to the US 6 Frontage Road and the entrance to the Red Rocks Community College, across the frontage road from the Red Rocks West Rail Line station platform. This site is vacant and owned by the Colorado State Board for Community Colleges and Occupational Education. It is currently part of the Red Rocks Community College campus, but will likely not be utilized for educational facilities.

The site is appropriate for a community-scale activity center, as it is in close proximity to the college, neighborhoods and the light rail station. However, to provide access to many neighborhoods located north of US 6, a pedestrian bridge over the highway would need to be constructed. Additionally, grading would need to occur, as the site is located on a hillside above the frontage road.



GOAL I-FA1

Create a new Community Activity Area at the Red Rocks Station.

ACTION STEPS

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.

b. Determine funding opportunities for the construction of a pedestrian bridge across US 6 to provide access to the activity center and the rail station from the neighborhoods north of US 6.

Kipling Street at US 6 Activity Area

The Kipling Street at US 6 area was previously the site of a drive-in theater and a state office building. The two uses have since been removed from the site and it is now vacant. There are also several parcels surrounding the site that include hotels, restaurants, and a big box retailer that could also be incorporated into development within the area.

The site is appropriate for a community-scale activity center, as it is in close proximity to US 6, neighborhoods, and the Denver Federal Center. However, access to the site is currently complicated by a frontage road that is located too close to the Kipling Street and US 6 interchange. For the site to develop to its full capacity, the frontage road will need to be relocated through the property.

GOAL I-FA2

Create a new Community Activity Area at US 6 and Kipling Street.

ACTION STEPS

a. Evaluate realignment options for the frontage road and site access.

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.

Additional Future Activity Areas

As the city continues to see population and employment increases, additional activity areas may be necessary to provide the desired services within close proximity to existing and new residents and employees. The City should be proactive in determining when and where new activity areas should be developed, and the scale of the new activity areas.

GOAL I-FA3

Determine when and where new activity centers should be developed to meet the needs of the city.

ACTION STEPS

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.

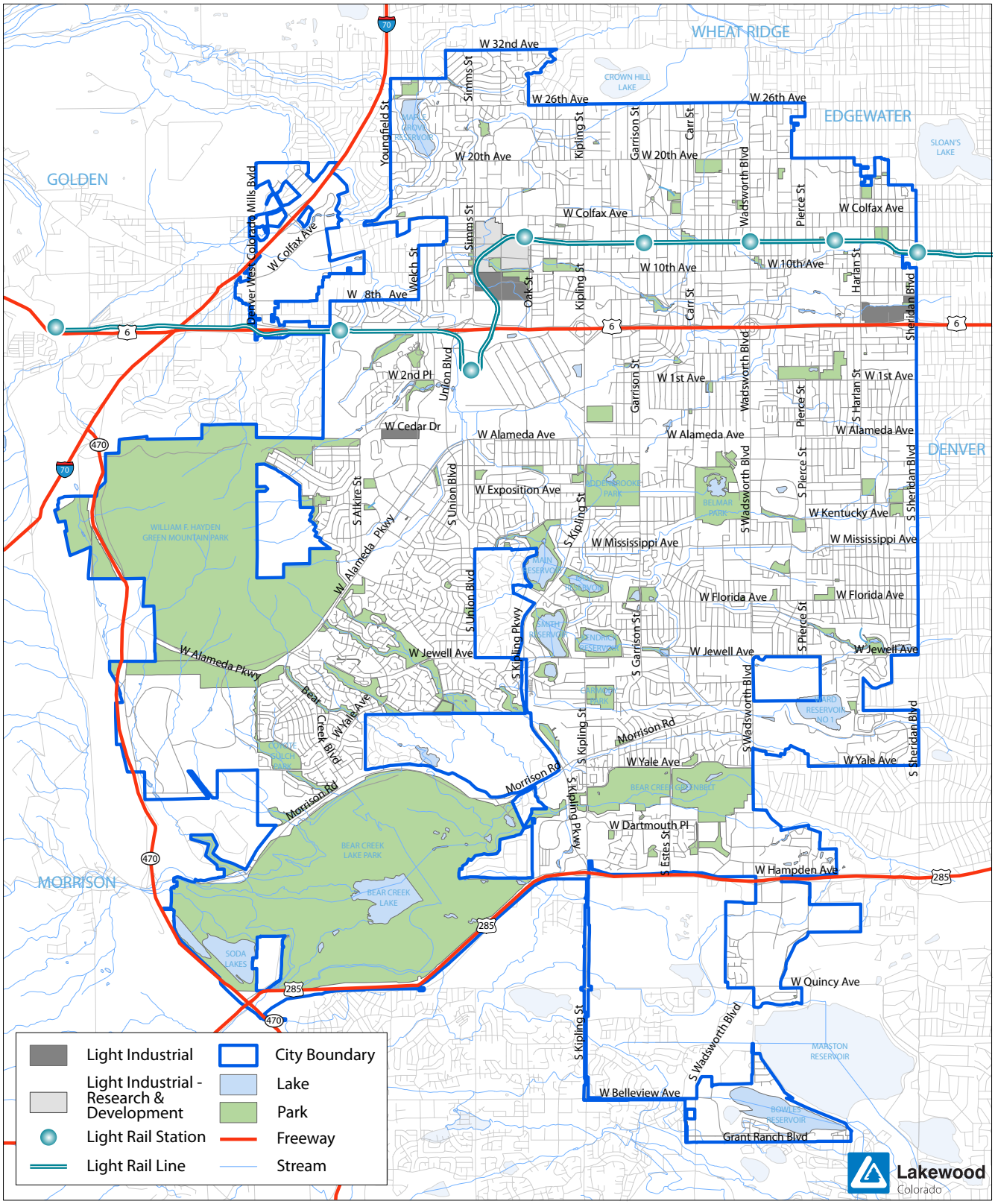
b. Develop a plan for new activity areas that include neighborhood or community gathering spaces, and can be adequately accessed by all modes of transportation.

Overview

Although the City's Zoning Ordinance allows for light industrial and light manufacturing uses in a number of districts, it is important to maintain the last few remaining industrially zoned properties for more intense manufacturing and processing uses.

Only two large areas of Light Industrial (LI) zoned properties exist in the city. They are located in the northwest quadrant of the US 6 and Sheridan Boulevard interchange, and east of Simms Street between approximately 8th and 10th avenues. These areas currently include a mix of light industrial, retail, service, and office uses.

The existing light industrial areas are indicated on Map 5-x on the following page.



Map 5-x

Industrial Areas

0 0.5 1 2 3 Miles

N W E S

GOAL I-IA1

Maintain the existing light industrially zoned properties to allow for a diversity of employers within the City.

ACTION STEPS

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.

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.

c. Evaluate the negative impacts of any request to rezone light industrial areas to another zone district.

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Lakewood **Moves**

Lakewood will support connectivity through a variety of transportation options and inspire residents to utilize multiple transportation modes.

Multi-Modal Transportation System
Future Transportation Improvements
Complete Streets
Way-finding & Informational Sign Opportunities

Guiding Principle

Lakewood will support connectivity through a variety of transportation options and encourage residents to utilize multiple transportation modes.

Lakewood will be dedicated to designing and developing safe and attractive complete streets that equally respect pedestrians, bicyclists, transit, and automobiles. Lakewood will encourage its residents to utilize an array of transportation options. The City will develop a multi-modal network that efficiently links neighborhoods, employment centers, and activity centers. The City will accommodate the demand for safe and well-maintained roadways.

Introduction

Lakewood's competitiveness within the Denver region is enhanced by its accessibility. In the past, Lakewood's prosperity relied on its strategic location along a number of important thoroughfares, such as US 6 (6th Avenue), Colfax Avenue and Wadsworth Boulevard. Over time, the city has gained significant bus transportation, and recently, light rail that provides connections to downtown Denver and Golden, as well as the rest of the regional rail system.

Having multi-modal access to neighborhoods, retail services, employment, transit, and amenities is essential to maintaining a high quality of life and economic vitality. A multi-modal system involves not only automobile, bus and rail facilities, but also a robust bicycle and pedestrian system. Having a multi-modal system will help the City achieve its goals of increasing residential and employment within the current boundaries and also limit the increase in new automobile traffic at the same time. Encouraging, and providing facilities for, walking, biking, and transit use will help the city maintain its attractiveness to businesses and residents, both existing and future. Additionally, the relationship of land use and transportation facilities has a significant impact on a community's economy and character. Coordinating land use and transportation planning can preserve Lakewood's ability to achieve the development program it desires, as well as avoid transportation conflicts leading to deteriorated levels of service.

While traveling by car is the predominate form of mobility in Lakewood and is typically the topic that receives the most attention, planning for future travel needs in the city will involve looking at transportation as an interconnected system of roadways, trails and sidewalks, with multiple options for getting around the community and region including by bus, rail transit, and bike. As the city continues to see employment and population growth, it will become difficult to increase overall roadway capacity. Although targeted street improvements will be necessary, the City will continue to facilitate and invest in all other forms of transportation in the future.

Transportation Trends

Vehicle Miles Traveled

Vehicle miles traveled (VMT) is a measure of how much a population is driving, and is a common metric in transportation planning. Nationally, total VMT has reversed a six-decade long period of increases that peaked in 2007. Total VMT has generally declined since a peak in 2007 and, adjusted for population growth, has fallen to the lowest levels in 20 years.

Some explanations for the decline in VMT include retiring Baby Boomers, significant declines in driving and interest in cars by Millennials, increased access to alternative modes of travel such as rail transit and bike share, slower economic growth, and demand side policy measures like tolling. In addition, some trends that fueled VMT growth in the last century have eased, such as the transition of women working outside the home, car ownership has become commonplace, and people's time allocation for car travel may have reached a maximum.

Locally, 2012 data from the United States Census Bureau indicates that VMT per capita in the Denver metropolitan area decreased by 10.6 percent between 2006 and 2011, from 9,363 miles per capita per year to 8,373 miles per capita per year.

Future projections for national VMT by the Federal Highway Administration indicate that growth will slow significantly over the next 30 years, as compared to the trend of the past three decades.

Alternative Travel Modes

As VMT per capita has decreased within the Denver metro area, use of alternative forms of transportation has increased. Per the Census Bureau data, use of public transportation has increased by 3.5 percent between 2006 and 2011, while commuting to work by bicycle has increased by 0.5 percent.

Within Lakewood, approximately 78 percent of commutes to work are done by single-occupant vehicle. However, the number of trips taken by alternative modes has increased over the last decade. Approximately 9 percent of commuters utilized carpools, 3.5 percent used public transportation, 0.6 percent biked and 1.5 percent walked to work. (Note: the public transit data predates the West Rail Line opening in April of 2013.)

Although the number of Lakewood residents utilizing alternative modes has increased, the city still lags behind the regional averages.

Table 6-a: Journey to Work by Mode

Travel Mode	Lakewood	Denver Metropolitan Area
Drove Alone	78.4%	68.6%
Carpooled	9.2%	8.7%
Public Transportation	3.5%	7.2%
Motorcycle	0.3%	0.3%
Bicycle	0.6%	2.9%
Walked	1.5%	5.0%
Other	6.4%	7.2%

Source: *U.S. Census Bureau, American Community Survey, 2012*

Regional Transportation Planning

As part of the Denver metropolitan region, Lakewood does not plan for transportation needs in a vacuum. The City has been involved in area-wide transportation planning since its incorporation.

Lakewood has cooperated with other jurisdictions in Jefferson County to create and update the *Countywide Transportation Plan,* which is a multi-modal plan identifying transit, paratransit, bicycle, pedestrian, transportation control measures, and roadway needs for the diverse communities throughout the county.

Lakewood is also an active partner with the Denver Regional Council of Governments (DRCOG), and has been involved in the creation and adoption of the *2035 Metro Vision Regional Transportation Plan*. The plan includes two components that directly affect Lakewood. The first component is visionary, showing transportation elements and services desired by the region, regardless of funding source. For Lakewood, some of the elements include high capacity transit along Wadsworth Boulevard and various roadway improvement projects throughout the community. The second component, known as the fiscally constrained transportation plan, defines the specific transportation elements and services that include only those projects and activities the region anticipates being able to fund. For Lakewood, this means working with residents and the City Council to prioritize projects on an annual basis.

Both of these plans help Lakewood prioritize improvements and allow the City to compete for grants and other funding opportunities outside of the City budget.

Lakewood Transportation Documents

The City has a number of documents that address transportation related issues. These documents include many types of information, such as the classifications of various streets and the cross-sections to which roadways must be built.

The *Transportation Engineering Design Standards* include detailed information regarding street design for the different roadway classifications within the City. The standards address roadway, sidewalk, and bike lane and trail widths. The standards also include the City's official Major Street Plan, last adopted in 2007.

In the mid-1980s the City adopted a series of *Functional Plans* that illustrate the ultimate build-out design of all arterial and collector streets within Lakewood. The plans are used as a benchmark to determine the improvements necessary on land adjacent to an arterial or collector streets when development or redevelopment occurs.

The City also maintains a series of development policies, adopted in the early 1990s that, among other development related issues, identify procedures and limitations in requirements for sidewalks and street improvements for development and redevelopment sites.

MULTI-MODAL TRANSPORTATION SYSTEM

Overview

A multi-modal transportation system is key to ensuring good mobility for the transportation of residents, goods, and services. Efficiency, access, convenience, and safety for all modes of travel, including pedestrian, bicycling, and transit will afford residents options when planning trips and lessen overall dependence on travel by automobile. The result will be cleaner air, a safer environment, an improved economy, and higher quality of life for Lakewood residents.

The elements of Lakewood's current multi-modal circulation system are identified below.

Pedestrian System

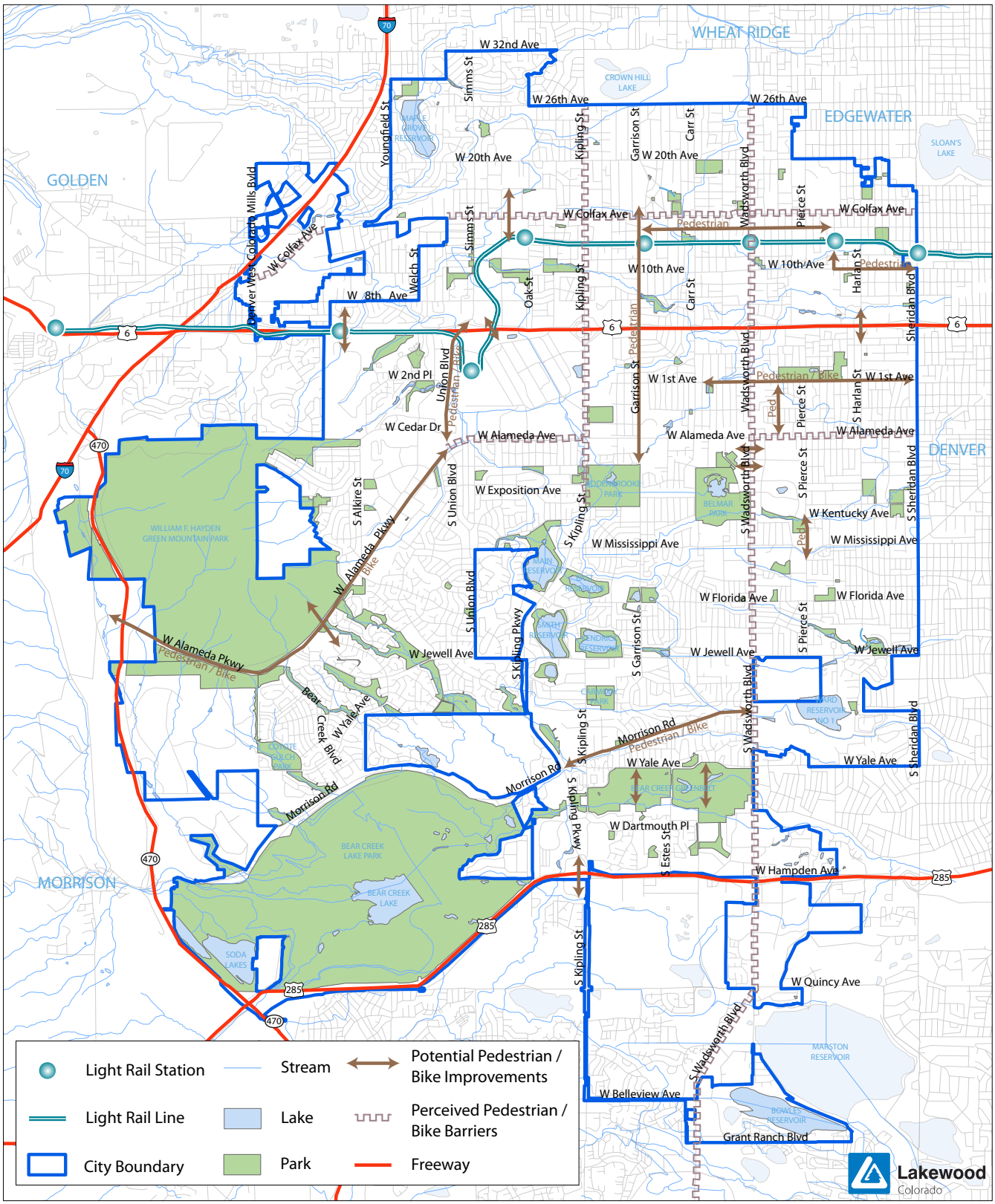
Because every trip begins and ends as a pedestrian, a safe and accessible pedestrian network for all ages and all abilities is a key component to creating a desirable and livable community. Residents of Lakewood need to feel safe while walking, both from vehicular traffic impacts and from the perception of crime. A well-designed pedestrian network can improve the safety of neighborhoods and the community as a whole on both levels.

An environment in which people are comfortable using the sidewalk system helps build a healthy community and prevents crime by adding "eyes on the street," while facilitating a lively atmosphere. Ensuring that streets and intersections are accessible to all ages and ability levels ensures safety, opportunities for physical activity, and a pleasant pedestrian experience for everyone.

Lakewood envisions a pedestrian-friendly environment where public spaces, including sidewalks and off-street paths, offer a level of convenience, safety, and attractiveness to the user that will encourage and reward the choice to walk for recreation and for short trips instead of driving.

Lakewood's current pedestrian system includes off-street trails and attached and detached sidewalks adjacent to streets. Several regional trails that connect to other parts of the Denver metropolitan area also traverse Lakewood.

The City has made great strides in creating a complete sidewalk, path, and trail system since incorporation in 1969. However, because large portions of the city were developed prior to the formation of Lakewood, missing sidewalks, trail links and inadequate pathways exist in many areas. Completion of the necessary pedestrian system will require additional time, prioritization, and funding.



Map 6-a

Pedestrian & Bicycle Mobility Identified Areas of Concern

0 0.5 1 2 3 Miles

N W E S

Pedestrian and Bicycle Mobility Issues

The City continually evaluates pedestrian and bicycle mobility issues and deficiencies throughout the community. Additionally, the City reviews requests for improvements and, as funds become available, prioritizes construction of the physical improvements. Pedestrian and bicycle mobility issues are identified by the public and City staff through many different venues. As part of the Lakewood 2025: Moving Forward Together process, the public was asked to identify real or perceived mobility issues.

Locations of major pedestrian and bicycle deficiencies and barriers identified by the Lakewood community during the Lakewood Moves open house and by the Comprehensive Plan Advisory Committee are identified on Map 6-a on the previous page. The perceived barriers include crossings of the streets as well as concerns parallel to the street, such as missing sidewalk and bicycle trail or lane sections. Potential improvements are identified by the type of improvement to be considered. Many of the proposed improvements identified by the public are complex projects that will take time to design and implement.

Bicycle System

Lakewood is committed to supporting bicycling as a form of mobility, as well as recreation. Bicycling is a basic mode of transportation that is sometimes overlooked as an option to help manage circulation issues and concerns.

As part of both the short- and long-term vision, Lakewood supports and funds the planning and development of bicycle-friendly projects, streets, and neighborhoods for both commuter and recreational users.

An underlying principle in transportation planning is to provide a system that allows riders ample transportation mode choices, and a reasonable balance in accommodating those choices, without favoring one mode at the expense of all others. This means in order to achieve a balance within the current transportation network, bicycling must be made more attractive and truly be a viable option for transportation. This option includes creating a network comprised of on-street and off-street bicycle facilities and end-of-trip facilities, such as changing areas and secure storage locations.

The City has previously adopted the *Lakewood Bicycle System Master Plan* that serves as a policy document to guide the development and maintenance of bicycle facilities throughout the community as part of the transportation and recreation network. The policies in the master plan address issues related to bikeways such as planning, community involvement, utilization of existing resources, facility design, safety and education, funding, and more.

Bike Network Options

There are several types of bicycle facilities that are utilized throughout Lakewood including:

Shared Use Paths

Shared use paths are hard surface facilities generally eight to ten feet wide exclusively for non-motorized users. Paths can be located adjacent to a street or located through open space areas. Paths can be grade separated at street intersections or have signalized crossings. Paths are usually shared with pedestrians.

Bike Lanes

Bike lanes are marked as on-street lanes for bicycle travel. Lanes are generally five to six feet wide from the edge of the street curb. Bike lanes do not have barriers from adjacent vehicular traffic.

Separated Bikeways

Separated bikeways are bicycle facilities that are separated from traffic by parked cars, posts, planters or painted buffer zones. These facilities are generally designed for one-way bike traffic, but can sometimes accommodate two-way traffic.

Bike Routes

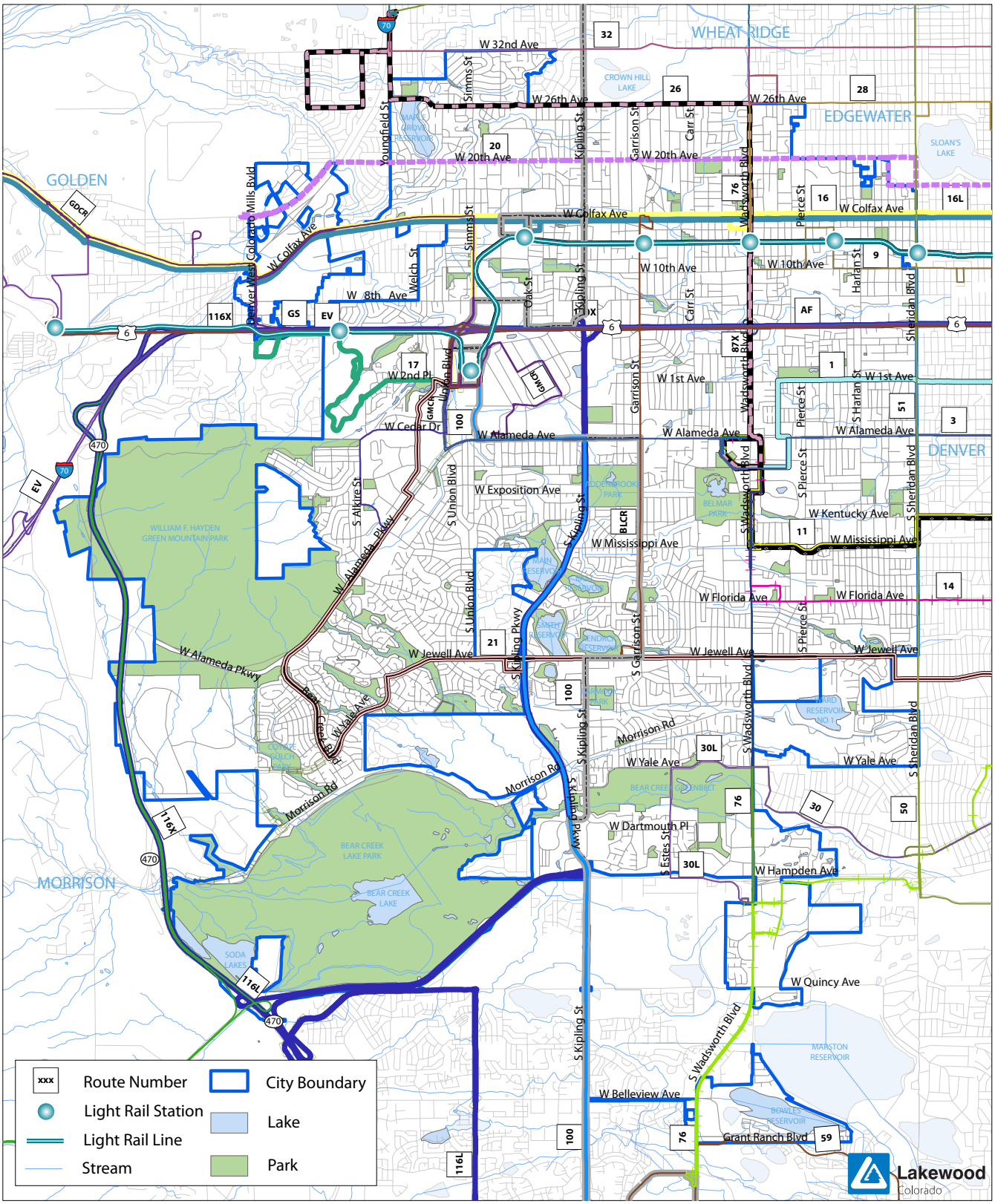
Bike routes are typically wide travel lanes shared by bicyclists and vehicles. They are commonly marked by bike route signs and can be supplemented with shared right-of-way pavement indicators and signs.

Transit System

Transit in Lakewood includes a variety of transportation modes that provide mobility to the public in shared vehicles, ranging from carpool opportunities to bus and rail. Transit plays an integral role in improving local and national prosperity, equity, and mobility, and has been cited as a crucial part of the solution to economic, energy, and environmental challenges, therefore helping to bring a better quality of life.

Lakewood is served by the Regional Transportation District (RTD) which operates buses, rail, and accessible transit vehicles. A number of bus routes connect Lakewood neighborhoods to major employment and retail destinations within the city, as well as in the Denver metropolitan area. The West Rail Line connects the northern portion of Lakewood to Golden on the western side of the metro area, to Union Station in downtown Denver, and to various neighborhoods within Lakewood. RTD operates two major bus transfer facilities within Lakewood - one in downtown associated with the City's Civic Center complex and one in conjunction with the Federal Center light rail station. A third transfer facility is located just outside of the city limits at the southwest corner of the Hampden Avenue and Wadsworth Boulevard interchange.

In the future, additional transit service is envisioned to help mitigate congestion on Lakewood's street network by providing energy efficient, pollution-reducing transportation choices. These choices should also help to reduce greenhouse gas emissions. Additionally, transit continues to be one of the safest modes of travel in the United States. Various studies indicate that riding a transit bus is up to 91 times safer than car travel.



Map 6-b

Existing Bus & Light Rail Routes

0 0.5 1 2 3 Miles

N W E S

Street System

The street network serves as the backbone of Lakewood's transportation system. Streets and highways contribute to the overall community in three ways. First, they connect neighborhoods with each other, and to areas beyond. Second, they allow for the movement of commodities and freight and, therefore, provide economic benefit. Third, they are a focal point for activity and social events that help establish community identity. It is important to maintain an efficient and reliable street network.

Streets within the city are defined using a hierarchical classification system. Each type of roadway is described by it's size, function and capacity. The street system includes various types of roadways, ranging from high capacity limited-access highways, to two-lane undivided local streets. Some streets have a rural cross-section without sidewalks in several areas within the community.

Several major streets and highways within Lakewood are under the purview of the Colorado Department of Transportation (CDOT). Those roadways include Interstate 70, C 470, US 6, US 285, Colfax Avenue, Wadsworth Boulevard, Sheridan Boulevard, Morrison Road, and Kipling Street/Parkway.

Lakewood Street Classifications

Limited-Access Highways

Limited-access highways provide high speed, regional roadway connections with interchanges typically found at arterial street crossings. Freeways are a minimum of four lanes wide, with continuous medians separating opposing traffic lanes. Freeways do not provide access to individual properties. There are four freeways that traverse all or a part of Lakewood. The freeways are Interstate 70, Colorado State Highway 470 (C 470), US 285 (Hampden Avenue) and US 6 (West 6th Avenue).

Arterial Streets

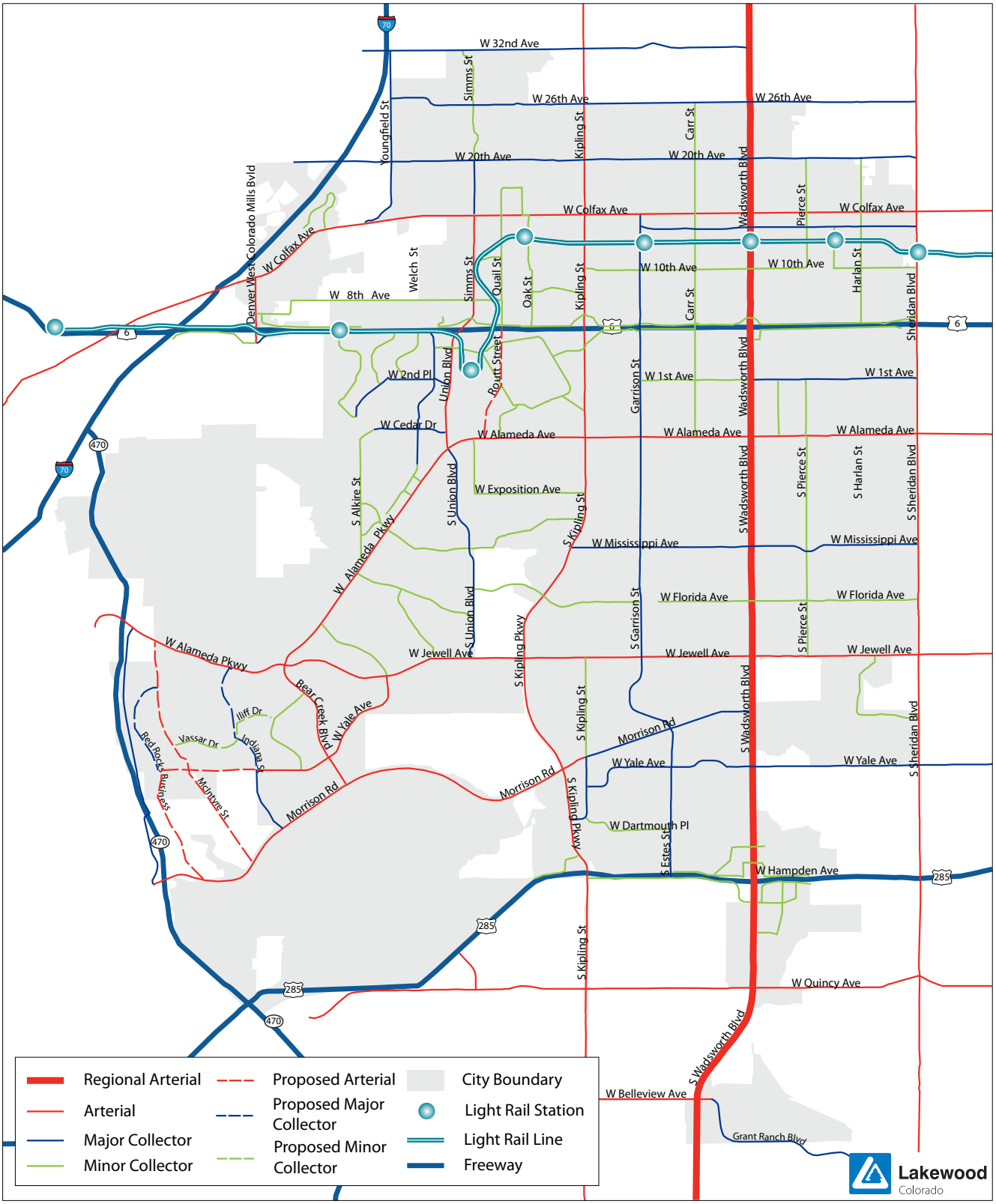
Arterial streets are designed as four to six lane facilities with dedicated turn lanes. Arterials provide limited access to adjacent properties and have traffic signals at major intersections, typically at other arterials and major collector streets. Arterial streets in Lakewood include Wadsworth Boulevard and Colfax Avenue.

Major Collector Streets

Major collector streets are designed as two lane facilities with a two-way center left turn lane. Major collector streets provide access to adjacent commercial properties and residential neighborhoods. Traffic at intersections is typically controlled by roundabouts or traffic signals. At local streets traffic control is provided by stop signs. Major collector streets in Lakewood include Garrison Street and Mississippi Avenue.

Lower classification streets exist in Lakewood. However, they are not identified on the Major Roadways and Transit Corridors map. Those classifications include minor collector streets, commercial and multi-family local streets and residential local streets.

Additional detailed information about streets can be found in the *Transportation Engineering Design Standards.*



Map 6-c

Major Roadways

0 0.5 1 2 3 Miles

N W E S

Movement of Goods & Services

Efficient transportation of goods and services is central to Lakewood's economic competitiveness. The retail, manufacturing, finance, insurance, real estate, and service sectors of the economy make up a large percentage of the City's revenue sources. The freeways and arterial streets comprise a critical link of the city's circulation system. Ensuring an efficient city street system to facilitate the movement of goods and services helps ensure that the economy continues to flourish.

Truck transport of goods on surface streets is the most frequent method of delivery for products in the community. Making sure that the city continues to have well-maintained roadways is important for both citizens and businesses.

GOAL M-MT1

Improve the pedestrian and bicycle environment within the City.

ACTION STEPS

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.

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 *Lakewood Innovates*.

c. Develop methods to promote the use of existing bicycle facilities as an alternative mode of transportation for citizens and visitors.

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.

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.

f. Review and update the *Lakewood Bicycle System Master Plan* to ensure that the City continues to develop a safe and comprehensive bicycle network that serves both recreational and commuter needs.

g. Continue to implement, and annually evaluate, the recommendations of the *West Rail Line Neighborhood Transportation Study*.

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.

i. Evaluate locations where it is appropriate to install pedestrian and bicycle crossing signals at high-traffic locations between existing traffic signals.

j. Implement a public education campaign to promote pedestrian and bicycle safety and driver compliance with pedestrian-related laws and regulations.

k. Evaluate locations for the installation of "Stop for pedestrians in crosswalk, State Law" signs at problem intersections.

l. Continue to evaluate and implement an area-wide Safe Routes to School program.

West Rail Line Neighborhood Transportation Study

During the planning and construction of the West Rail Line along 13th Avenue there was a great deal of concern in the residential neighborhoods about the traffic impacts the light rail line would bring to the corridor. In order to respond to these concerns, the City of Lakewood undertook a study to document the changes in traffic, parking, accident patterns, and access by alternate modes to the newly constructed West Rail Line.

The study focused on the impacts to on-street parking and vehicular operations of the roadway network near the West Rail Line stations. Site specific data was collected and evaluated for the study area and no significant changes were observed in the functionality of the vehicular system. Additionally, the study looked closely at other neighborhood concerns about safe non-motorized access to the West Rail Line after operations began. The project sought to identify existing barriers to access transit stops for all modes, inform stakeholders of industry best practices relating to improving non-motorized circulation, and propose infrastructure improvements in and around the selected stations. These improvements were based on extensive existing conditions documentation, including fieldwork and Geographic Information Systems (GIS) analysis, industry research, public outreach efforts, and financial feasibility.

The study was designed to serve as a guiding document for the City of Lakewood to prioritize infrastructure improvements for capital projects, secure funding for the West Rail Line station area improvements, implement the goals of the previous planning efforts, and improve access to and from these stations for local residents and commuters, thereby reducing parking demand and increasing transit ridership.

Pedestrian and Bicycle Crossing Signals

The following are examples of crossing signals that have been utilized in Lakewood:

A HAWK signal (High-Intensity Activated crossWalK beacon) is a traffic signal used to stop vehicular traffic and allow pedestrians to cross an intersection safely. It is officially known as a Pedestrian Hybrid Beacon (PHB). The purpose of a HAWK signal is to allow protected pedestrian crossings, stopping road traffic only as needed. Where standard traffic signal 'warrants' prevent the installation of standard three-color traffic signals, the HAWK signal provides an alternative.

A PELICAN signal (PEdestrian LIght Control ActivatioN) is designed to control traffic at mid-block crosswalks by allowing a pedestrian to push a button to give approaching motorists a red light. When the motorist gets a red light, the pedestrian signal indicates it is o.k. to cross the street. A PELICAN looks like a typical traffic signal with green, yellow, and red phases. Two phase PELICAN signals can be installed at crossings of median divided streets to reduce the length of the red light for motorists. In this situation, the pedestrian activates a second signal from the street median.

Pedestrian crossing signs with pedestrian-activated LED lights can be installed at mid-block crossings of local or collector streets.

GOAL M-MT2

Improve transit connections between neighborhoods and growth and activity areas, as well as between growth and activity areas.

ACTION STEPS

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.

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.

GOAL M-MT3

Promote the use of shared transportation options.

ACTION STEPS

a. Examine the feasibility of implementing a shared bicycle system within Lakewood by evaluating station locations, partner organizations, and funding mechanisms.

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.

c. Update City ordinances and regulations as necessary to ensure that non-location based car share operations can be accommodated.

d. Better promote and evaluate increased funding for the *Lakewood Rides* program to support the city's aging population and those with disabilities.

GOAL M-MT4

Educate residents about, and encourage the use of, alternatives to the automobile.

ACTION STEPS

a. Develop an educational campaign regarding transportation alternatives that are currently available within Lakewood and the Denver region.

b. Promote RTD transit pass discounts and incentives, such as the Eco-pass, to Lakewood employers and businesses.

c. Evaluate and prioritize opportunities for the City to support transit through subsidies or bulk purchase of transit passes for residents at a discount.

d. Educate citizens on the negative environmental impacts of automobile usage, particularly the single-occupant trip.

GOAL M-MT5

Provide adequate maintenance of the existing transportation network to provide safe and reliable options.

ACTION STEPS

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.

b. Identify appropriate funding levels to maintain the City's existing bike and pedestrian network.

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.

GOAL M-MT6

Ensure that adequate transit service and schedules are provided within the city.

ACTION STEPS

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.

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.

GOAL M-MT7

Strategically provide additional capacity and operational efficiencies on roadways to limit congestion and expand multi-modal options.

ACTION STEPS

a. Continue to pursue funding for capacity improvements to Wadsworth Boulevard and the reconstruction of the US 6 and Wadsworth Boulevard interchange.

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.

c. Continue to implement the recommendations of the multi-jurisdictional *Countywide Transportation Plan*.

d. Identify and prioritize opportunities to implement Complete Street improvements along arterial and major collector streets within Lakewood to increase multi-modal travel options.

e. Monitor intersections that may reach capacity by 2025 and pursue funding opportunities to improve the intersections as necessary. Intersections that may reach capacity include Alameda Avenue and Union Boulevard, and Alameda Avenue and Kipling Street.

GOAL M-MT8

Reduce speeding on local streets through residential neighborhoods.

ACTION STEPS

a. Review Police Department policies to ensure that speed limits are enforced along neighborhood streets.

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.

Overview

As Lakewood continues to reach build-out of vacant private properties, and continues to promote and encourage infill and redevelopment, the city's transportation system will need to be reevaluated. It may no longer be possible, or appropriate, to add through travel lanes to streets and roadways beyond those improvements identified in the City's *Functional Plans*. Therefore, it will be increasingly important to evaluate alternatives to the automobile for transportation.

Encouraging residents to utilize expanded transit choices, and walk and bicycle to newly redeveloped commercial and mixed-use areas will be extremely important.

The connection between transportation and growth areas, as identified in *Lakewood Innovates* will need to be considered as future transportation improvements are proposed. The City has previously revised the Zoning Ordinance and zoning map to facilitate higher density, mixed-use development in specific areas and along corridors with strong transit service. However, increasing the frequency of transit, encouraging new transit routes, and providing pedestrian and bicycle opportunities for commuting will be important in achieving the desired vision of the growth areas and zoning.

GOAL M-FI1

Plan for the future transportation connectivity needs of the city.

ACTION STEPS

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.

b. Evaluate the existing *Street Functional Plans* to determine if updates are necessary to accommodate future transportation needs.

c. Collaborate with surrounding jurisdictions and appropriate agencies to provide future, and enhance existing, regional vehicular and non-vehicular connectivity.

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.

e. Develop criteria and policies to connect or reconnect streets within the city where such connections are appropriate for future transportation needs.

f. Continue to implement, and annually evaluate, the connectivity and transportation recommendations of the *Federal Center/Union Boulevard Corridor Connectivity Plan* and the *Downtown Lakewood Connectivity and Urban Design Plan*.

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 Metro Vision* Plan.

A Multi-Modal Transportation Plan for the City

A multi-modal transportation plan can provide individual, yet integrated, plans, policies and programs for all aspects of transportation in Lakewood, including transit, pedestrians, bicycles, parking and roadways and will result in a long-range capital plan with funding strategies that will serve as a blueprint for future investments in the transportation system.

A multi-modal plan can include a review of several long-standing transportation policies, programs and opportunities including the potential for developing a comprehensive sidewalk improvement program; Safe Routes to School Program; parking plans for congested areas; a traffic calming toolbox for pedestrian crossings; a "green streets" program for paving and storm water infrastructure; a road diet or complete streets plan, and a transit coordination plan.

GOAL M-FI2

Ensure that transportation options are available for all citizens regardless of age, physical ability, or economic status.

ACTION STEPS

a. Work with RTD and accessibility organizations to identify routes that provide a maximum amount of accessibility to citizens and visitors.

b. When evaluating and implementing future City transportation planning efforts, ensure that all mobility modes are considered for accessibility.

GOAL M-FI3

Promote a holistic view of future transportation connectivity improvements.

ACTION STEPS

a. When street or intersection improvements are made, identify opportunities to improve connectivity for all modes of transportation, particularly for pedestrians and bicycles.

b. Coordinate all street or intersection improvements with regional transportation partners to ensure that expanded public transit options can be accommodated in the future.

c. As an alternative to roadway expansion, evaluate and develop transportation demand management solutions in congested corridors where increased density and development is desired.

GOAL M-FI4

Limit the physical impacts of future traffic congestion relief projects.

ACTION STEPS

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.

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.

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.

Transportation Demand Management

Transportation Demand Management (TDM) is a layer of policies, programs, information, services, and tools that work with the transportation infrastructure and operations to support the use of sustainable modes for all trips. Together, TDM strategies result in reducing the need to rely on single occupant vehicle (SOV) trips and can help reduce households' need for car ownership. The goal of TDM is to help households, employees, and visitors make more of their trips by transit, by bike, on foot, or in shared vehicles such as taxis and car share cars. Not only do TDM strategies reduce congestion, they improve the utilization of existing services and can result in cost savings to companies and individuals.

GOAL M-FI5

Consider all types of public transit options within the city for future mobility.

ACTION STEPS

a. Evaluate all existing and new transit alternatives when determining the best public transit options for the residents of Lakewood when developing and updating the multi-modal transportation plan.

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.

Ideas for Tomorrow?

Bus Rapid Transit (BRT)

Car2Go

Electric Vehicles (EV)

Cycletrack

Modern Streetcar

Personal Rapid Transit

GOAL M-FI6

Plan future transportation improvements with regional partners.

ACTION STEP

a. Coordinate with adjacent communities, regional planning agencies, and transportation organizations when planning future transportation improvements.

GOAL M-FI7

Coordinate and support future transportation improvements with the city's land use vision.

ACTION STEPS

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.

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.

GOAL M-FI8

Minimize the impacts of the transportation system on the city's environment and neighborhood quality of life.

ACTION STEPS

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.

b. Develop a method to evaluate air quality, noise, light/glare, and other significant adverse environmental impacts of proposed transportation projects on adjacent neighborhoods.

GOAL M-FI9

Ensure that the safety for all modes of transportation are considered with future transportation improvements.

ACTION STEP

a. Annually review opportunities to fund and implement improvements that will increase safety on streets, highways, and pedestrian and bicycle facilities within the city.

Overview

Lakewood will continue to work towards the full implementation of a Complete Street system. Complete Streets is a movement to ensure that planners and engineers consistently design and construct new streets, and retrofit existing streets, with the safety and accessibility of all users in mind — bicyclists, transit vehicles and riders, pedestrians of all ages and abilities, and motor vehicles, as well as goods and services providers.

Complete Streets involve instituting smart growth policies that expand transportation choices to ensure that roadways function as truly multi-modal transportation networks, as opposed to being primarily motor vehicle-oriented.

What it takes to make a street "complete" varies depending on many factors. Components may include sidewalks, bike lanes (or wide paved shoulders), special transit lanes, comfortable and accessible transit stops, frequent pedestrian and bike crossing opportunities, median islands, accessible pedestrian signals, curb extensions, and more. A complete street in north Lakewood may look and operate quite differently from a complete street in downtown or the southern portion of the city, but they will all be designed to balance safety and convenience for everyone using the road.

Each Application is Unique

Complete Streets may exist in a variety of forms and locations, there is no prescription for their design.

A Complete Streets approach is incremental and allows roadway design to respond to different users...

Pedestrians

Cyclists

Transit

Trucks and goods movement

...and the character of neighborhoods, buildings, and land uses adjacent to the roadway.

Residential

Urban mixed-use

Industrial

GOAL M-CS1

Promote the development of roadways that are designed to safely accommodate street function for all users including pedestrians, bicyclists, drivers, and transit riders.

ACTION STEPS

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.

b. Review site plans to ensure that new development and redevelopment within the designated growth areas improve street frontages to meet Complete Street standards.

GOAL M-CS2

Consider the desired land uses and development character adjacent to streets when roadway improvements are planned.

ACTION STEPS

a. Review roadway improvement plans to ensure that the desired design character of the area, as defined by zoning designations, is not adversely impacted.

b. Review roadway improvement plans to ensure that Complete Street components are appropriate for the desired character of the area are included.

GOAL M-CS3

Consider long-term options for exclusive transit lanes and facilities along arterial streets.

ACTION STEPS

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.

b. Coordinate with regional partners to determine the public and multi-modal transportation needs along Wadsworth Boulevard.

Transit Options

There are a number of different transit options that should be considered for Lakewood. They include:

Buses

Buses use conventional roads to carry numerous passengers on transit journeys. Buses operate with moderate capacity and on conventional roads, with relatively inexpensive bus stops to serve passengers. Buses range in size from 45 to 90 passengers.

Bus Rapid Transit

Bus rapid transit (BRT) is a term used for buses operating on dedicated right-of-way, much like a light rail. The buses are usually more stylized, with tickets purchased at kiosks at stops, rather than on the bus as with typical service. Vehicle capacity is typically 70 to 90 passengers.

Light Rail

Light rail is a modern version of the tram, with dedicated right-of-way not shared with other traffic. Light rail tracks can be grade-separated or at-grade for street crossings. Light rail lines have fewer stops than with buses and generally travel at high speeds. Light rail can carry a large number of passengers, which varies depending on the number of vehicles connected together.

Streetcar

A modern streetcar is a rail vehicle that is designed to operate in an urban environment in mixed traffic. The guideway is composed of rail that is typically embedded in the roadway, which is designed for other vehicular traffic as well. The capacity of a streetcar is similar to bus rapid transit.

Gondola

A gondola or Cable-Propelled Transit (CPT) is a transit technology that moves people in motorless, engineless vehicles that are propelled by a steel cable above the ground. Gondolas can have several stops and operate along corridors similar to streetcars.

WAY-FINDING AND INFORMATIONAL SIGNS

Overview

Way-finding relates to the built environment and makes streets, neighborhoods, and the city more "legible," helping people find their way around the community. Way-finding can be an important part of the city's transportation system, making it easier to find destinations, whether in a car, on a bike, or on foot.

Signage can be oriented and sized for a variety of locations and contexts. But, common elements are a key feature. For example, large-scale highway signs can be installed along US 6 and I-70 to direct visitors to the city, while smaller signs can be oriented to pedestrians in the downtown area and along Colfax and Alameda Avenues.

Way-finding can also be more than just signage. It can include map kiosks, the use of mobile technology, as well as elements of the public realm such as lighting, street furniture, and public art to benefit residents, businesses, and tourists alike.

Way-finding systems are becoming increasingly common in cities throughout the United States and around the world. Such systems provide a sense of identity and place, ensuring visitors and residents can explore and visit key destinations and attractions within a community.

Way-finding System Benefits

The benefits of a citywide way-finding system include:

Aesthetic:

- Reducing visual clutter
- Replacing multiple mismatched sign efforts with one comprehensive coordinated streamlined system that fits well with the city's character and distinctive neighborhoods and attractions

Environment and Safety:

- Directing cars to public parking facilities, such as those in the Civic Center Complex and Belmar
- Promoting walking, biking and mass transit usage
- Reducing traveler confusion

Economic Development:

- Establishing a comprehensive multi-layer strategy to improve pedestrian/vehicular wayfinding to amenities such as downtown, the 40 West Arts District, and Denver West
- Incorporating regional/city trails and historic sites such as the Heritage Center
- Being a key component of the City's retail strategy and to economic development citywide
- Providing a more comfortable and informative visitor experience

GOAL M-WS1

Provide signage to assist residents and visitors in finding Lakewood's civic amenities and shopping districts.

ACTION STEPS

a. Implement, and annually evaluate, the recommendations of the *Downtown Lakewood Connectivity and Urban Design Plan* for the downtown area.

b. Develop and implement a citywide way-finding system plan.

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.

d. Coordinate with Jefferson County and other area cities to develop and implement a consistent bike way-finding system for the county.

Lakewood Sustains

Lakewood will be a leader in sustainability principles, practices, and education.

City Leadership & Role
Air Quality & Climate
Water
Biodiversity, Natural Resources & Ecosystem Services
Energy in Built Environments
Waste

Guiding Principle

Lakewood will be a leader in sustainability principles, practices, and education.

Lakewood is committed to the well-being and health of its citizens and environment. The city will reduce its impact on natural systems, instill greater awareness of waste output and reduce waste, seek renewable energy sources, and provide for a sustainable community through education, programs, and services. Lakewood will be a steward in the metropolitan area for environmental health, economic prosperity, and social well-being and will continue to work toward providing a high quality of life for its current residents and for future generations.

Introduction

Sustainability balances community, economic, and environmental systems and values. As cities continue to adapt to growing populations, support for strategies that contribute to the sustainability of communities becomes essential. Not only is a sustainable city a highly desirable place to live, work, play, and learn, it contributes to overall quality of life, provides economic stability, and values and protects the natural environment and human health.

Sustainability generally encompasses the built environment, climate, air and water quality, energy, economy, education, arts and culture, equity, civic engagement, health and safety, and natural systems. It is the goal of sustainability to achieve balance between the economy, the natural environment, and social values; however, human society depends on the environment first and foremost in order to achieve social and economic sustainability. In other words, without a healthy environment, a community would be unable to achieve economic success and social well-being.

Strategies for achieving a sustainable community are integrated throughout the comprehensive plan and are not limited to this chapter alone. Specifically, the *Lakewood Sustains* chapter addresses the environmental component of sustainability. While the social and economic elements of sustainability are equally as important, they are addressed throughout the Comprehensive Plan.

The City of Lakewood recognizes the importance of protecting its natural resources and providing for the well-being of the community and the natural environment. The city continues to make progress in meeting the challenges of becoming a sustainable city.

What is Sustainability?

There are many ways in which sustainability can be defined in the context of this plan. Some of the most common definitions include:

- **Brundtland Commission, 1987**: Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- **David Orr, 2011**: Sustainable design is the careful nesting of human purposes with the larger patterns and flows of the natural world.
- **IUCN, UNEP, WWF, 1991**: Sustainable development means improving the quality of life of humans, while living within the carrying capacity of supporting ecosystems.

Overview

Sustainability of the city depends greatly on environmental stewardship. The City of Lakewood strives to be an environmental steward and lead by example in order to demonstrate a commitment to sustainability and to build and strengthen partnerships with the community. It will build upon the steps it is already taking to create a sustainable community. The City will work to take a leading role for environmental stewardship in its operations and delivery of public services, while encouraging private sector development and services to utilize sustainable practices as well. Additionally, the City will lead by example by providing sustainability education and creating awareness of sustainability issues, efforts, and challenges. Additionally, the City will aim to become more resource and energy efficient, meet ecological and economic challenges, and protect vital resources including air, water, climate, and the natural environment through measurable goals and strategies within the City's *Sustainability Plan*.

GOAL S-CL1

The City shall be a leader in sustainability.

ACTION STEPS

a. Evaluate municipal operations and management of facilities to identify opportunities to incorporate sustainability efforts and operations.

b. Evaluate policy decisions to identify opportunities to increase sustainability efforts.

c. Create criteria to incorporate sustainable elements within public improvement projects.

GOAL S-CL2

Educate the public on the benefits of sustainability.

ACTION STEPS

a. Develop and provide materials for the public that address the economic, environmental, and social elements of sustainability.

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.

c. Develop targeted outreach programs to meet project-specific strategies within the *Sustainability Plan*.

City of Lakewood Sustainability Plan

The *Sustainability Plan* is used to guide the community to reach economic prosperity, social equity, and environmental health. It provides measurable strategies for Lakewood to become more resource and energy efficient, to meet ecological and economic challenges, and to protect vital resources including air, water, climate, and the natural environment.

Drought Tolerant Landscape

What is the City Already Doing as an Environmental Steward?

The City has undertaken many steps toward sustainability and will continue to contribute to the sustainability of the community. The following illustrates some of the ways the City has implemented, and continues to implement, sustainability practices.

- Developed an employee bike sharing program
- Uses 30 percent recycled asphalt in city paving operations
- Purchased a solar array from the Jefferson County community solar garden
- Purchased a number of hybrid and electric vehicles for the City vehicle fleet
- Operates the Lakewood Recycling Center and supports the Rooney Road Recycling Center
- Provides recycling in municipal buildings
- Utilizes green procurement efforts
- Developed a sustainability framework to demonstrate the City's efforts to be a leader in enhancing community sustainability through a holistic approach for community health and well-being
- Created the Morse Park rain garden
- Constructed a demonstrative xeric garden at Kendrick Lake Park
- Diverted waste from landfills at community events
- Updated the Lakewood Zoning Ordinance to include accessory dwelling units

Sustainable Elements of Public Improvement Projects

There are many opportunities to integrate natural systems into public infrastructure improvements. These elements range anywhere from the use of best management practices to control stormwater runoff to the inclusion of multi-modal infrastructure as a part of street design to accommodate various forms of transportation that are alternative to the single-occupant vehicle.

Integration of public infrastructure into the existing natural and built environment is important. Sustainable approaches to this integration may include creating complete, multi-modal, green streets with energy efficient components. The street may use recycled asphalt and be lined with street trees. The amenity zone may include adequate seating, recycling bins, and energy efficient street lighting. Whatever the chosen component, public improvement projects can provide livability and environmental benefits while achieving their primary objectives.

Small-Scale Composting

Sustainability Awards

The City of Lakewood Sustainability Awards recognize leadership in sustainability by residents, businesses, nonprofits, community organizations, individuals, and schools within the city. The Sustainability Awards include three categories:

- **Community Sustainability Award:** The Community Sustainability Award is given to groups or individuals who promote a sustainable community through projects and initiatives in Lakewood.
- **Defender of the Planet Youth Award:** The Defender of the Planet Youth Award is given to Lakewood's young residents who participate in projects demonstrating leadership and promoting sustainability. There are three school-level categories for this award including elementary, middle, and high school.
- **Bruce Peoples Eco-Employee Award:** The Bruce Peoples Eco-Employee Award, named in memory of Bruce Peoples for his outstanding work, involvement, and dedication to sustainability during his 37-year career with the city, recognizes the efforts of city employees who incorporate sustainability practices into their daily activities.

Overview

The changing climate significantly affects human and environmental health. As extreme weather conditions increase in frequency and severity, cities may be at risk for flooding, high winds, and other threats. Warmer average temperatures lead to severe heat waves and increased concentrations of air and water pollutants, and can exacerbate an already dry climate.

Given the city's proximity to the foothills and the wildland-urban interface, portions of the city are at risk for wildfires from steady rising temperatures and dry climate. In addition, the city is susceptible to increasing air pollution from emissions and other sources. The major pollutants affecting the region in which Lakewood is situated are ground-level ozone, —Volatile Organic Compounds (VOCs) and Nitrogen Oxides (NOx)—Carbon Monoxide (CO), and Particulate Matter (PM). The sources of these pollutants include mobile sources, people, area sources, and point sources.

Managing air pollution and developing climate change resilience is critical to the human, economic, and environmental health of communities. By understanding how we contribute to greenhouse gas (GHG) emissions and poor air quality, changes can be made in daily activities that can positively impact the climate and reduce pollutants. Air quality may be enhanced using multiple techniques, such as the examples shown below including increasing and protecting the healthy urban tree canopy, providing efficient public transportation options, and incorporating alternative fuel infrastructure throughout the community.

GOAL S-AQ1

Educate the community on the importance of protecting air quality.

ACTION STEPS

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.

b. Provide the public with a list of everyday actions that can reduce emissions, protect air quality, and save money.

GOAL S-AQ2

Engage the public regarding climate change and its impact.

ACTION STEPS

a. Develop programs to assist residents, neighborhoods, and businesses in identifying sources of greenhouse gas (GHG) emissions and strategies to reduce emissions.

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.

GOAL S-AQ3

Improve air quality and reduce greenhouse gas (GHG) emissions by working towards compliance with state and local air quality standards.

ACTION STEPS

a. Establish a target for planting new trees and vegetation to remove CO_2, reduce urban heat island effect, and enhance urban aesthetics.

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. (See the *Lakewood Moves* chapter on additional methods to reduce environmental impacts from automobile use and associated vehicle emissions.)

c. Research and implement programs to incentivize the use of transit.

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.

e. Develop a strategic plan to increase fuel efficiency and incorporate alternative fuel vehicles into the City vehicle fleet.

f. Develop strategies to expand infrastructure for alternative fuel vehicles.

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.

h. Evaluate street sweeping and snow plowing services for opportunities to improve air and water quality, and mitigate environmental impacts of such processes.

Overview

Water is a factor of environmental health and sustainability. It is essential for all forms of life, yet is often taken for granted. One of the greatest challenges for environmental sustainability is ensuring water quality and an adequate water supply. Water management efforts and the sustainability of water supplies are made more challenging in the face of a changing climate and growing populations. Additionally, the availability of fresh water for use is constantly changing and lacks predictability from year-to-year—some areas receive a plenitude of water, whereas other areas may suffer from droughts.

Lakewood values its water resources and takes numerous steps in protecting its bodies of water, managing the flood plain, maintaining its watersheds, and managing urban stormwater runoff for water quality. One of the valuable ways in which the City protects water is through public education efforts.

Kendrick Lake Park Xeric Garden

GOAL S-W1

Protect and manage bodies of water, watersheds, and flood plains.

ACTION STEPS

a. Implement the *Bear Creek Watershed Association Plan*.

b. Manage flood plains and minimize disturbance of stable, natural flood plains to the greatest extent possible in order to reduce flood risk.

c. Develop policies and incentives to reestablish natural flow patterns and incorporate these areas as an amenity to the site in new development and redevelopment projects.

d. Identify potential incentives to encourage developers to dedicate or donate flood plain and floodway areas as drainage easements.

e. Determine a fee program or a funding mechanism for the purchase of parcels in the flood hazard area.

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.

GOAL S-W2

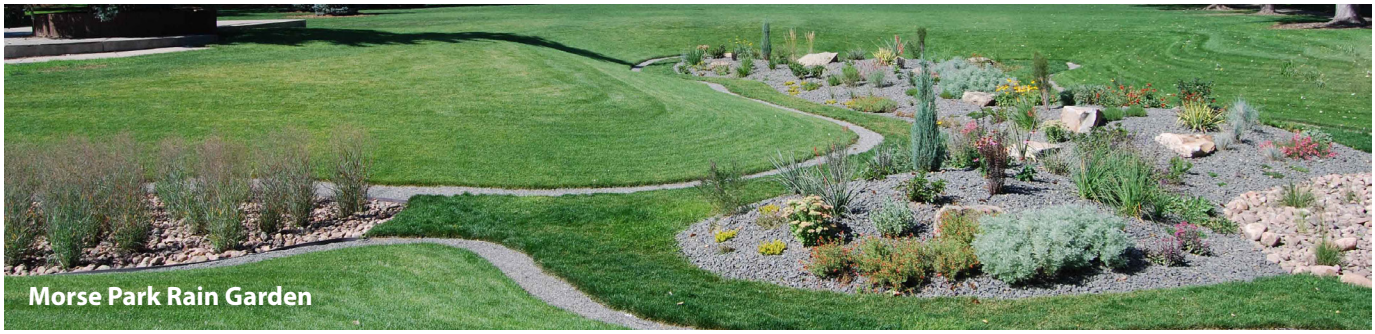
Increase responsible and efficient use of water resources.

ACTION STEPS

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.

b. Review and update development standards to ensure increased water efficiency.

c. Evaluate opportunities to reduce City water usage for buildings and irrigation.



Morse Park Rain Garden

GOAL S-W3

Enhance stormwater management and water quality.

ACTION STEPS

a. Continue to work cooperatively with front range communities to utilize a regional stormwater quality approach.

b. Identify and evaluate natural infiltration methods and develop ways to incorporate these methods into the site plan review process.

c. Develop and distribute educational materials for property owners about stormwater runoff mitigation techniques and pollution prevention.

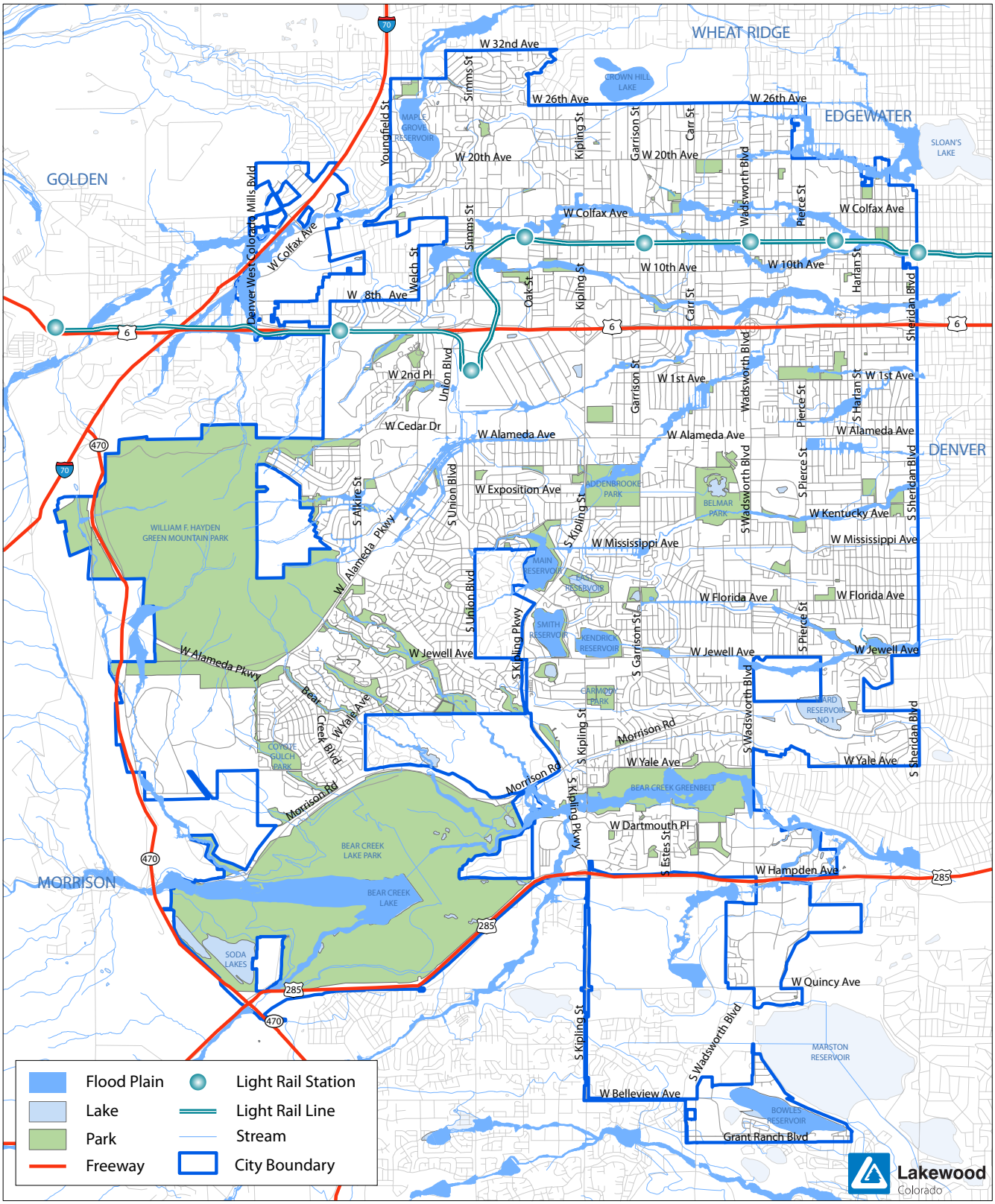
d. Provide the public with a list of everyday actions that can protect water quality.

Use of Green Infrastructure for Managing Stormwater & Water Quality

Green infrastructure can be used to manage water, protect against flooding and heat, and improve water and air quality using vegetation, soils, and natural processes. It incorporates the natural environment and built systems to contribute to the health and livability of the community.

Examples of green infrastructure include rain gardens, planter boxes, permeable pavements, bioswales, green roofs, the urban tree canopy and street trees, and even land conservation and protection of open spaces and sensitive natural areas. For example, protection of natural open spaces and sensitive lands can reduce water quality issues from stormwater runoff and minimize flooding impacts.

Green infrastructure aids in community resiliency and creates healthier urban environments. Green infrastructure can manage flooding, prepare for droughts, reduce urban heat island effect, lower energy demands in buildings, and can reduce costs associated with managing stormwater.



Map 7-a
Representative Map Only

Flood Plain

0 0.5 1 2 3 Miles

N W E S

Overview

Biodiversity refers to the variety of plants, animals, and other living organisms on earth. Diversity of species in each ecosystem is necessary to sustain living things. Ecosystem services generally refer to any direct or indirect benefit an ecosystem provides humans. These benefits may include climate regulation, water purification, soil biodiversity, and other services. Natural resources are those materials humans use to survive or to simply satisfy our needs. As humans, we rely on all of these systems and services.

One of the most alluring qualities about Lakewood is its proximity to, and inclusion of, natural and recreational lands. Lakewood values land management that provides for a combination of spaces for humans and for the natural environment including wildlife habitat. Protecting the natural environment ensures that natural resources, high quality wildlife habitat, and recreation areas remain for generations.

GOAL S-BN1

Preserve and restore local ecosystems and ecosystem services and protect biodiversity.

ACTION STEPS

a. Develop criteria for habitat protection and connectivity corridors to support biologic diversity.

b. Develop mitigation strategies to enhance and protect natural habitats and natural systems on public and private property.

c. Implement the Department of Community Resources *Natural Areas Plan* in order to maintain the integrity of ecosystems in the City's public parks and open spaces.

d. Develop strategies to prevent and mitigate environmental contamination of soils, water, and air from hazardous chemicals.

Natural Areas & Natural Areas Plan

Natural areas are generally characterized as being largely undeveloped geographic areas having natural vegetation. In the urban context, natural areas are primarily used for recreation activities. Natural areas are found on both public and private land.

Natural areas are important to the urban environment because they are a part of natural ecosystems, provide recreation space for citizens, and sustain biologic diversity in the urban landscape. Preserving and maintaining these natural areas is important for Lakewood because, among their many benefits, these areas represent the native landscape and native heritage of the area.

The Department of Community Resources developed a *Natural Areas Plan* to conserve quality natural open space and wildlife habitat and to provide quality outdoor recreational experiences throughout the city. The plan addresses efficient vegetation and wildlife management in the urban interface and responds to the challenges imposed by the interaction between human recreational activity and natural areas.

GOAL S-BN2

Provide and protect green infrastructure, including parks, greenways, wetlands, riparian corridors, and the urban tree canopy.

ACTION STEPS

a. Identify and evaluate opportunities to expand or enhance parks and open space.

b. Develop strategies to connect parks and open space by greenway recreational corridors.

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.

d. Develop an educational program to promote drought-resistant, resilient tree planting by property owners and the City.

e. Create educational materials and determine funding strategies for care and maintenance of the existing healthy tree canopy.

f. Identify opportunities to protect and restore riparian vegetation and wetlands through the site planning review process or through land acquisition, conservation easements, and other means.

Natural Areas Restoration

Development and other human alterations to the natural land has led to loss of critical habitats, displacement of native species, and increased degradation of lands. To reduce these impacts, the City has the opportunity to encourage and promote restoration efforts. Restoration of lands to natural areas provides habitat and promotes biodiversity. Additional benefits of natural areas restoration include improved aesthetics, increased property values, environmental health, and well-being of citizens.

Natural area restoration is most often needed because of the impacts of development. Natural area restoration means developing mitigation criteria for development on private or public property which alters natural areas so that these alterations may be offset by on-site or off-site restoration efforts. This means natural areas that has been eliminated or impacted by development may be restored either on the site itself, or may be balanced by restoration of other natural systems.

Bear Creek Greenbelt

Overview

A large percentage of energy used in communities is consumed in buildings and in the production of materials used in buildings. Energy is most often generated by the burning of fossil fuels, which releases GHG emissions. Reduction of energy input in buildings reduces GHG emissions and other various harmful impacts to the environment. Lakewood has the opportunity to reduce contributions to GHG emissions and other environmental impacts by promoting energy efficiency and energy production in buildings throughout the city. Energy efficiency lowers energy costs, increases the value of buildings, and reduces impact on the environment. Education and awareness of financial and environmental benefits of energy efficiency can support a cleaner, more sustainable community.

New construction techniques incorporate some level of energy efficiency, but development and building standards that include renewable energy requirements may assist in these sustainability efforts. Existing buildings, however, are the primary culprits of energy consumption and energy waste. According to the *City of Lakewood Greenhouse Gas Inventory* (2007), buildings in Lakewood account for 44 percent of the city's total emissions, compared to the national average of 38 percent. Retrofitting existing buildings may be the most efficient way to reduce energy consumption and have the greatest impact for the community.

According to the City of Lakewood's *Community Wide Energy Use Assessment*, Lakewood loses approximately $640 million each year from wasted energy. Increasing energy efficiency in buildings throughout the city can reduce energy use, carbon emissions, water use, solid waste, operating costs, increase building value, and improve conditions for building occupants. Another method for reducing energy use towards buildings is to preserve existing buildings and allow for their reuse in place of razing them for new development.

The City has taken immense strides towards reducing energy use in buildings by retrofitting many of its facilities, including the Lakewood Link Recreation Center, Whitlock Recreation Center, Civic Center buildings, Public Safety Center, Clements Community Center, Fleet Maintenance Center, Green Mountain Recreation Center, The City Greenhouse, Washington Heights Arts Center, and the Heritage Center. Continued energy reduction efforts will contribute to a cleaner, more sustainable city.

GOAL S-EB1

Increase resource efficiency in buildings.

ACTION STEPS

a. Develop a comprehensive strategy for energy efficiency.

b. Assemble educational material for green building practices to assist developers in new development projects or enhancement of existing sites and buildings.

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.

d. Determine potential incentives for enhancement of resource efficiency of homes and commercial buildings, including retrofitting existing structures.

GOAL S-EB2

Increase energy provided from renewable energy sources.

ACTION STEPS

a. Research the feasibility of integrating renewable energy requirements into development and building standards.

b. Evaluate possible incentives for the use of renewable energy resources in private development.

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.

d. Create goals and strategies to increase the use of renewable energy sources for government energy needs.

e. Every two years, review emerging technologies and delivery methods for renewable energy to ensure equitable access for all residents.

Solar Friendly Community

In March of 2013, the City of Lakewood was recognized for its sustainability efforts in supporting solar installations. The City earned a Silver Level Certification as a Solar Friendly Community for making it easier, faster, and more affordable for residents and businesses to install solar collection systems. The City's adopted policies reduced the amount of time required for permitting and inspection for the installation of rooftop solar systems, making it more affordable to go solar.

Photovoltaic Panel System, Parking Structure in Belmar

Community Solar Garden

A solar garden is a shared solar array with grid-connected users within a community.

The City of Lakewood has purchased 2,912 panels from two solar arrays in Jefferson County for a 20-year period. Energy produced by the panels will be put into the power grid, giving Lakewood credits on its electric bill.

Utilizing panels from solar arrays will reduce both the city's energy costs and emissions.

LEED® Gold Certified Office Building at Garrison Station

Overview

Waste prevention and materials management is a significant component of a sustainable city. The generation of energy required to manufacture, distribute, and utilize goods and consumables produces greenhouse gas (GHG) emissions that negatively impact our climate. Additionally, decomposition of waste produces methane — a greenhouse gas — which contributes significantly to emissions. These impacts can be mitigated by what we choose to purchase, how we use these products, and how we choose to dispose of them.

The most preferred mechanism for reducing waste output and associated greenhouse gas emissions is to use less. When that is not an option, waste output may be reduced by reusing, recycling, and composting products. Since energy is used to extract and process materials for production, recycling most often uses less energy than processing raw materials and, in turn, reduces GHG emissions and other environmental impacts. The City of Lakewood ensures that recycling options are available to residents through the Lakewood Recycling Center and support for the Rooney Road Recycling Center. The Lakewood Recycling Center provides containers to sort recyclables. The Rooney Road Recycling Center provides residents of Jefferson County a place to recycle hard-to-recycle items and hazardous waste, including household chemicals, electronic items, solvents, and batteries.

GOAL S-WA1

Decrease the amount of waste generated.

ACTION STEPS

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.

b. Annually review and update educational and promotional materials to share with the Lakewood community to encourage environmentally responsible purchasing.

c. Identify and evaluate strategies to reduce or eliminate the use of single use bags in retail and grocery stores.

Zero Waste

Zero Waste is a whole systems approach to the flow of resources and waste through society. Rather than manage waste, the zero waste concept encourages people to manage resources and eliminate waste. In a zero waste approach consideration is given to the source of the materials required to create a product, the impacts of the manufacturing and distribution process, the longevity of the life of the product, and how the product materials can be reused to create something new. In simplest terms, zero waste means responsible production, waste reduction, reuse, and recycling.

GOAL S-WA2

Increase recycling, composting, and municipal solid waste disposal education.

ACTION STEPS

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.

b. Develop educational material about small-scale composting for residents and businesses.

Lakewood Recycling Center

GOAL S-WA3

Increase waste diversion rates.

ACTION STEPS

a. Evaluate the feasibility of providing recycling receptacles in public places throughout the city.

b. Identify and evaluate ways to establish diversion targets for construction and demolition waste.

c. Ensure that compost services and facilities are provided to residents and businesses for composting organic waste, including yard waste.

d. Evaluate options to more efficiently manage trash hauling throughout the city, including implementing a variable-rate waste diversion system for residents.

e. Determine user friendly, convenient recycling options for city residents and businesses, such as single-stream recycling, a materials recovery facility, and others.

f. Create guidelines and resources for the provision of recycling and composting facilities at events held in public buildings or parks.

g. Update the Zoning Ordinance to require recycling infrastructure as a part of site development in new commercial, mixed-use, and multifamily development.

GOAL S-WA4

Support proper disposal of hazardous materials and hard-to-recycle items.

ACTION STEPS

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.

b. Identify and assess gaps in available recycling and disposal services for hard-to-recycle items and determine strategies to close those gaps.

Materials Recovery Facility (MRF)

One strategy that can be used to increase waste diversion rates is the use of a Materials Recovery Facility (MRF). A MRF is a materials recycling facility where large amounts of recyclables are sorted and prepared for market. These facilities help to increase the amount of recycled materials recovered from the waste stream. MRFs can be single-stream, where recyclables are mixed, or dual stream, where recyclables are separated by type of material. Recyclables are separated through manual and/or mechanical sorting techniques. These recycled materials are then processed to meet established requirements for end-markets. The recyclables are shipped to market and made into recycled products.

Chapter 8

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 identify 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 *Looking at Lakewood* 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 *Looking @ Lakewood*, 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, *Looking @ Lakewood*, 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 Departments(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 *Lakewood Public Art Master Plan* 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 *Community Resources Master Plan* 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 *Community Resources Master Plan* 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 *Community Resources Master Plan* 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 *Emergency Operations Plan* 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 *Lakewood Moves*).	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 *20 Minute TOD Neighborhood Implementation Strategy*.	PL/Comprehensive Planning	-	Ongoing
I-GA3(a): Continue to implement, and annually evaluate, the recommendations of the *40 West Arts District Urban Design and Mobility Concepts Plan*.	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 *Union Boulevard Corridor/Federal Center Connectivity Plan* and the *Union Boulevard Corridor Urban Design Study*.	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 *Final Environmental Impact Statement* 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 *Downtown Lakewood Connectivity and Urban Design Plan*.	PL/Comprehensive Planning	-	Ongoing
I-GA11(b): In conjunction with the Alameda Gateway BID, evaluate how the recommendations of the *Downtown Lakewood Connectivity and Urban Design Plan* 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 *Lakewood Innovates*.	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 *Lakewood Bicycle System Master Plan* 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 *West Rail Line Neighborhood Transportation Study*.	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 *Lakewood Rides* 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 *Countywide Transportation Plan*.	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 *Street Functional Plans* 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 *Federal Center/Union Boulevard Corridor Connectivity Plan* and the *Downtown Lakewood Connectivity and Urban Design Plan*.	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 *Metro Vision* Plan.	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 *Downtown Lakewood Connectivity and Urban Design Plan* 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 *Sustainability Plan.*	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 *Bear Creek Association Watershed Plan*.	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 *Natural Areas Plan* 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

APPENDIX: GLOSSARY OF TERMS

Affordable Housing	According to the U.S. Department of Housing and Urban Development (HUD), housing that costs no more than 30 percent of a household's monthly income.
Amenity Zone	A physical buffer between the street and a pedestrian or bicycle path, and may include features such as landscaping, seating, street lighting, and bicycle racks.
Area Source	A source of pollution emitted from a specified area. According to the U.S. Environmental Protection Agency, area sources emit less than 10 tons of a single air toxic per year, or less than 25 tons of a combination of air toxics per year.
Best Management Practices (BMPs)	According to the U.S. Environmental Protection Agency, techniques, structural controls, or measures used to control water pollution. BMPs are used to manage the quantity and improve the quality of stormwater runoff.
Biodiversity	Also known as 'biological diversity,' biodiversity refers to a variety of organisms within different ecosystems on earth. More simply, biodiversity is the variety of life forms on earth.
Brownfield	According to the U.S. Environmental Protection Agency, real property hindered by the presence or potential presence of a hazardous substance, pollutant, or contaminant.
Business Improvement District (BID)	A public/private partnership in which property and business owners elect to make collective contribution to the maintenance, development, and promotion of their commercial district through fees or taxes.
Certified Local Government	A local government that has met criteria set by the National Park Service and the state historic preservation office. The purpose of the program is to encourage and expand local involvement in preservation issues.
Community Activity Area	Areas planned and zoned for higher density residential and retail growth, and intended to accommodate additional employment and retail opportunities on a smaller scale than those found in Growth Areas.
Community Development Block Grant (CDBG)	A program administered by the U.S. Department of Housing and Urban Development (HUD). The program focuses on providing decent housing, a suitable living environment, and expanding economic opportunities, principally for persons of low and moderate income.
Community Solar Garden	A centrally-located solar electric array shared by community members via utility grid connection.
Consolidated Plan	A comprehensive plan required by the U.S. Department of Housing and Urban Development (HUD) to identify the most urgent housing needs in a community.
Contributing Property	A classification applied to an individual property within a designated historic district, signifying that the property contributes generally to the distinctive character of the neighborhood.

APPENDIX: GLOSSARY OF TERMS

Crime Free Multi-housing Program	A program designed by the Lakewood Police Department to train apartment owners, managers and residents about what they can do to solve the problem of illegal and nuisance activity on the property.
Crime Prevention Through Environmental Design (CPTED)	The proper design and effective use of the built environment intended to lead to a reduction in the fear of, and incidence of, crime and an improvement of the quality of life.
Designated Historic District	A geographically defined area possessing a significant concentration of sites, buildings, structures and/or objects united by past events or physical development; any site, structure or improvement and its surrounding environments; or a group of sites, structures or improvements, or both, and their surrounding environs.
Ecosystem	A system within which organisms interact with each other and with their environment.
Ecosystem Services	The benefits humans obtain from ecosystems, including provisioning services, regulating services, cultural services, and supporting services.
Environmental Stewardship	According to the U.S. Environmental Protection Agency, the responsibility for environmental quality shared by all those whose actions affect the environment.
Flood Plain or Flood Hazard Area	The area which would be inundated during the occurrence of the base flood or 100-year flood.
Floodway	The channel of a gulch or other watercourse and the adjacent land areas that must be reserved in order to discharge the 100-year flood without cumulatively increasing the water surface elevation more than six inches (6") at any point.
Food Desert	An identified area, generally within lower-income neighborhoods, that has low access to healthful whole foods, fresh fruits and vegetable, and may have a higher concentration of fast-food restaurants and convenience stores. The Unites States Department of Agriculture defines low access as an area where at least 500 people of 33 percent of the census tract's population resides more than one mile from a supermarket or large grocery store.
Future Activity Area	Areas for future employment, retail, and residential growth that may be either community or neighborhood in scale.
Green Building	According to the U.S. Environmental Protection Agency, a structure that is designed to reduce the overall impact of the built environment on human health and the natural environment. It is a structure that is environmentally responsible and resource-efficient throughout its life-cycle.
Greenhouse Gases (GHG)	Gases that trap heat in the atmosphere. Primary GHGs include carbon dioxide, methane, nitrous oxide, and fluorinated gases.

APPENDIX: GLOSSARY OF TERMS

Green Infrastructure	Infrastructure used to manage water, protect against flooding and heat, and improve water and air quality using vegetation, soils, and natural processes. It incorporates the natural environment and built systems to contribute to the health and livability of a community.
Growth Areas	Locations within the city along major transportation corridors that have been planned and zoned for higher density employment, retail, and residential growth.
Head Start	A federal program that promotes the school readiness of young children from low-income families through agencies in their local community. Programs support the mental, social, and emotional development of children from birth to age five. In addition to education services, programs provide children and their families with health, nutrition, social, and other services. Head Start services are responsive to each child and family's ethnic, cultural, and linguistic heritage.
HOME Investment Partnerships Program	A federal assistance program for the purpose of acquiring and rehabilitating affordable rental properties and providing home ownership opportunities.
Lakewood Historic Register	An official register of buildings, structures, sites or districts that have been locally landmarked by the Lakewood Historic Preservation Commission.
Lakewood Linked	A City initiative to strengthen the community by working with numerous organizations to meet the needs in neighborhoods, find solutions to challenges and offer assistance and help. The initiative fosters collaboration, communication and cooperation, and it involves Nextdoor.com, the Lakewood Faith Coalition, and neighborhood efforts.
Materials Recovery Facility (MRF)	A facility where large amounts of recyclables are sorted and prepared for market. These facilities help to increase the amount of recycled materials recovered from the waste stream. MRFs can be single-stream, where recyclables are mixed, or dual stream, where recyclables are separated by type of material. These recycled materials are then processed to meet established requirements for end-markets. The recyclables are shipped to market and made into recycled products.
Mobile Source	A moving source of air pollution such as vehicles, airplanes, locomotives, and other moving equipment or engines.
National Night Out	An annual community event, held on the first Tuesday of August, designed to build a healthier, safer city; to generate support for anti-crime programs; and to strengthen the policed and community relationship.
Natural Area	Generally characterized as being a largely undeveloped geographical area having natural vegetation. In the urban context, natural areas are primarily used for recreation activities. Natural areas can be found within both public and private land.

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Natural Areas Restoration	Mitigation criteria for development on private or public property which alters natural areas so that these alterations may be offset by on-site or off-site restoration efforts. This means a natural area that has been eliminated or impacted by development may be restored either on the site itself, or may be balanced by restoration of other natural systems.
Natural Resource	A material, system, or service that humans use to survive or to simply satisfy our needs.
Neighborhood Activity Area	Small-scale commercial and mixed-use areas primarily found within or in close proximity to stable residential neighborhoods.
Neighborhood Participation Program	A city-funded annual program that accepts applications for community improvements that will provide benefits to the residents of the community.
Point Source	According to the U.S. Environmental Protection Agency, any identifiable source of pollution.
Retrofit	To create a more sustainable (green) building, any addition of an improved technology or feature meant to strengthen efficiency of the function and/or condition of the structure or utility.
Riparian Corridor	A vegetated area located along rivers and streams.
Single-Stream Recycling	A system of recycling in which all recyclables are mixed in one collection source in place of separating each type of recyclable.
Solar Friendly Community	A community that makes it easier, faster, and more affordable for residents and businesses to install solar collection systems.
Special Needs Population	The frail and non-frail elderly, persons with physical, mental, or behavioral disabilities, persons with HIV/AIDS, and persons with alcohol or drug addiction.
State Historic Income Tax Credits	A state tax incentive for historic preservation projects that follow the Secretary of the Interior's Standards for Rehabilitation.
Sustainability	Creating balance among the environment, the economy, and society to ensure that practices and decisions do not compromise the quality of life for future generations.
Target Area	An area where 50 percent or more of the households within a census block earn 80 percent or less than the area median income.
Transit Oriented Development (TOD)	A land use development pattern that creates a walkable, vibrant, and mixed-use environment that is served by frequent, high quality rail or bus transit.
Transportation Demand Management (TDM)	Policies, programs, information, services, and tools that supplement transportation infrastructure and operations to decrease the role of single occupant vehicles within congested areas of the city.

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Variable-Rate Waste Diversion System	Also known as "pay-as-you-throw" waste management, this system manages waste by providing customers with an economic incentive to reduce waste. This system measures the volume or weight of waste disposed to determine the cost to the customer; the greater the weight or volume, the greater the cost.
Well-being	The positive condition that is characterized by health, happiness, and comfort.
Wetland Buffer	An area surrounding a wetland that serves to reduce adverse impacts of wetland functions on adjacent areas and vice versa. A wetland buffer also provides habitat for wetland-associated species.
Wildland Urban Interface (WUI)	According the The Colorado State Forest Service, the interface between the built environment and natural terrain and flammable vegetation where there is high potential for wildland fires to affect the built environment.
Zero Waste	A whole systems approach to the flow of resources and waste through society. Rather than manage waste, the Zero Waste concept encourages people to manage resources and eliminate waste. In a Zero Waste approach consideration is given to the source of the materials required to create a product, the impacts of the manufacturing and distribution process, the longevity of the life of the product, and how the product materials can be reused to create something new. In simplest terms, Zero Waste means responsible production, waste reduction, reuse, and recycling.
Zoning Ordinance	A set of land development regulations adopted by City Council that delineates districts and establishes requirements governing the use, placement, spacing, and size of land buildings.

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