



CITY OF LAKEWOOD COMMUNITY SUSTAINABILITY FRAMEWORK

Vision, Community, Prosperity



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City of Lakewood Planning Department

Sustainability Division

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The City of Lakewood Sustainability Framework

positions our community for a healthy and prosperous future. The framework is a good faith agreement demonstrating Lakewood's determination to protect the unique and vibrant quality of life in our community, which generations before us have enjoyed and which generations to follow equally deserve to enjoy.

The framework demonstrates Lakewood's commitment to creating a culture of permanence where community leaders, businesses, and residents recognize that the vibrancy of our social, economic, and environmental systems are interdependent and work together to ensure that Lakewood and the surrounding region remains a healthy and vibrant place for generations to come.



Sustainability

Community sustainability is the process of creating balance among the environment, the economy and society to ensure that meeting the needs of today does not compromise the quality of life for future generations.

- Lakewood Comprehensive Plan

Purpose

The Sustainability Framework documents the intentions of the City to be a leader in enhancing community sustainability by using a holistic approach where policies, processes, and decisions are examined through the lens of long-term community health and well-being. The framework establishes the City's support for the following:

- Efficient, effective, and environmentally responsible municipal operations.
- The development of a comprehensive and strategic sustainability work program.
- Defined roles and responsibilities for City leaders, staff, Lakewood's business community, organizations, and residents in enhancing the sustainability and vibrancy of Lakewood.



Guiding Principles

The City of Lakewood will foster a vibrant, healthy community and create a culture of permanence by supporting these principles of a sustainable community.

Lead Intelligently and Holistically - Change should be implemented thoughtfully and synergistically through a collaborative and transparent process.

Build Wisely - The built environment affects our community health, image, energy use, and environment. Green buildings and human-scale development patterns provide resource-efficient and healthy places to work and live.

Move Smartly - Moving smartly means providing efficient transportation options that enhance public health and overall quality of life. Transportation systems should provide safe and convenient access for all users and modes of transit.

Conserve Resources - Resource efficiency encourages economic growth and reduces waste by ensuring that every gallon of water, watt of energy, and pound of materials is used to meet fundamental needs.

Protect Water & Air Quality - Critical services like clean water, clean air, biodiversity maintenance, and climate stabilization are spontaneously generated by healthy ecosystems. Protecting ecosystems and reducing fossil fuel emissions reduces negative impacts to public health and reduces vulnerability to impacts of climate change.

Support Community Health & Wellness - Sustainability is not just about the health of the Earth but also about human health. Access to shelter, healthcare, education, recreation, and civic engagement for all residents is conducive to continued health and vitality of existing generations and generations to come.

Embrace Our Beauty - Lakewood's mountain backdrop, parks, open spaces, community amenities, and public spaces contribute to the physical and emotional well-being of Lakewood's residents.

Foster Vibrant Neighborhoods - Neighborhoods where residents share responsibility and work together to achieve common goals are the building-blocks of a community.

Prepare for Change - Emerging and unforeseen environmental threats can strain infrastructure, deplete resources, disrupt the economy, and threaten public health.



Sustainability Work Program

Led by the City's Sustainability Division, the sustainability work program will be an inclusive and transparent community process that will include the following elements:

A. Sustainability Framework

The Sustainability Framework is the first step toward a comprehensive sustainability work plan. The framework is designed to guide the process and approach to sustainability planning in the City of Lakewood.

B. Identification of Community Sustainability Indicators

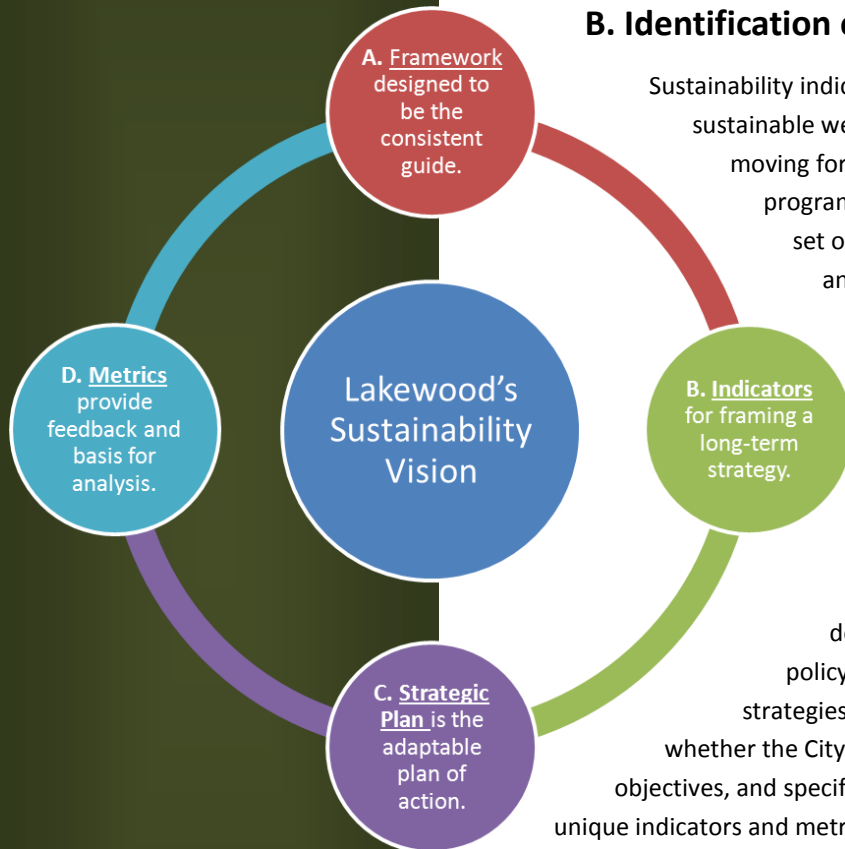
Sustainability indicators are measurement tools that help us understand how sustainable we currently are and how to measure our progress moving forward. Taking a snapshot of the existing initiatives and programs within the City of Lakewood that contribute to a holistic set of sustainability indicators will allow the City to understand and leverage existing resources and partnerships to provide greater benefits to Lakewood residents and reduce redundancy of programs.

C. Development of a Strategic Sustainability Plan

A community Strategic Sustainability Plan will be developed that focuses on both short-term and long-term policy objectives, program goals, and targeted sustainability strategies. Using sustainability indicators to give a measurable sense of whether the City is moving in the right direction, the plan will identify goals, objectives, and specific action steps. Each topic covered in the plan will include unique indicators and metrics designed to be numerical measurements. The Strategic Sustainability Plan shall include processes for implementation and will require ongoing monitoring, measuring, feedback and revision.

D. Community Sustainability Performance Metrics

Sustainable community metrics will be developed as a tool for measuring success and progression of the program. The metrics will directly reflect the sustainability indicators used to provide the basis for the City's Strategic Sustainability Plan goals. Measuring how sustainability policies and programs affect critical sustainability drivers like economic development, ecological health, and access to essential social services provides assurance to the community that we are building a resilient, vibrant, and sustainable community. A timeline for monitoring and measurement of implemented actions will be included in the Strategic Sustainability Plan.



Implement & Assess

The Sustainability Plan and its outcomes will be reviewed periodically in a process and timeline to be defined in the plan. This regular evaluation will help the City assess the effectiveness of policies and programs.

Two examples from Minneapolis, Minnesota, are included below to illustrate how metrics can be used to establish goals and track progress.

Measuring Success

Sustainability Metrics are various ways of measuring sustainability. Each metric is measured in order to monitor the effectiveness of programs and policies. Regular analysis of sustainability metrics will allow the City to adjust the Strategic Sustainability Plan to achieve optimal results.

Examples: Measuring & Reporting Community Sustainability

Goal:

Reduce and reuse waste produced in the community.

Desired Outcome:

Incremental progress towards achieving 100% reduction in solid waste generated by the community by 2050.

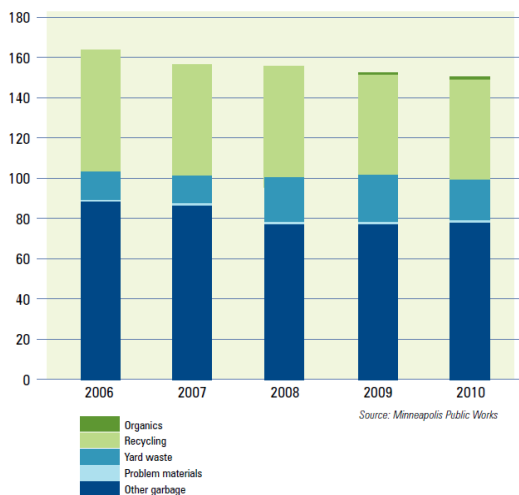
Measurement:

Percent volume reduction generated within the jurisdiction, disposed of via landfill or incinerator.

Waste Reduction & Recycling

Desired Outcome: Incremental progress towards achieving 100% reduction in solid waste generated by the community by 2050.

Residential waste collected in the city
in thousand of tons



Goal:

Expand job opportunities that support upward economic mobility in local green industries.

Desired Outcome:

Demonstrate green job growth of 25% above overall city job growth by 2013.

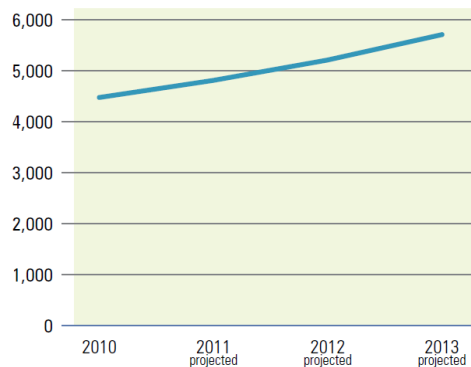
Measurement:

Number of jobs created in green industries.

Green Jobs

Desired Outcome: Demonstrate green job growth of 25 percent above overall city job growth by 2013.

Green jobs growth
in number of jobs



Source: Minneapolis CPED, based on MN DEED employment projections and green jobs multipliers from a 2010 U.S. Department of Commerce Study

Note: Hypothetical example based on STAR COMMUNITIES (Sustainability Tools for Assessing & Rating Communities) Rating System, Version 1.0 and City of Minneapolis Living Well Sustainability Report, July 2011

City Council's Core Community Values

- Safe Community
- Open and Honest Communication
- Fiscal Responsibility
- Education and Information
- Transportation
- Quality Economic Development
- Physical & Technological Infrastructure
- Quality Living Environment
- Community Sustainability

Roles & Responsibilities

Fulfilling this framework requires coordinated participation, collaboration and commitment by City leaders, staff, businesses, community organizations, other governmental and nonprofit agencies, and residents. Each of these parties have valuable expertise, advice, ideas, and perspectives that will help advance Lakewood's sustainability goals.

Mayor and City Council

The Mayor and City Council are elected by the residents of Lakewood and are responsible for setting the policies for the operation of City government including the support of sustainability policies and programs. The Mayor and City Council will commit to leading the community toward sustainability through the following actions:

- Taking responsibility for the social, environmental, economic, and health impacts of City policies.
- Identifying and directing the implementation of specific projects and policies that will result in the long-term efficiency and effectiveness, while minimizing the environmental impacts, of City operations.
- Supporting the development of programs and policies that create incentives for businesses and residents to operate in socially and environmentally responsible manners while fostering economic growth.

City Manager

The city manager is appointed by City Council and is charged with the administrative responsibility to carry out the Council's policies and the day-to-day operations of the City. The City Manager's Office will take the following steps:

- Encourage interdepartmental coordination and continual collaboration in order to uphold the vision and principles contained in this framework.
- Ensure that City policies and services are examined through the lens of sustainability.
- Encourage partnerships and collaboration between the City of Lakewood and its community and regional partners.
- Provide direction and review of City sustainability policies.





Advisory Commission for an Inclusive Community (ACIC) — Environmental Committee

The ACIC Environmental Committee is made up of volunteer community members. Responsible for bringing forward initiatives and issues to City Council and management, the ACIC provides valuable research and public opinion input to inform priority setting and decision-making. The ACIC will take the following steps:

- Serve as an important mechanism for gathering community input and bringing innovative ideas forward that promote sustainable practices.
- Serve as a point of contact for citizen sustainability initiatives.
- Make recommendations to City leaders to assist in prioritizing issues and policy development.
- Engage in participatory processes facilitated by the Sustainability Division to develop sustainability plans and projects.

Sustainability Division

The division is responsible for establishing and administering a program that focuses on environmental, economic and social sustainability. The division is charged with working with internal and external contacts to develop policies and oversee projects that benefit the long-term health of the Lakewood community.

The Sustainability Division will take the following steps:

- Ensure coordination of efforts across all departments in the implementation of projects and programs in an effort to coordinate the City's overall sustainability efforts and programs.
- Develop and implement a sustainability work plan including the creation of a City Sustainability Plan.
- Oversee the Employees' Committee for a Sustainable Lakewood to provide outreach, research, and recommendations on sustainability initiatives.
- Work with local, state, and national organizations to coordinate sustainability efforts and to capitalize on funding and technical assistance opportunities.
- Facilitate collaborative and transparent planning processes for development of plans, policies, and programs.



City Departments and Staff

Lakewood's City departments and staff are an important element in the efficient operation of the City operations and in the support of the Mayor and City Council's mission, commitment to residents and Core Community Values. All City departments and staff are encouraged to contribute to the City's progress toward sustainability through the following actions:

- Research, implement and maintain best environmental, economic and social practices while investing in new ideas to achieve the vision and principles of this framework.
- Incorporate sustainability practices and coordinate with the Employees' Committee for a Sustainable Lakewood and other departments to ensure that departmental decisions consider the vision, principles and goals of the City's Sustainability Program.
- Work to make sustainability and best practices the natural, easy and preferred choice for decisions by the City as well as residents and businesses in the community.
- Continue to embrace a culture of cooperation and collaboration.

Residents & Business Community

The residents and business community of Lakewood are one of the most important elements in moving the community toward sustainability. The resident and business leaders in the community can contribute to the City's sustainability efforts by the following actions:

- Encourage local, regional, and state leaders to achieve sustainability.
- Participate in sustainability programs and initiatives, taking advantage of available resources and incentives in order to enhance community sustainability and reduce individual ecological impacts.
- Support businesses and organizations that demonstrate a commitment to sustainability.
- Participate in outreach efforts to educate fellow residents and businesses about local sustainability efforts.
- Participate in the processes facilitated by the Sustainability Division to collaboratively develop a community sustainability plan.
- Foster innovation and creativity by sharing ideas, challenges, and successful sustainability efforts.
- Monitor and evaluate City sustainability efforts to ensure effectiveness of policies and to inform future priorities.

Endorsements



Mayor & City Council:

Department Directors:

City Manager

Sustainability Manager:

“We end, I think at what might be called
the standard paradox of the twentieth cen-
tury: our tools are better than we are, and
grow better faster than we do. They suffice
to crack the atom, to command the tides.
But they do not suffice for the oldest task
in human history: to live on a piece of land
without spoiling it.”

- Aldo Leopold,
A Sand County Almanac, 1949



City of Lakewood
Community Sustainability Framework

Vision, Community, Prosperity