



# Envision Lakewood 2040

## Comprehensive Plan

Adopted by Planning Commission on April 23, 2025  
and approved by City Council on July 28, 2025



# Acknowledgements



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### **Elle Powell Art**

- » Elle Powell, Vision Statement Illustration

## **Special Thanks and Recognition**

Special thanks and recognition goes to the thousands of residents and stakeholders in Lakewood who provided input and feedback in the development of the 2040 Comprehensive Plan. To all who gave their time, talent, and effort—Thank you!

Thank you to the City of Lakewood staff, from all departments, who provided feedback to help guide the development of this plan and will continue to implement this plan over the next 15 years.

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# Plan Overview

The Envision Lakewood 2040 Plan is an important citywide document and tool that articulates the vision, values, and priorities for the future of Lakewood.

The Plan was developed based on input from thousands of Lakewood community members and will guide staff and City leaders to make decisions that reflect the community vision and values.

# Plan Overview

## Comprehensive Plan Purpose

Envision Lakewood 2040, Lakewood’s Comprehensive Plan, is an important citywide document and tool that articulates Lakewood’s vision, values and priorities and provides a framework for city decision-making over the next 15 years. The Plan covers topics such as land-use, housing, transportation, climate action, arts, parks and recreation, equity and more.

Lakewood has updated its Comprehensive Plan five times since 1975, approximately every 10-15 years. Each Plan update is an opportunity to have community conversations about the new opportunities and challenges for Lakewood’s future so that the Plan stays relevant and addresses the current needs of the city.

The Comprehensive Plan is intended to be the umbrella plan for the city. It provides high level policy guidance at a city-wide level and also points to other special area or topic plans, polices and regulations for more detailed and specific information and recommendations. Examples include the Arts, Parks and Recreation Master Plan: Imagine Tomorrow, Public Art Plan, Bicycle Plan, the Zoning Ordinance, and many others. It is important that there is a synergistic, two-way relationship between the Comprehensive Plan and other city plans, polices and regulatory tools to ensure consistency in information, data, recommendations and actions.

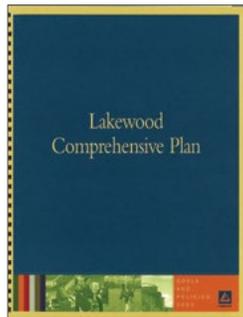
1975



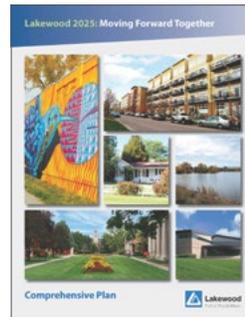
1987



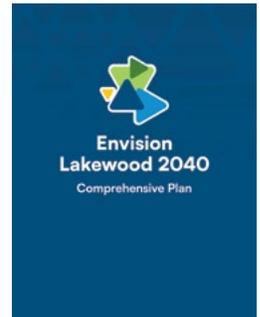
2003



2015



2025



There are several adopted City Plans that provide additional detail and guidance to the vision, values and priorities outlined within the Comprehensive Plan. The table lists the plans that have been adopted by City Council and recommended by Planning Commission as amendments to the Comprehensive Plans and the plans that have been adopted by City Council as standalone plans that were not adopted as amendments to the Comprehensive Plan. Plans not included in this table are considered to be archived and are no longer active.

### Active City Plans that Support the Comprehensive Plan

City Plans that are active and have been adopted by City Council and recommended by Planning Commissions as amendments to the Comprehensive Plan

- » Historic Preservation Plan
- » Downtown Lakewood Connectivity and Urban Design Plan
- » 40 West ArtLine Framework Plan
- » Sheridan Station 20-Minute Neighborhood Implementation Strategy
- » West Colfax Vision 2040 Action Plan
- » 40 West Arts District Urban Design and Mobility Concepts

City Plans that are active and have been adopted by City Council as standalone plans

- » Bicycle Plan
- » Connect. Discover. Create: Public Art Plan
- » Imagine Tomorrow! Arts, Parks and Recreation for All (Community Resources Arts, Parks and Recreation Master Plan)
- » Strategic Housing Plan
- » Lakewood Heritage Center Master Plan

# Envision Lakewood 2040 Organization

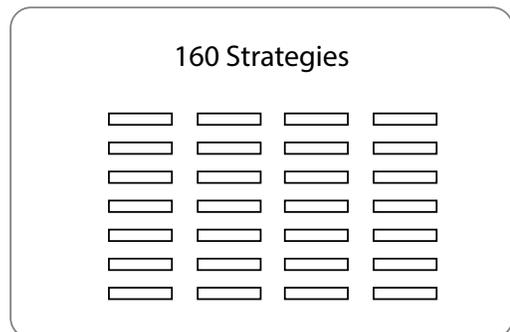
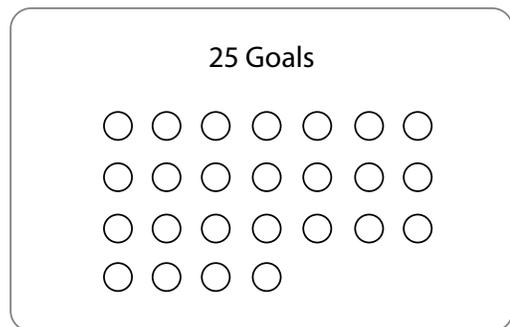
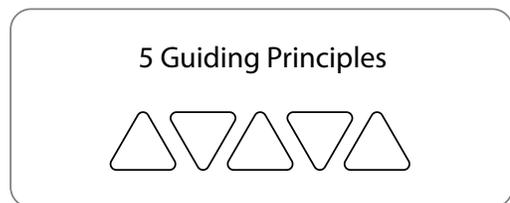
Envision Lakewood 2040 is comprised of two core elements: Vision Elements and Future Land Use Elements.

The **Vision Elements** are made up of the Vision Statement, 5 Guiding Principles, 25 Goals and 160 Strategies. Together these define the shared vision, values and priorities for the city through the year 2040.

- » The **Vision Statement** is a concise aspirational statement that articulates the desired future for Lakewood by describing the high-level vision and values for the city. The Vision Statement and details can be found on page 16.
- » The **5 Guiding Principles** are a set of core values that guide all decisions related to implementing the plan. The Guiding Principles and details can be found on page 20.
- » The **25 Goals** are statements of desired high-level outcomes by 2040. They are intended to be as clear as possible, so city staff and leadership know what needs to be accomplished. The Goals and the Strategies for each goal begin on Page 34.
- » The **160 Strategies** outline specific, vetted approaches to achieving the Comprehensive Plan Goals. Because of the interconnected nature of many goals, each strategy is designed to support the implementation of one or more goals, serving as a roadmap to guide actions and decisions within the city. The list of Strategies in numerical order begin on page 132.

The **Future Land Use Elements** are made up of a Future Land Use Map and 9 Future Land Use Categories.

- » The **Future Land Use Map** is a geographic representation of the Vision Elements as they relate directly to land use.
- » The **Future Land Use Categories**, shown on the Future Land Use Map, represent the desired future land use patterns and typical building forms for each area of the city.



## Planning Process

Envision Lakewood 2040 was developed based on input from thousands of Lakewood community members over several years. The planning process started in November 2022 and included four phases, with the last phase continuing after adoption through 2040.

- » Phase 1: Plan for the Plan (Nov. 2022 to Dec. 2023)
- » Phase 2: Develop the Plan (Jan 2024 to Jan 2025)
- » Phase 3: Refine and Adopt the Plan (Feb 2025 to May 2025)
- » Phase 4: Implement the Plan (May 2025-2040)

### Phase 1, Plan for the Plan

This phase occurred between November 2022 and December 2023 and was primarily an internal pre-planning phase. This phase involved discussing and reflecting on the previous Comprehensive Plan with staff, researching best practices, establishing public engagement principles, and developing the project timeline and milestones.

### Phase 2, Develop the Plan

This phase occurred between January 2024 and January 2025 and involved extensive engagement with the community, coordination and collaboration with City staff, support from consultants, and feedback from Planning Commission and City Council.

Four principles guided the public engagement process during Phase 2:

- » **Accessibility:** The engagement process will be accessible, understandable, and welcoming to all who wish to participate.
- » **Reach:** The engagement process will involve and inform as many members of the public as possible.

- » **Diversity:** Participants will reflect the diversity of age groups, ethnicities, incomes, geographies, and special needs of the Lakewood population.
- » **Impact:** Participation will influence and inform the decision-making process for the Lakewood Comprehensive Plan.

Based on these principles, the engagement process and activities focused on hearing from as many community members as possible, especially those who do not usually participate.

The public process launched in January 2024 with a four-question Vision and Values survey in English and Spanish that was mailed to every household in Lakewood (approximately 85,000 addresses). This first survey was intended to cast a wide net to engage with as many community members as possible. A total of 2,147 survey responses were received providing over 92,000 cumulative words of extensive feedback. The major themes from the survey responses guided the rest of the process.

After the survey, the project team attended numerous community meetings, hosted open houses, met people where they were at pop-up events and kept the project subscribers informed about updates and ways to get involved through the project website, project newsletter and all other city channels.

To reach out and meaningfully engage with Lakewood's Spanish speaking community, the City partnered with Community Language Cooperative (CLC). CLC conducted 40 hours of direct outreach to spread the word about the project and to hear from Spanish-speaking community members about their hopes and concerns for Lakewood's future. CLC also supported the Latino Community Picnic, one of the Comprehensive Plan open houses held at a City park. All materials and activities during the picnic were presented in Spanish.

## Advisory Groups

In addition to the broad community-wide engagement activities, three City-Council appointed volunteer Advisory Groups were formed to have in-depth conversations with community members, Planning Commission, and City staff about draft content for the Plan.

The three Advisory Groups were organized by topics:

1. Community and Quality of Life
2. Housing and Economy
3. Transportation, Green Infrastructure and Systems

The Advisory Groups were comprised of the appointed community members and Planning Commission representatives and received support from City staff and project consultants. Jean Gatza and Patrick Teese with CDR Associates facilitated the entire Advisory Group process and Marcia Boyle, Avery Wolfe, and Mark De La Torre with MIG provided planning support.

The forty-seven Lakewood residents who volunteered to serve on the Advisory Groups were integral to the development of the plan and dedicated approximately 1,000 hours collectively attending 13 Advisory Group meetings throughout 2024 and early 2025 reviewing and discussing draft language for the Plan. Their time, thoughtfulness and dedication to this process helped ensure that the vision, values, and priorities outlined in this Plan are reflective of the diverse perspectives throughout Lakewood.



*Photos from the Advisory Group process.*

## Engagement by Numbers:

- » **85,000** postcards mailed out to Lakewood residents with **2,147** responses received and over **92,000** cumulative words of extensive feedback.
- » **13,668** visits across the three project webpages on Lakewood Together.
- » **800+** conversations with community members at events and meetings.
- » **273** community members subscribed to project email updates.
- » **94** posts on the City of Lakewood’s social media channels, generating **32,669** impressions and **1,340** engagements.
- » **40** hours of outreach to Lakewood’s Spanish speaking community in partnership with Community Language Cooperative.
- » **10** Advisory Group meetings with an estimated **1000** volunteer hours spent from the appointed community members and Planning Commission Representatives reviewing materials and participating in meetings. An additional **3** optional virtual meetings were also held to get final feedback on the drafts.
- » **7** Pop up booths at city-wide events.
- » **4** Open House events with **1** of the events primarily offered in Spanish.

## Phase 3, Refine and Adopt the Plan

This phase began in February 2025 and involved a series of meetings with Planning Commission and City Council to review, refine, and adopt the Plan.

## Phase 4, Implement the Plan

Phase 4, Implement the Plan, begins with the adoption of the Plan and continues through the lifespan of the Plan, to 2040. The tracking and reporting details will be described in a separate document, the Envision Lakewood 2040 Tracking and Reporting Framework. This document will include data-driven targets for each Guiding Principle as well as qualitative and quantitative metrics to measure and track progress and is intended to be updated on a semi-regular basis. As a separate document, the Tracking and Reporting Framework will allow for greater flexibility in how to achieve community’s adopted vision through iterative refinement based on measured impact and agility to adapt to changing conditions.

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# 2040 Vision

The Envision Lakewood 2040 vision statement is a concise, aspirational statement that articulates the desired future for Lakewood. It sets the stage for all other elements within the Plan.

# 2040 Vision

The Vision Statement describes high-level conditions and outcomes that the community hopes to preserve and curate over the next 15+ years. The Vision Statement sets the direction and priorities for the rest of the Vision Elements in this Plan including the Guiding Principles, Goals, and Strategies.

The vision and values reflected in the Vision Statement are a direct result of the thousands of community members who participated in engagement activities during the process. Notably, the very first engagement activity was a four-question survey that was mailed to every household in Lakewood (approximately 85,000 addresses). To encourage as many community members as possible to participate, the survey was designed to be accessible and easy to respond to by offering a prepaid mail back option and online option in both English and Spanish.

The four open ended questions, listed below, were intended to provide insight on the community's vision, values and concerns for Lakewood's future.

- » I love to live in Lakewood because \_\_\_\_\_.
- » Two places or things in Lakewood that bring me joy are \_\_\_\_\_.
- » Two concerns I have for Lakewood over the next 15 years (2040) are \_\_\_\_\_.
- » In 15 years (2040), I hope Lakewood \_\_\_\_\_.

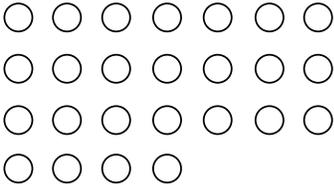
Vision Statement



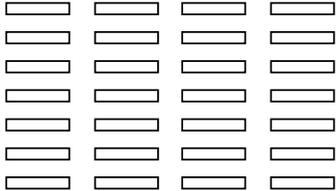
5 Guiding Principles



25 Goals



160 Strategies



## 2040 Vision

A total of 2,147 survey responses were received providing over 92,000 cumulative words of extensive feedback. City parks, neighborhoods, local businesses, art and cultural amenities such as Heritage Lakewood Belmar Park and the Cultural Center, and community facilities such as recreation centers and libraries, and the environment were commonly shared in response to questions one and two. These are clearly some of the most cherished amenities within the city. Common concerns and challenges for Lakewood's future included housing, affordability, safety, development and growth, and homelessness. All 2,147 survey responses provided in-depth feedback that guided the draft Vision Statement.

The final Vision Statement, visually represented in an illustration by local artist Elle Powell, embodies the vision, values, and priorities described throughout the Envision Lakewood 2040 Plan. It represents the culmination of extensive input from the community, Planning Commission, City Council, City staff, and consultants and serves as the foundation for the subsequent Guiding Principles, Goals, and Strategies.

# Lakewood 2040 Vision Statement

Lakewood is a welcoming, inclusive, sustainable and innovative community with thriving neighborhoods, attainable housing, economic opportunity, inspiring parks and vibrant cultural amenities.



Vision Statement Illustration by Elle Powell

# Guiding Principles

The Envision Lakewood 2040 Guiding Principles expand on the Vision Statement by outlining five core values that will guide all decisions related to implementing the Plan.

# Guiding Principles

The Guiding Principles (GPs) embody the values of the community. They provide formal statements that commit the Comprehensive Plan and its implementation to furthering these values, promoting that every decision and action be taken with them in mind.

The Guiding Principles are:

- » **Civic Participation**
- » **Community Wellness and Vitality**
- » **Equity**
- » **Opportunity and Mobility**
- » **Sustainability and Climate Action**

These five guiding principles are listed in alphabetical order and they are all equally important. They were initially developed based on themes from a citywide Vision and Values survey and then further refined based on input from Advisory Group members, the community, Planning Commission, City Council, staff, and consultants.

The Guiding Principles set the tone and priorities for all of the elements within Envision Lakewood 2040. They expand on the Vision Statement and are reflected in more detail across the Goals and Strategies. While some Goals have a more explicit link to the Guiding Principles, such as Equity and Civic Participation, all Goals were designed to further at least one of the Guiding Principles. Thus, the Goals—and their associated Strategies—are tools that outline how the City will work to fulfill its commitment to the Guiding Principles' values and aspirations.

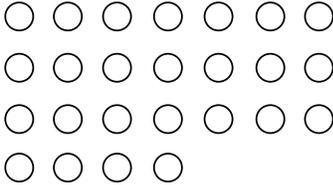
Vision Statement



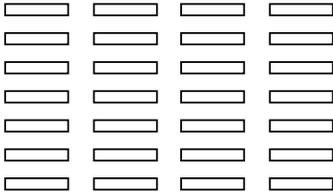
5 Guiding Principles



25 Goals



160 Strategies



## Guiding Principle:

# Civic Participation

**Lakewood’s Comprehensive Plan supports Civic Participation by fostering a community culture where all residents feel seen, heard, and trusted; and where neighbors can rely on one another and on City services that support a high-quality of life.**

The Plan’s policies, programs, and practices:

- » Promote transparency and the timely sharing of information in a variety of methods and languages.
- » Encourage a range of methods and opportunities for residents and community members to meaningfully inform the community’s evolution.
- » Encourage and support social interaction and community connection.

**What does Civic Participation mean?** Civic Participation refers to the involvement of residents, property owners, business owners, employees, and visitors in City-provided services and programs, in democratic processes, and in other organized initiatives or efforts that contribute to a healthy and thriving community. Through successful Civic Participation, all community members are well-informed and there is shared trust, respect, and responsibility among neighbors and with City officials.



*A photo collage showing various examples of the Civic Participation guiding principle in action across the city, such as pop-up tabling events, open houses, advisory group meetings, and community workshops.*

## Guiding Principle:

# Community Wellness and Vitality

**Lakewood’s Comprehensive Plan supports Wellness and Vitality by fostering a safe community where all people can live a healthy and active life, have the opportunity to experience joy and fulfillment, and have access to inspiring environments, social connection, and creative expression.**

The Plan’s policies, programs, and practices:

- » Promote physical, mental, and emotional health for all residents.
- » Encourage and support active lifestyles, social connection, and joy.
- » Encourage and support artistic and cultural celebration throughout the community.

**What does Community Wellness and Vitality mean?** Community Wellness and Vitality means a community where all have access to the necessary resources and environment that support a high-quality of life, sense of physical, mental, and emotional security, and overall well-being.



*A photo collage showing various examples of the Community Wellness and Vitality guiding principle in action across the city through public art, parks, community events, recreation, community gardens, and more.*

## Guiding Principle:

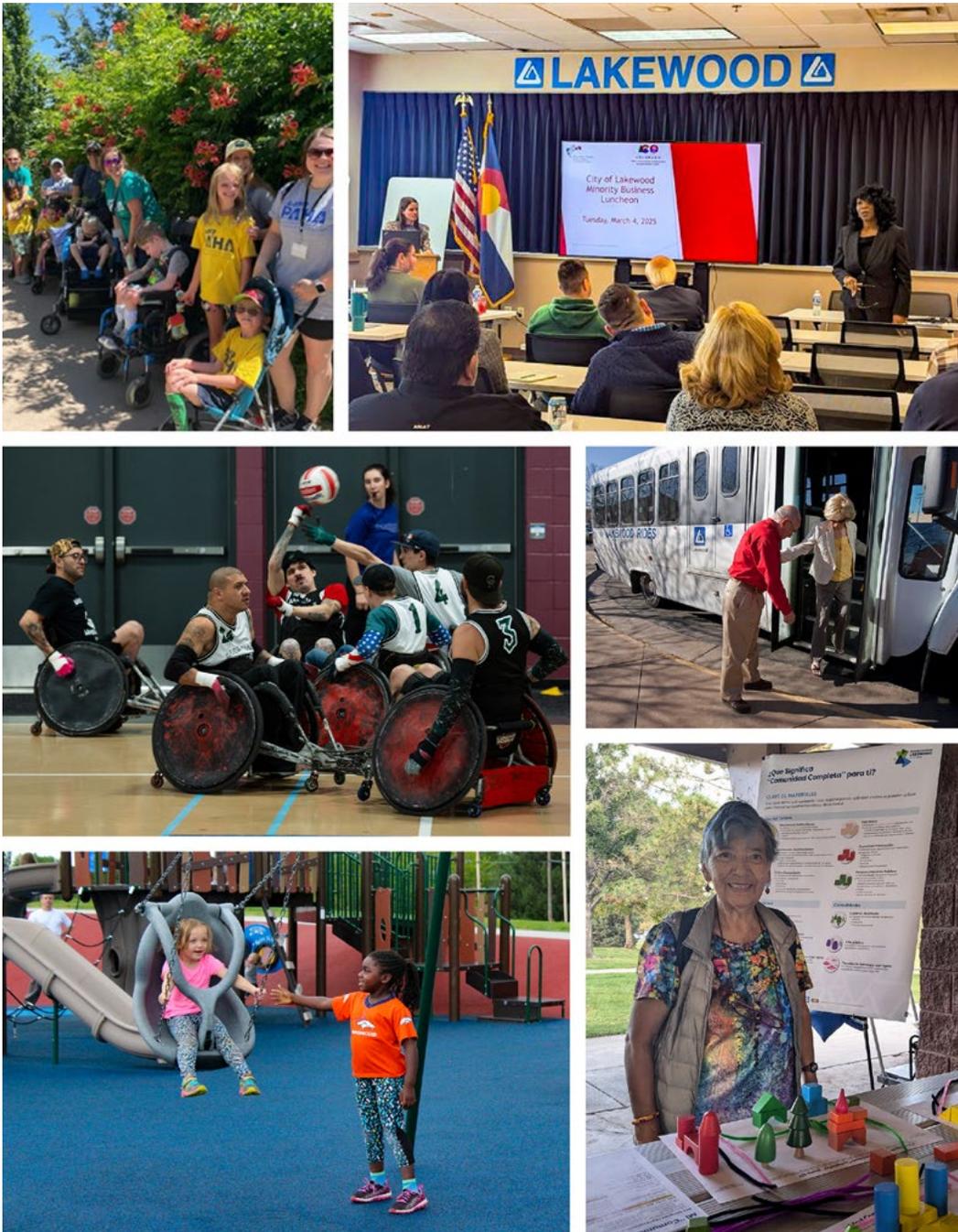
# Equity

**Lakewood’s Comprehensive Plan supports Equity by fostering a community culture of inclusivity and accessibility where all people feel like they belong; by celebrating diversity, curiosity, and thoughtfulness; and by acknowledging and accommodating the variety of needs, desires, experiences, and backgrounds of all Lakewood residents.**

The Plan’s proposed policies, programs, and practices:

- » Recognize, consider, and respect the differences among our residents, including but not limited to culture, age, gender, race and ethnicity, language, economic status, opinions, abilities, familial status, and others.
- » Intentionally accommodate and celebrate these differences so that every resident can participate and thrive within the community.
- » Acknowledge and address the historical impact of inequitable decisions and take steps to equitably distribute benefits to support those who have been and continue to be disadvantaged.

**What does Equity mean?** Equity refers to a state where all people—regardless of individual or group characteristics and background—have the necessary resources, support, opportunity, and environment to lead a happy, healthy, and fulfilling life. Equity is the thoughtful, inclusive, and calibrated action that leads to equal outcomes.



*A photo collage showing various examples of the Equity guiding principle in action across the city, such as the PossAbilities Expo, Camp Paha, accessible playground design, Lakewood Rides, Spanish-focused engagement, and more.*

## Guiding Principle:

# Opportunity and Mobility

**Lakewood’s Comprehensive Plan supports Opportunity by ensuring all residents have access to essential resources, including affordable housing, healthcare, education, and economic opportunities to achieve economic and social mobility.**

The Plan’s policies, programs, and practices:

- » Promote housing as a basic need to ensure housing stability.
- » Expand housing options and services for residents to ensure residents are supported and have access to safe, accessible, and affordable housing.
- » Promote access to healthy food and healthcare services for all residents.
- » Foster a strong economy that offers affordable goods and services, living wages, education, and workforce training.
- » Provides accessible transportation options that supports all residents.

**What does Opportunity and Mobility mean?** Opportunity and Mobility is what allows a community and its residents to achieve social and economic mobility—through the environmental, circumstantial, and programmatic factors that allow residents to develop skills, secure and maintain a job, start a business, find housing, travel between destinations, access healthcare services, and much more.



*A photo collage showing various examples of the Opportunity and Mobility guiding principle in action across the city through housing options, transportation access, education, healthy living, and economic opportunities.*

## Guiding Principle:

# Sustainability and Climate Action

Lakewood’s Comprehensive Plan supports urban Sustainability and Climate Action by fostering a community culture that commits to creating and maintaining a healthy natural environment that underpins the existence and health of our economy, the industries upon which we rely, and quality of life for current and future generations of all living things. The Plan promotes environmental stewardship and rapid decarbonization to achieve science-based climate commitments.

The Plan’s policies, programs, and practices:

- » Mitigate climate change: Reduce greenhouse gas emissions to meet the City’s adopted science-based targets of 60.7% below 2018 levels by 2030 and net zero emissions by 2050. Achieve an interim GHG emissions reduction of 80.4% by 2040.
- » Adapt to climate change: Increase community resilience and preparedness to reduce the impacts of climate change, such as extreme heat, flooding, and other climate-related hazards.

2040 Targets to support this Guiding Principle:

1. Achieve the interim science-based target of reducing greenhouse gas emissions by 80.4% below 2018 levels to stay on track for net zero emissions by 2050.
2. Increase community resilience to the impacts of climate change.
3. Reduce energy-related greenhouse gas emissions by a minimum of 80.4% below 2018 levels.
4. Minimize waste generation and achieve 90% waste diversion to advance a circular economy and zero waste culture.
5. Reduce transportation-related greenhouse gas emissions by a minimum of 80.4% below 2018 levels and expand multimodal transportation options.
6. Collaborate with local, regional, and state water service providers and stakeholders to reduce water use on a total and per capita basis.
7. Increase tree canopy coverage, improve water quality, enhance biodiversity and utilize nature and nature-based solutions to strengthen and restore natural ecosystems.
8. Expand equitable access to clean air, water, and renewable energy.
9. Increase resident participation in climate action, especially through the Sustainable Neighborhoods Program and youth engagement initiatives.

**What does Sustainability mean?** Sustainability means creating a just and rightful balance between the environment, our economy, and an equitable society. Sustainability is not an end goal, but a holistic approach to decision-making that ensures short term needs do not inequitably outweigh the long-term viability of our planet and future generations who will live on it.

**What does Climate Action mean?** Climate Action refers to strategies and actions that reduce greenhouse gas emissions (mitigation) and/or that enhance resilience (adaptation) to the impacts of climate change.



*A photo collage showing various examples of the Sustainability and Climate Action guiding principle in action across the city through community events like Earth Day, emergency response and preparedness, and sustainable transportation options.*

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# Goals

The Envision Lakewood 2040 Goals are statements of desired high-level outcomes by 2040, expanding on the Vision Statement and Guiding Principles. They are intended to be as clear as possible so that we as a city know what we are working to accomplish.

# Goals

The Goals expand on the Vision Statement and Guiding Principles as a series of 25 succinct statements that provide greater specificity about desired outcomes for the community in 2040 and beyond. They are designed to advance at least one of the Guiding Principles. Thus, the Goals—and their associated Strategies—are tools that outline how the city will work to fulfill its commitment to the Guiding Principles’ values and aspirations.

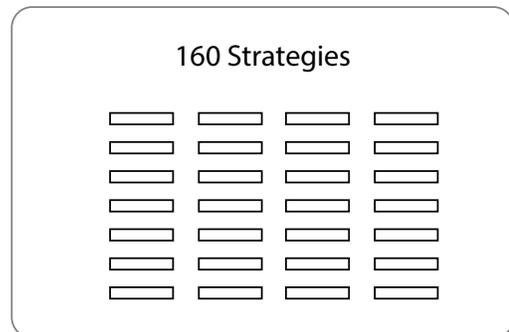
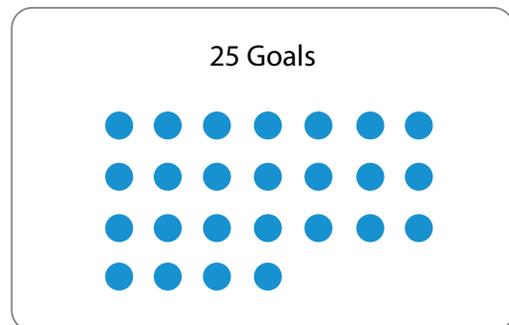
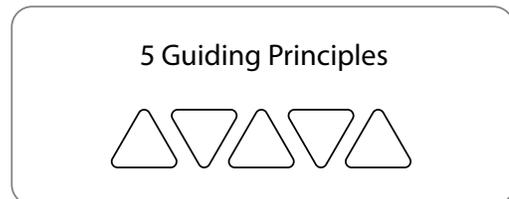
The 25 goals are weighed equally and the goal number (i.e. Goal 1, Goal 2...) is intended to serve as an individual identifier rather than a rank of importance—they are all important. The goals were developed and refined from extensive feedback from Advisory Group members, the community, Planning Commission, City Council, staff, and consultants.

## Relationship between the Goals and Strategies

Envision Lakewood 2040 includes 160 strategies total, each of which supports one or more of the goals. The intent of this format is to convey that the plan strategies are interconnected, and that many of them are tied to multiple goals. The strategies are listed under each applicable goal and identified as either a Primary Strategy or a Supporting Strategy.

Primary Strategies are directly related to implementing the goal they are listed under and are considered a high priority to implement to advance the goal.

Supporting Strategies are indirectly related to implementing the goal they are listed under and show the interconnected nature of the goal topics, but they are not as high a priority as the Primary Strategies.



For a numerical list of all 160 strategies and which goals each strategy is listed under as Primary or Supporting, please refer to the Strategies section on Page 132.

## Goals

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## A Healthy Community

**Goal 1: Strengthen partnerships, provide resources, and ensure that City policies and programs support the development of optimal physical, mental, social and community health.**

Community health is a complex interplay of genetic, environmental, and social factors. While individual genetics play a role, environmental exposures, and social determinants of health (SDH), such as healthy food, social support, access to resources and recreation, significantly shape health outcomes. The World Health Organization defines SDH as non-medical factors impacting health, accounting for an estimated 30-55 percent of health outcomes.

*Children gardening at Mountair Park Community Farm.*

## Goals

Addressing both environmental and social factors is crucial for improving community health. Although Lakewood generally outperforms national averages on several health indicators, some areas of the city show higher health challenges and risks, when compared statewide, including the prevalence of asthma and heart disease, and negative effects of poor air quality.

These health disparities disproportionately affect marginalized and vulnerable populations, such as low-income individuals and Black, Indigenous, and People of Color, leading to health inequities. Implementing targeted programs and policies is essential to mitigate these inequalities, promote a healthier community, and enhance overall well-being.

## Goal 1 Strategies: A Healthy Community

This goal and the primary strategies aim to promote policies and programs that address health equity disparities and provide access to opportunities for healthy food, parks and recreation, and social connections. Supporting strategies showcase the connection between community health, the built environment, transportation and mobility, climate action, and community development and design.



*Community cooking class.*

## Goal 1 Primary Strategies

### **Strategy 1: Regional Collaboration for Public Health:**

Collaborate with community partners at the local, county, and state levels to identify highest needs and support efforts to provide health services and resources.

### **Strategy 2: Equitable Access to a Healthy Life:**

Prioritize efforts to ensure equitable access to resources that help all residents enjoy a healthy life (e.g., access to food, medical care, safe housing, transportation, arts, parks, recreation, outdoor spaces, and others.)

### **Strategy 3: Healthy Food Access:**

Engage with community partners to identify gaps in healthy food access. Support and encourage efforts to fill those gaps through actions such as community gardens, farm stands, fresh food distribution in local stores, attraction of new grocery stores, retention of existing grocery stores, regulatory changes, food rescue, education for gardening, and preservation and others.

### **Strategy 4: Health-Informed Public Space Design:**

Update regulations for public space design to support the community's physical, mental, and social health, with considerations such as passive and active uses, places to gather, heat resilience, connections to nature, and safe access within and through a space.

### **Strategy 5: Health in All Policies:**

Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.

## Goal 1 Supporting Strategies

### **Strategy 10: Safe and Resilient Infrastructure:**

Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through the implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

### **Strategy 11: Improving Emergency Preparedness, Response, and Recovery:**

Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience.

### **Strategy 13: Support Programs for Law Enforcement:**

Develop and support mental and physical wellness programs for the police department employees and their families.

### **Strategy 21: Address Environmental Justice:**

Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.

### **Strategy 28: Community Collaboration for Priority Topics:**

Consider mechanisms, committees, forums or processes to collaborate with diverse representation from the Lakewood community on planning, funding, and project implementation for topics such as equity, transportation, housing, resilience, parks and others.



*Community member biking at William F. Hayden Park on Green Mountain.*

### **Strategy 38: Air Pollution Prevention and Monitoring:**

Contribute to regional efforts to improve air quality by reducing transportation-related emissions, enhancing green infrastructure, tree canopy, vegetative cover, and other nature-based solutions, and by implementing air quality monitoring and public awareness campaigns.

**Strategy 78: Support Activity Hubs:** Encourage and support activity hubs throughout the city with mixes of land uses that can help protect health and the natural environment and make the surrounding environment more attractive, well connected, economically stronger, socially diverse, and resilient to climate change. These nodes can be the hub for gathering and social events and blend into the surrounding context(s) of the area.

### **Strategy 95: Mixed-Income Neighborhoods:**

Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes.

### **Strategy 96: Create Walkable, Connected Neighborhoods:**

Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other.

## Goals

### **Strategy 98: Neighborhood Street Design:**

Ensure that neighborhoods have access to safe and accessible routes by designing designated street corridors that prioritize pedestrian safety and encourage walking, riding and rolling that incorporate sidewalks, and complete street designs.

### **Strategy 99: Encourage Climate-Conscious**

**Neighborhoods:** Promote sustainable practices throughout neighborhoods, with a focus on energy efficiency, water conservation, green infrastructure and zero waste.

### **Strategy 119: Expand Mobile Services for Crisis**

**Response and Homelessness:** Develop and implement, as resources allow, disaster preparedness and response strategies for people experiencing homelessness and other social vulnerabilities.

### **Strategy 126: Complete Streets Approach:**

Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements, including but not limited to pedestrians, cyclists, and equestrians.

### **Strategy 139: Align Roadway and Land Use**

**Regulations and Standards:** Re-examine the Zoning Ordinance and other regulations and policies to better integrate multimodal street classifications with land use, environmental considerations, and built form context. Align street typologies with land use and zoning, addressing elements such as setbacks, build-to-zones, sidewalks, landscaping, right-of-way (ROW) and roadway improvements, access requirements, auto-oriented land uses, and others.

### **Strategy 143: Walkable Community:**

Improve the pedestrian environment to ensure that residents and community members have safe, comfortable and convenient access to destinations such as schools and the public transit network. Consider the development of a walkability plan that would also include information and education programs to improve transportation safety and wayfinding.



## A Safe Community

### Goal 2: Create a safe environment for all communities and people in Lakewood.

Ensuring that Lakewood is a safe community involves actively reducing crime, maintaining welcoming and vibrant public spaces, and building strong community trust. According to the Vision and Values survey the city conducted at the beginning of the Envision Lakewood 2040 process, safety was reported as one of the top reasons residents love Lakewood, but also one of the top concerns and priorities for the future of Lakewood. This indicates that safety must continue to be a top priority for the City.

*Community members with Lakewood Police Officers during National Night Out.*

## Goal 2 Strategies: A Safe Community

This goal intends to foster an inviting and secure environment where all residents of Lakewood feel protected, supported, and empowered. Primary strategies include utilizing technology to more efficiently address crime, investing in additional support programs for law enforcement, strengthening relationships between the community and law enforcement and improving emergency preparedness. Supporting strategies highlight the relationships between community safety with transportation improvements and neighborhood vitality.

### Goal 2 Primary Strategies

**Strategy 6: Law Enforcement Efforts:** Utilize evidence-based crime analysis and the needs of the community to determine areas to direct law enforcement efforts.

**Strategy 7: Invest in First Responders:** Invest in training, technology, and equipment to keep Lakewood's first responders up to date with current trends and best practices, and to ensure the necessary resources are provided to innovatively and equitably respond to the diverse safety needs and cultural norms within the community.

**Strategy 8: Increase Crime Prevention Services:** Work with community organizations, businesses, and neighborhood groups to increase crime prevention services through services such as Crime Prevention Through Environmental Design (CPTED), Neighborhood Watch, and other rigorously evaluated evidence-based strategies delivered in homes, schools, or the community that have been shown to prevent crime or reduce recidivism.

**Strategy 9: Clean and Inviting Public Spaces:** Work with the community to identify and prioritize clean-up projects and areas for increased maintenance to ensure Lakewood's public spaces are safe and inviting for all. Clean-up projects may range from graffiti removal to alley, park, or neighborhood clean-up events.

**Strategy 10: Safe and Resilient Infrastructure:** Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

**Strategy 11: Improving Emergency Preparedness, Response, and Recovery:** Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience.



*Community members using the separated bike lanes on Garrison Street.*

**Strategy 12: Positive Engagement with Law**

**Enforcement:** Increase authentic and positive community interactions with all members of the police department through broad and inclusive educational and public outreach opportunities.

**Strategy 13: Support Programs for Law**

**Enforcement:** Develop and support mental and physical wellness programs for the police department employees and their families.

**Strategy 14: Safety Education:** Develop and implement a safety education program that includes information and training addressing all types of potential safety issues, such as natural and climate disasters, human-caused disruptions, cyber security threats, and general safety practices to ensure the Lakewood community is well-prepared for public safety emergencies and best day-to-day safety practices.

**Strategy 15: Non-Infrastructural Safety**

**Improvements:** Increase non-infrastructural elements of safety, including lighting and eyes on the street to ensure people feel safe traveling through and spending time in all parts of Lakewood.

**Goal 2 Supporting Strategies****Strategy 16: Opportunities for Restorative Justice:**

Research and report on the local impacts of historic and current policies, programs, and practices that marginalize or disadvantage certain groups of people. Identify actions and opportunities for restorative justice.

**Strategy 96: Create Walkable, Connected**

**Neighborhoods:** Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other.



*Resident using a crosswalk signal.*

**Strategy 126: Complete Streets Approach:** Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements, including but not limited to pedestrians, cyclists, and equestrians.

**Strategy 135: Strategies to Reduce Crash Rates:** Set measurable goals to reduce crash rates, such as Vision Zero, focusing on Lakewood's high-injury network and critical corridors, as well as other identified safety concerns.

**Strategy 141: Micromobility Strategy for All Users:**

Develop a micromobility strategy that addresses the safety, access, comfort, and convenience of vulnerable road users, and parking or storage for these methods, including people walking and rolling by all modes, including wheelchairs, skateboards, scooters, strollers, bikes, one-wheels and more.

**Strategy 142: Implementation of the Bicycle Plan:**

Continue to implement the Bicycle Plan and any future updates to the Plan, with a core goal of increasing bicycle network connectivity and increasing the comfort of existing bicycle facilities.

## Goals

### **Strategy 144: Sidewalk and Bike Facility Network:**

Prioritize closing gaps in the network grid and first/last mile connections, including construction of missing sidewalk and trail links throughout the city, such as those identified in the Belmar/downtown Lakewood Connectivity Study, and north-south crossings of the 6th Avenue freeway, in order to improve overall connectivity, and provide more/greater variety of route options. Prioritize investing in additional separated bike lanes as proposed in the Bicycle Plan.

### **Strategy 146: Bicycle and Pedestrian Funding and**

**Maintenance:** Identify and prioritize opportunities to enhance bicycle and pedestrian infrastructure, including approaches for regular maintenance such as snow removal and sweeping.



## Centering Equity

**Goal 3: Ensure that all City policies, programs, and regulations are designed to eliminate disparities and to serve and benefit all members of the community, regardless of their race, age, gender, sexual orientation, immigration status, religion, disability or other characteristics.**

Equity refers to a state where all people—regardless of individual or group characteristics and backgrounds—have the necessary resources, support, opportunities, and environment to lead a happy, healthy, and fulfilling life. It is the thoughtful, inclusive, and calibrated action that leads to equal outcomes. Equity is a direct response to longstanding trends throughout history where structural and institutional systems actively and passively created differential treatment and

*Community members at the Latino Picnic for the Envision Lakewood 2040 Engagement Process.*

## Goals

disparate distributions of societal and environmental opportunities, benefits, threats, and challenges.

Historically, these systems benefitted White middle- and upper-class communities, while disadvantaging Black, Indigenous, and other People of Color (BIPOC) and working-class communities. This has led to significant disparities in educational attainment, representation in leadership, health outcomes, exposure to risks, generational wealth, and economic opportunity. For example, according to the 2023 American Community Survey, 62 percent of White non-Hispanic residents in Lakewood own their homes compared to 43 percent Hispanic/Latino residents. In terms of education, 53 percent of White non-Hispanic residents have received a Bachelor's degree compared to 19 percent for Hispanic/Latino residents. Understanding and recognizing these disparities is essential for developing targeted policies and programs that foster a more just and equitable community.

## Goal 3 Strategies: Centering Equity

This goal demonstrates the commitment to centering equity and seeks to acknowledge and address these disparities through policies, programs and partnerships. Primary strategies include prioritizing equity in all City policies, expanding staff expertise and capacity for equity-focused initiatives, building connections and uplifting Indigenous history and culture, and committing to meaningful community engagement and outreach. Supporting strategies illustrate how equity permeates across all issues, challenges, and priorities of the Comprehensive Plan.

## Goal 3 Primary Strategies

**Strategy 16: Opportunities for Restorative Justice:** Research and report on the local impacts of historic and current policies, programs, and practices that marginalize or disadvantage certain groups of people. Identify actions and opportunities for restorative justice.

**Strategy 17: Equity In All Policies:** Establish, enact, enforce, and monitor best practices and standards to integrate equity considerations into City policymaking, programs, actions, and events that will meaningfully improve accessibility, inclusivity, and cultural responsiveness.

**Strategy 18: Establish Equity-Focused Expertise in the City Organization:** Cultivate staff with specialized education and experience in advancing equity to provide training and guidance throughout the city organization, provide input and recommendations for policies and programs, and strive to remove barriers to civic participation in Lakewood.

**Strategy 19: Connection with Indigenous Groups:** Develop relationships with Indigenous groups and tribal leaders with ancestral connections to Lakewood, and work with them to integrate their traditional ecological knowledge, local history, cultural practices, and perspectives into plans and policies.

**Strategy 20: Understand Community Needs Through Meaningful Outreach and Engagement:** Regularly conduct a robust, meaningful, and wide-reaching outreach campaign to understand the broad range of community concerns, needs, desires, and issues. In particular, design these campaigns to thoughtfully engage those who are traditionally the hardest to reach and most often underrepresented.

**Strategy 21: Address Environmental Justice:**

Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.

**Goal 3 Supporting Strategies****Strategy 2: Equitable Access to a Healthy Life:**

Prioritize efforts to ensure equitable access to resources that help all residents enjoy a healthy life (e.g., access to food, medical care, safe housing, transportation, arts, parks, recreation, outdoor spaces, and others.)

**Strategy 3: Healthy Food Access:** Engage with community partners to identify gaps in healthy food access. Support and encourage efforts to fill those gaps through actions such as community gardens, farm stands, fresh food distribution in local stores, attraction of new grocery stores, retention of existing grocery stores, regulatory changes, food rescue, education for gardening, and preservation and others.

**Strategy 5: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.



*Older adults learn flamenco dance with Lakewood Cultural Center Presents guest artists.*

**Strategy 8: Increase Crime Prevention Services:**

Work with community organizations, businesses, and neighborhood groups to increase crime prevention services through services such as Crime Prevention Through Environmental Design (CPTED), Neighborhood Watch, and other rigorously evaluated evidence-based strategies delivered in homes, schools, or the community that have been shown to prevent crime or reduce recidivism.

**Strategy 9: Clean and Inviting Public Spaces:** Work with the community to identify and prioritize clean-up projects and areas for increased maintenance to ensure Lakewood's public spaces are safe and inviting for all. Clean-up projects may range from graffiti removal to alley, park, or neighborhood clean-up events.

**Strategy 22: Assessment of Climate Impacts and Hazard Preparedness:** Regularly assess the impacts of climate change and related hazards on the Lakewood community to understand potential risks to people, the natural and built environment, and the economy. Coordinate across internal departments to utilize the climate impact assessment findings to establish, maintain, and train staff on a Climate Adaptation Strategy that supports disaster preparedness, response, recovery, and community-wide resilience, including a social vulnerability tool that can be used to prioritize program development, provision of services, and city infrastructure projects.

**Strategy 24: Resilient Households and Connected Communities:** Strengthen community cohesion and increase community capacity by continuing neighborhood-level programs and services including the Sustainable Neighborhoods Program and the Neighborhood Support Team; by strategically locating resilience hubs or similar community-serving facilities to provide education, services, and shelter during hazard events; and by developing and implementing policies and outreach programs with local partners to support households that are disproportionately impacted.

## Goals

**Strategy 25: Employ Inclusive Communication and Outreach Methods:** Building on existing efforts, develop a comprehensive communications and outreach strategy for all City operations to ensure that all information and outreach efforts are accessible, engaging, and broad-reaching. This should include specific outreach strategies and accommodations for individuals with disabilities and Lakewood's diversity of cultural identities and languages. Regularly update this strategy to reflect changing technologies, demographics, and communication preferences.

**Strategy 26: Provide Inclusive City Programs and Services:** Ensure that city programs, services, events, meetings, and amenities are welcoming and accessible to all residents. As appropriate, consider opportunities for distinct offerings that cater to specific groups or particular needs within the community, including considerations such as cultural responsiveness, relevance, and languages, disabilities, families and youth, seniors, economic status, and others.

**Strategy 27: Ensure Opportunities for Meaningful Civic Participation:** Invite, encourage, and work to remove barriers for residents to take an active role in the city through intentional offerings for civic participation that actively fosters interaction between residents of different backgrounds and experiences. This may include, but not be limited to, elections, volunteering, applying for city grants, joining city boards and commissions, providing public comments on projects, participating in planning processes, accessing special events, participating in creative placemaking efforts, or other public participation processes.

**Strategy 31: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.



*Community members at the PossAbilities Expo.*

**Strategy 44: Provide Accessible and Inclusive Features in Parks:** Support the addition of accessible park amenities and play features that include safe access to nature, convenience, sensory-friendly elements, interpretation, and relief from heat.

**Strategy 45: Prioritize Equitably Distributed Parkland:** Prioritize park acquisition and improvements in areas in need of parkland to support the community's physical, mental, and social health.

**Strategy 50: Invest in Arts, Parks and Recreation:** Seek funding and partnerships necessary to achieve high-quality arts, parks, and recreation programs, services, and facilities that meet community needs as defined in the Imagine Tomorrow Plan and any future updates to the Plan.

**Strategy 54: Recreation for All:** Provide opportunities for participation in recreation programs and services specific to older adults, teens, and those with disabilities.

**Strategy 68: Celebrate the Cultural Community:**

Celebrate the community through art and cultural events, programs and performances that showcase local and regional talent, traditions, and cultural diversity.

**Strategy 93: Diversity of Housing Types:**

Encourage a mix of housing types through development regulations, policies, and incentives to accommodate different household sizes, income levels, preferences, and needs.

**Strategy 95: Mixed-Income Neighborhoods:**

Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes.

**Strategy 100: Prioritize CDBG Funds:** Through the Community Development Block Grant (CDBG) Five-year Consolidated Plans and Annual Action Plans, identify and prioritize funding for key projects that will have a positive impact on low-to-moderate income populations in target areas.

**Strategy 104: Accessible Design for Affordable Housing:** Encourage universal accessibility design of affordable units subsidized by the City of Lakewood.

**Strategy 105: Affordable Housing Production and Preservation:** Prioritize the preservation and production of housing that is affordable to low-to moderate income residents by assisting Public Housing Authorities (PHA) or nonprofit housing developers through programs, policies, and incentives that ensure long-term affordability.

**Strategy 106: Minimize Displacement:** Minimize the involuntary displacement of vulnerable populations, such as low-income households, older adults, and people with disabilities, as the city grows and changes. Use tools to allow reinvestment in and preservation of existing housing stock, and allow appropriately scaled infill such as accessory dwelling units, duplexes, and tandem houses.

**Strategy 113: Improve Housing Quality:** Improve Housing Quality Standards (HQS) in ownership and rental housing through existing and innovative rehabilitation programs, using a variety of funding sources such as Community Development Block Grant (CDBG) funds.

**Strategy 114: Expand Homeownership:** Improve access to homeownership, especially among low-income residents and marginalized groups, through Down Payment Assistance programs or partnerships with nonprofit housing developers.

**Strategy 116: Expanded Mediation Services:** Expand mediation services to proactively assist tenants who are at-risk of eviction, by engaging landlords and tenants in mediation before their cases reach the County Court responsible for evictions.

**Strategy 141: Micromobility Strategy for All Users:** Develop a micromobility strategy that addresses the safety, access, comfort, and convenience of vulnerable road users, and parking or storage for these methods, including people walking and rolling by all modes, including wheelchairs, skateboards, scooters, strollers, bikes, one-wheels and more.



## Community Resilience

*The Belmar Pond improvement project enhances and activates an outdoor amenity in an urban setting by utilizing and maximizing existing stormwater infrastructure in the Belmar neighborhood.*

*Photo Credit: Doug Wells*

**Goal 4: Enhance the community’s ability to adapt to the impacts of climate change, and to successfully prepare for, withstand, and recover from natural and human-caused disasters, emergencies, and other disruptions.**

Community resilience is the ability of a community’s social, economic, and ecological systems to cope with singular disaster events and adapt to changing conditions over time. This includes proactively preparing for potential impacts (such as natural hazards), having capacity to withstand and recover quickly, and taking advantage of opportunities such as partnerships, economic trends, and technological advancements.

Lakewood is already experiencing noticeable impacts from climate change with increasing drought, extreme temperatures, flooding, wildfires, severe storm events, and loss of biodiversity. Projections indicate these trends will intensify in the coming decades. By 2040, between 28% and 88% of Lakewood’s residents will be exposed to increased heat risks. Citywide damages from a flood event with 1% annual likelihood are estimated to exceed \$80 million. Key risks of climate-related hazards include:

- » expensive property damage to homes and businesses and increased insurance costs;
- » endangerment of human and animal lives;
- » disrupted access to essential goods and services like energy, water, and food; and
- » declining biodiversity.

In addition to these direct impacts, major disruptions can exacerbate pre-existing health conditions and cause declines in mental health from the stress and trauma of financial costs, physical injuries, and logistics of navigating the recovery process.

While many people experience the same physical hazards, some community members are disproportionately impacted due to social factors such as income, age, race, language and disability. The concept of “social vulnerability” emphasizes that certain groups — including households living on low incomes, aging adults, people with disabilities, and marginalized racial groups — often face greater challenges in preparing for, coping with, and recovering from disruptions to their day-to-day lives.

## Goal 4 Strategies: Community Resilience

To improve community-wide resilience, this goal and the following strategies aim to promote awareness and education about emergency preparedness, strengthen capacity of communities facing the most vulnerabilities, protect critical infrastructure and built environment, preserve the natural environment, and build relationships with community partners.

### Goal 4 Primary Strategies

#### **Strategy 21: Address Environmental Justice:**

Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.

#### **Strategy 22: Assessment of Climate Impacts and Hazard Preparedness:**

Regularly assess the impacts of climate change and related hazards on the Lakewood community to understand potential risks to people, the natural and built environment, and the economy. Coordinate across internal departments to utilize the climate impact assessment findings to establish, maintain, and train staff on a Climate Adaptation Strategy that supports disaster preparedness, response, recovery, and community-wide resilience, including a social vulnerability tool that can be used to prioritize program development, provision of services, and city infrastructure projects.

#### **Strategy 23: Climate Resilience in All Policies:**

Continue to update and integrate climate hazard, risk, resilience, mitigation, adaptation, and impact analysis into city documents, reports, plans, and policies related to neighborhoods and corridors, municipal facilities and operations, parks and open space, infrastructure, zoning and building codes, asset

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management, engineering regulations, procurement, insurance, emergency preparedness, and the city budget process, among others.

**Strategy 24: Resilient Households and Connected Communities:** Strengthen community cohesion and increase community capacity by continuing neighborhood-level programs and services including the Sustainable Neighborhoods Program and the Neighborhood Support Team; by strategically locating resilience hubs or similar community-serving facilities to provide education, services, and shelter during hazard events; and by developing and implementing policies and outreach programs with local partners to support households that are disproportionately impacted.

## Goal 4 Supporting Strategies

**Strategy 2: Equitable Access to a Healthy Life:** Prioritize efforts to ensure equitable access to resources that help all residents enjoy a healthy life (e.g., access to food, medical care, safe housing, transportation, arts, parks, recreation, outdoor spaces, and others.)

**Strategy 4: Health-Informed Public Space Design:** Update regulations for public space design to support the community's physical, mental, and social health with considerations such as passive and active uses, places to gather, heat resilience, connections to nature, and safe access within and through a space.

**Strategy 10: Safe and Resilient Infrastructure:** Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.



*Community-led programs like Sustainable Neighborhoods help foster social connections and learning opportunities for greater resilience, such as this Backyard Chicken-Keeping class.*

**Strategy 11: Improving Emergency Preparedness, Response, and Recovery:** Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience.

**Strategy 14: Safety Education:** Develop and implement a safety education program that includes information and training addressing all types of potential safety issues, such as natural and climate disasters, human-caused disruptions, cyber security threats, and general safety practices to ensure the Lakewood community is well-prepared for public safety emergencies and best day-to-day safety practices.

**Strategy 25: Advance and Innovate City Asset Management Systems:** Continue to develop Smart Building, Energy Management, and Building Automation Technologies to actively monitor and optimize the performance of city assets, extend asset lifecycles, and mitigate and adapt to climate change and risk in a manner that continues to provide information and strategies to enhance ongoing projects and maintenance of city assets.

**Strategy 33: Online Sustainability Resource Center:**

Maintain an up-to-date online resource center to provide information, resources, and services to residents, businesses, and other stakeholders related to energy and water conservation, renewable energy systems, beneficial electrification, waste diversion and climate adaptation strategies.

**Strategy 43: Urban Tree Canopy:** Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events.

**Strategy 80: Support Area Planning in the City:**

Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion.

**Strategy 91: Assess and Update Sustainable**

**Development Regulations:** Regularly assess and update Lakewood's Zoning Code, engineering standards, and other related land-use policies to ensure that development projects account for climate risks, advance the City's climate commitments and reflect the community's adopted vision.

**Strategy 93: Diversity of Housing Types:** Encourage a mix of housing types through development regulations, policies, and incentives to accommodate different household sizes, income levels, preferences, and needs.

**Strategy 94: Neighborhood-Serving Programs**

**and Projects:** Continue to support and grow neighborhood-serving programs and projects, such as the Sustainable Neighborhoods Program, Neighborhood Support Team, and Neighborhood Participation Program.

**Strategy 101: Participate in Regional Transition to Sustainable Energy Infrastructure:**

Support and participate in Regional and Statewide efforts to expand sustainable infrastructure and services, increase renewable energy generation, energy storage, and grid reliability, and to support decarbonization through shared administration of programs providing technical expertise, navigation services, workforce development, and other incentives and resources in support of decarbonization and environmental sustainability.

**Strategy 124: Support Community Integration**

**of Newly Rehoused Residents:** Expand and refine current programming to provide specialized peer-support that can integrate newly re-housed individuals within communities and ensure continued housing and neighborhood success with a wide-range of supportive services.



*Increased climate change induced events, such as the 2015 Green Mountain wildfire, require coordinated responses from multiple organizations before, during, and after to enhance community-wide resilience.*



## Meaningful and Inclusive Civic Participation

**Goal 5: Foster a culture of thoughtfully designed civic participation that is inclusive and meaningful to help local government staff and officials make community-informed decisions and develop programs, policies, and services that balance the needs and desires of all community members.**

Meaningful civic participation is essential for a democratic community. It ensures that all residents, employees, and business owners have an equal opportunity to share their perspectives and voice their hopes, dreams, and concerns for the future of Lakewood. This is particularly important as Lakewood continues to evolve, and the population's diversity of races, ethnicities, cultures, life stages, and economic circumstances change. Currently, Lakewood is home to a lower median household income than comparable

*Envision Lakewood 2040 Advisory Group Members (not everyone is pictured).*

communities in Jefferson County and has a population that is projected to grow older and become more racially diverse in coming decades.

Community members with busy schedules, diverse cultural backgrounds, or limited access to communication channels can be the hardest to reach, but their participation is crucial for City staff and officials to understand the diverse needs and perspectives of all community members. To help remove barriers for participation, City programs, services, events, engagement opportunities and outreach methods need to continue to be welcoming, accessible, and culturally relevant.

## Goal 5 Strategies: Meaningful and Inclusive Civic Participation

By valuing lived experiences and diverse perspectives, the City can make informed decisions that reflect community needs, promote social cohesion, and build long-term resilience. Primary strategies focus on providing accessible, inclusive, and meaningful participation opportunities. Supporting strategies demonstrate the importance of civic participation within area planning, community health and safety, parks and open space, and more.

### Goal 5 Primary Strategies

**Strategy 25: Employ Inclusive Communication and Outreach Methods:** Building on existing efforts, develop a comprehensive communications and outreach strategy for all City operations to ensure that all information and outreach efforts are accessible, engaging, and broad-reaching. This should include specific outreach strategies and accommodations for individuals with disabilities and Lakewood's diversity of cultural identities and languages. Regularly update this strategy to reflect changing technologies, demographics, and communication preferences.

**Strategy 26: Provide Inclusive City Programs and Services:** Ensure that city programs, services, events, meetings, and amenities are welcoming and accessible to all residents. As appropriate, consider opportunities for distinct offerings that cater to specific groups or particular needs within the community, including considerations such as cultural responsiveness, relevance, and languages, disabilities, families and youth, seniors, economic status, and others.

**Strategy 27: Ensure Opportunities for Meaningful Civic Participation:** Invite, encourage, and work to remove barriers for residents to take an active role in the city through intentional offerings for civic participation that actively fosters interaction between residents of different backgrounds and experiences. This may include, but not be limited to, elections, volunteering, applying for city grants, joining city boards and commissions, providing public comments on projects, participating in planning processes, accessing special events, participating in creative placemaking efforts, or other public participation processes.

**Strategy 28: Community Collaboration for Priority Topics:** Consider mechanisms, committees, forums or processes to collaborate with diverse representation from the Lakewood community on planning, funding, and project implementation for topics such as equity, transportation, housing, resilience, parks and others.



*Community member at the 2025 Older Adult Wellness Fair.*

## Goal 5 Supporting Strategies

### Strategy 12: Positive Engagement with Law

**Enforcement:** Increase authentic and positive community interactions with all members of the police department through broad and inclusive educational and public outreach opportunities.

### Strategy 20: Understand Community Needs Through Meaningful Outreach and Engagement:

Regularly conduct a robust, meaningful, and wide-reaching outreach campaign to understand the broad range of community concerns, needs, desires, and issues. In particular, design these campaigns to thoughtfully engage those who are traditionally the hardest to reach and most often underrepresented.

### Strategy 46: Offer Variety in Park and Open

**Spaces:** Through neighborhood engagement, tailor a variety of parks and open spaces to fulfill different purposes and community needs including, but not limited to, natural resource and habitat protection for biodiversity, walking or biking, organized sports, water-based activities, play space and picnicking, public art, events, and equestrian and dog activities.

### Strategy 71: Community-Informed Placemaking:

Ensure community engagement and participation is central to any creative placemaking work and that initiatives reflect the character and features of the neighborhoods where projects occur.

### Strategy 76: Iterative Planning for Community

**Spaces and Activity Hubs:** Establish mechanisms for ongoing evaluation, feedback, and adaptation of creative placemaking initiatives based on community input and measurable outcomes.



*Jefferson County Back to School Bash table for the Envision Lakewood 2040 engagement process.*

### Strategy 80: Support Area Planning in the City:

Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion.

### Strategy 94: Neighborhood-Serving Programs and Projects:

Continue to support and grow neighborhood-serving programs and projects, such as the Sustainable Neighborhoods Program, Neighborhood Support Team, and Neighborhood Participation Program.



## An Educated Community

**Goal 6: Foster lifelong learning opportunities through partnerships, strategies, programs, and services that connect residents with educational resources to learn, practice, refine and grow their skills, interests and passions.**

Promoting lifelong education in Lakewood strengthens economic vitality, individual opportunity, and community resilience. This commitment fosters a thriving, equitable city that supports young adults, families, and aging adults and empowers individuals to contribute meaningfully and adapt to a changing economy. Existing city plans, such as *Imagine Tomorrow*, *Lakewood Heritage Center Master Plan* (now *Heritage Lakewood Belmar Park*) and the *Historic Preservation Plan* prioritize learning through programs celebrating creativity, heritage, and preservation.

*Ceramics class at Clements Community Center.*

## Goals

Several city programs and services offer opportunities for community members to learn about healthy aging, healthy living, the environment, sustainable practices, arts, parks, recreation, safety and more.

### Goal 6 Strategies: An Educated Community

This goal centers on cultivating partnerships with educational institutions, including the Jefferson County School District, local colleges and libraries, to share resources and incorporate youth voices into City initiatives and programs. Strategies emphasize the importance of these partnerships while also continuing to offer city programming and educational opportunities for lifelong learning for all ages.

#### Goal 6 Primary Strategies

**Strategy 14: Safety Education:** Develop and implement a safety education program that includes information and training addressing all types of potential safety issues, such as natural and climate disasters, human-caused disruptions, cyber security threats, and general safety practices to ensure the Lakewood community is well-prepared for public safety emergencies and best day-to-day safety practices.

**Strategy 25: Employ Inclusive Communication and Outreach Methods:** Building on existing efforts, develop a comprehensive communications and outreach strategy for all City operations to ensure that all information and outreach efforts are accessible, engaging, and broad-reaching. This should include specific outreach strategies and accommodations for individuals with disabilities and Lakewood's diversity of cultural identities and languages. Regularly update this strategy to reflect changing technologies.

#### Strategy 29: Opportunities for Life-Long Learning:

Provide ample opportunities and access to resources for residents to learn, practice, refine, and grow their interests and passions on initiatives and topics of interest to the community such as healthy aging and healthy living.

#### Strategy 30: Educational Partnerships:

Partner with (local) education and library institutions to tap into current trends and best practices, share resources, and incorporate youth voices in key initiatives, programs and resources.

#### Strategy 31: Implementation of the Arts, Parks and Recreation Master Plan:

Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.



*Belmar Library leading Story Time at Earth Day.*

**Strategy 32: Outreach and Education on Historic Preservation:** Educate the public about the economic, environmental, and cultural benefits of historic preservation to build collective value around Lakewood’s heritage. Provide educational materials and outreach strategies for both residents and visitors.

**Strategy 33: Online Sustainability Resource Center:** Maintain an up-to-date online resource center to provide information, resources, and services to residents, businesses, and other stakeholders related to energy and water conservation, renewable energy systems, beneficial electrification, waste diversion and climate adaptation strategies.

**Strategy 34: Increase Understanding of Waste Diversion Opportunities:** Expand and maintain comprehensive waste-related educational resources for the community with the goal of increasing participation in and proper usage of available waste diversion programs.

**Strategy 35: Outreach and Education for Lakewood’s Heritage and History:** Promote educational tours, programs and events that highlight the City’s history. Expand educational materials and outreach strategies for both residents and visitors.



*Students participating in a Heritage Lakewood Belmar Park educational field trip.*



## Ecosystem Health and Environmental Stewardship

**Goal 7: Enhance and sustain ecosystem health, protect biological diversity, ensure clean water and air, and promote landscape stewardship and resource conservation.**

Natural ecosystems provide the fundamental necessities to sustain life: water, food, clean air, shelter. A healthy ecosystem is biologically diverse and sustains itself through natural processes and cycles, but it is easily disrupted by interactions with urban landscape and human behavior. Due to human impacts, these systems now require active, responsible stewardship to restore and preserve the natural environment. Lakewood lies primarily within the High Plains ecoregion, which are elevated, semi-arid plains that support native grama-buffalo grass vegetation.

*Native wildflowers (Indian Paintbrush) in William F. Hayden Park on Green Mountain.*

At the time of the adoption of the Comprehensive Plan, Lakewood owns and manages 7,400 acres of open space and parks, has an 18% tree canopy coverage citywide, and manages multiple lakes and greenways across the city. The City's stewardship and the community's participation in conservation efforts and sustainable management practices are vital to maintaining ecosystem health and resiliency as the impacts of climate change and population growth put strain on the environment. Promoting regenerative practices, initiatives, and programs helps to create a collective culture of stewardship and encourages community members to take action to protect and care for our highly valued natural resources.

## Goal 7 Strategies: Ecosystem Health and Environmental Stewardship

This goal encourages development of sustainable practices that limit negative impacts on the environment to support broad ecosystem health and preserve natural resources for current and future generations to enjoy. Primary strategies focus on direct stewardship actions to conserve limited natural resources, prevent pollution and contamination, and protect native species of flora and fauna. Supporting strategies emphasize the importance of partnerships, equity, education, and city leadership.

### Goal 7 Primary Strategies

**Strategy 38: Air Pollution Prevention and Monitoring:** Contribute to regional efforts to improve air quality by reducing transportation-related emissions, enhancing green infrastructure, tree canopy, vegetative cover, and other nature-based solutions, and by implementing air quality monitoring and public awareness campaigns.

**Strategy 39: Water Efficient Parks and Public Facilities:** Reduce outdoor water use on public lands and in municipal facilities through sector-

specific plans and strategies including continued use and implementation of new low-water irrigation technologies, creating drought-tolerant and water-wise landscapes, retrofitting facilities with high-efficiency fixtures, minimizing water leaks and water waste, and through employee education.

**Strategy 40: Water Efficient Homes, Buildings, and Landscapes:** Reduce water consumption in alignment with regional water goals by ensuring that city codes support water efficient development and by providing resources, technical support, and incentive programs that encourage Lakewood residents and businesses to implement indoor and outdoor water efficiency and conservation measures.

**Strategy 41: Toxin Reduction for Ecological Health:** Minimize the use of chemical fertilizers, pesticides, and other toxins that negatively impact pollinator species and overall ecological health.

**Strategy 42: Establish a Biodiversity Strategy:** Develop and implement a Biodiversity Strategy to identify projects, policies and programs that address invasive species, support ecological integrity, incorporate regenerative practices, and reduce the loss of biodiversity.

**Strategy 43: Urban Tree Canopy:** Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events.

**Strategy 138: Transit Oriented Communities and Community Oriented Transit:** Support greater density in areas well-served by transit and greater transit service and a greater variety of transportation options in denser areas, while ensuring a dense pedestrian-network where residents have safe and convenient access to destinations and the transportation network, while also considering area context.



*Community Resources staff made planted floating islands to mitigate algae in the Bear Creek Greenbelt, an award-winning example of ecological management practices.*

## Goal 7 Supporting Strategies

### **Strategy 19: Connection with Indigenous Groups:**

Develop relationships with Indigenous groups and tribal leaders with ancestral connections to Lakewood, and work with them to integrate their traditional ecological knowledge, local history, cultural practices, and perspectives into plans and policies.

### **Strategy 21: Address Environmental Justice:**

Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.

### **Strategy 33: Online Sustainability Resource Center:**

Maintain an up-to-date online resource center to provide information, resources, and services to residents, businesses, and other stakeholders related to energy and water conservation, renewable energy systems, beneficial electrification, waste diversion and climate adaptation strategies.

### **Strategy 36: Improve and Expand Residential**

**Recycling Services:** Improve Lakewood’s residential recycling services in preparation for the provision of free recycling through Colorado’s Extended Producer Responsibility Program via a suite of potential tools

like enhanced hauler licensing requirements, hauler contracting, universal recycling ordinances, zero waste design guidelines, and targeted education.

### **Strategy 48: Responsible Parks and Open Space**

**Conservation:** Responsibly conserve vibrant parks and open space resources through preservation of biodiversity and wildlife habitat, green infrastructure, sustainable practices and environmental stewardship.

### **Strategy 91: Assess and Update Sustainable**

**Development Regulations:** Regularly assess and update Lakewood’s Zoning Code, engineering standards, and other related land-use policies to ensure that development projects account for climate risks, advance the City’s climate commitments and reflect the community’s adopted vision.

### **Strategy 140: Parking Requirements:**

Modify the parking requirements in the Zoning Ordinance to be consistent with the context of the area, applicable state laws, and best practices to calibrate a balance between sufficient parking, vibrant places, and reducing harmful environmental impacts such as heat islands.

### **Strategy 154: Targeted Diversion of**

**Environmentally Impactful Waste:** Prioritize the development of policies, programs, services, incentives, and infrastructure to support the reduction and diversion of Lakewood’s highest volume and most environmentally impactful waste streams, starting with construction and demolition debris and organic waste.

### **Strategy 156: Continue to Offer Key Recycling**

**Collection Programs:** Continue efforts to prevent environmental contamination by providing a community recycling collection center and hazardous waste recycling collection center for residents and businesses, organizing collection events for hard-to-recycle items, facilitating litter clean ups, and responding to illegal dumping. Keep these services low-cost, accessible, and expand or enhance them in response to community need and diversion goals.



## Equitable Access to Parks and Open Space

**Goal 8: Provide equitable and safe access to nature through well-maintained parks, trails, and open spaces in all areas of Lakewood with amenities for residents of all ages and abilities.**

The National Recreation and Parks Association (NRPA) defines park access as the “just and fair quantity, proximity, and connections to quality parks, green spaces, and recreation facilities, as well as programming that are safe, inclusive, culturally relevant, and welcoming to everyone”. Keeping equity at the core of parks and open space planning is crucial to providing complete park access for Lakewood residents.

*Lakewood offers 240 miles of trails for hiking, biking and equestrian use.*

## Goals

Lakewood's *Imagine Tomorrow! Arts, Parks and Recreation Master Plan*, adopted in 2023, emphasized the importance of equity in arts, parks and recreation opportunities for Lakewood residents. The Plan aims to ensure that all residents have the same access to quality facilities and that investment is appropriate and relative to current conditions and needs.

Lakewood Parks manages 240 miles of shared-use trails and over 7,400 acres of parks and open space. The parks system provides 89 percent of Lakewood residents with access to a park or open space within a 10-minute walk. The city has acquired 192 acres of parkland since 2018. Targeted investments for expanding access include providing new and/or improved park spaces, improving connectivity through trails, offering a diversity and variety of programming, and continued engagement with the community.

## Goal 8 Strategies: Equitable Access to Parks and Open Space

This goal aims to ensure that all Lakewood residents have equitable access to high-quality, well-connected parks and open spaces, which are vital for community health, vitality, and well-being. Primary strategies reinforce the priorities and guidance detailed within *Imagine Tomorrow!* such as providing inclusive and varied park amenities and programming options, prioritizing acquisitions and/or improvements to parks in areas that currently lack access, proactively maintaining facilities, and consistently investing in park management, maintenance, and enhancement. Supporting strategies show the relationship between parks and open space, community health and safety, climate action, integrated arts and culture, protecting and supporting biodiversity, and neighborhood services.

## Goal 8 Primary Strategies

**Strategy 31: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the *Imagine Tomorrow Plan* and any future updates to the Plan.

**Strategy 44: Provide Accessible and Inclusive Features in Parks:** Support the addition of accessible park amenities and play features that include safe access to nature, convenience, sensory-friendly elements, interpretation, and relief from heat.

**Strategy 45: Prioritize Equitably Distributed Parkland:** Prioritize park acquisition and improvements in areas in need of parkland to support the community's physical, mental, and social health.

**Strategy 46: Offer Variety in Park and Open Spaces:** Through neighborhood engagement, tailor a variety of parks and open spaces to fulfill different purposes and community needs including, but not limited to, natural resource and habitat protection for biodiversity, walking or biking, organized sports, water-based activities, play space and picnicking, public art, events, and equestrian and dog activities.



*Carmody Park is home to the city's biggest, brightest, and most innovative universal playground, which offers features accessible to children of all ages and abilities.*

**Strategy 47: Proactive Maintenance for City Assets:**

Evaluate and prioritize strategies to ensure that all city assets, including parks, buildings, public art, infrastructure, and other structures, are proactively maintained for safe, comfortable, accessible, and inclusive use by community members, city employees and visitors. Prioritize maintenance and enhancement efforts through routine data collection and assessment, including building and site conditions, greenhouse gas emissions, climate hazards, and community experience input. Ensure that risks are managed effectively, and insurance requirements are engaged appropriately throughout the city's portfolio of assets.

**Strategy 48: Responsible Parks and Open Space**

**Conservation:** Responsibly conserve vibrant parks and open space resources through preservation of biodiversity and wildlife habitat, green infrastructure, sustainable practices and environmental stewardship.

**Strategy 49: Promote Neighborhood Pocket Parks:**

Encourage private pocket park development, including small dog parks where appropriate, through residential parkland dedication and public/private partnerships to create parks and smaller green spaces in strategic locations in need of park amenities.

**Strategy 50: Invest in Arts, Parks and Recreation:**

Seek funding and partnerships necessary to achieve high-quality arts, parks, and recreation programs, services, and facilities that meet community needs as defined in the Imagine Tomorrow Plan and any future updates to the Plan.

**Strategy 51: Opportunities for Self-Directed Play and Learning at City Facilities and Parks:** Foster opportunities for self-directed learning and play at city facilities that can be initiated by community members of all ages and abilities.



*Freedom Trax, an off-road wheelchair attachment, allows individuals in wheelchairs and with physical limitations, a chance to enjoy Lakewood's trails.*

**Goal 8 Supporting Strategies****Strategy 2: Equitable Access to a Healthy Life:**

Prioritize efforts to ensure equitable access to resources that help all residents enjoy a healthy life (e.g., access to food, medical care, safe housing, transportation, arts, parks, recreation, outdoor spaces, and others.)

**Strategy 4: Health-Informed Public Space Design:**

Update regulations for public space design to support the community's physical, mental, and social health with considerations such as passive and active uses, places to gather, heat resilience, connections to nature, and safe access within and through a space.

**Strategy 5: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.

## Goals

### **Strategy 8: Increase Crime Prevention Services:**

Work with community organizations, businesses, and neighborhood groups to increase crime prevention services through services such as Crime Prevention Through Environmental Design (CPTED), Neighborhood Watch, and other rigorously evaluated evidence-based strategies delivered in homes, schools, or the community that have been shown to prevent crime or reduce recidivism.

### **Strategy 10: Safe and Resilient Infrastructure:**

Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

### **Strategy 19: Connection with Indigenous Groups:**

Develop relationships with Indigenous groups and tribal leaders with ancestral connections to Lakewood, and work with them to integrate their traditional ecological knowledge, local history, cultural practices, and perspectives into plans and policies.

### **Strategy 26: Provide Inclusive City Programs**

**and Services:** Ensure that city programs, services, events, meetings, and amenities are welcoming and accessible to all residents. As appropriate, consider opportunities for distinct offerings that cater to specific groups or particular needs within the community, including considerations such as cultural responsiveness, relevance, and languages, disabilities, families and youth, seniors, economic status, and others.

### **Strategy 42: Establish a Biodiversity Strategy:**

Develop and implement a Biodiversity Strategy to identify projects, policies and programs that address invasive species, support ecological integrity, incorporate regenerative practices, and reduce the loss of biodiversity.

### **Strategy 43: Urban Tree Canopy:**

Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events.

### **Strategy 53: Centralized Recreation Center:**

Consider opportunities to dream big, including concepts for an accessible and centralized recreation center and community park.

### **Strategy 66: Implementation of the 40 West**

**ArtLine Framework Plan:** Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

### **Strategy 72: Activation of Public Spaces:**

Improve and activate publicly owned spaces (such as parks, plazas, streetscapes) with art, landscaping, seating, creative placemaking, and interactive elements.



## High-Quality Recreation Opportunities

*Climbing Camp at Lakewood Link  
Recreation Center.*

**Goal 9: Provide vibrant, welcoming, high-quality, equitable and accessible recreational facilities, programs and services that support community needs.**

The National Recreation and Parks Association (NRPA) encourages the development of welcoming parks and recreation programs and services through intentional engagement, messaging, and representation to create inclusive and culturally relevant opportunities for the community. Recreational programming has the potential to profoundly impact Lakewood residents by providing ways to get involved, stay active, and be connected within the community. *Imagine Tomorrow!*, Lakewood's 2023 Arts, Parks and Recreation Master Plan, recognizes the role of recreation facilities and programming in fostering community health and connection. The Plan outlines strategies to encourage participation and reduce barriers, by offering recreation programs that are adaptable, equitable, and accessible.

## Goal 9 Strategies: Equitable Access to Parks and Open Space

This goal reinforces *Imagine Tomorrow's!* commitment to provide inclusive recreation facilities and programs. Primary strategies include adapting to the changing needs and demands of the community, curating diverse recreational programs and services, promoting self-directed play, and proactively managing and maintaining recreational assets. Supporting strategies illustrate the connection between high-quality and diverse recreational opportunities with equity, health, conservation, and arts and culture.

### Goal 9 Primary Strategies

**Strategy 31: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.

**Strategy 47: Proactive Maintenance for City Assets:** Evaluate and prioritize strategies to ensure that all city assets, including parks, buildings, public art, infrastructure, and other structures, are proactively maintained for safe, comfortable, accessible, and inclusive use by community members, city employees and visitors. Prioritize maintenance and enhancement efforts through routine data collection and assessment, including building and site conditions, greenhouse gas emissions, climate hazards, and community experience input. Ensure that risks are managed effectively, and insurance requirements are engaged appropriately throughout the city's portfolio of assets.

**Strategy 50: Invest in Arts, Parks and Recreation:** Seek funding and partnerships necessary to achieve high-quality arts, parks, and recreation programs, services, and facilities that meet community needs as defined in the Imagine Tomorrow Plan and any future updates to the Plan.

**Strategy 51: Opportunities for Self-Directed Play and Learning at City Facilities and Parks:** Foster opportunities for self-directed learning and play at city facilities that can be initiated by community members of all ages and abilities.

**Strategy 52: Responsive Recreation Centers:** Adapt recreation facilities to provide adequate, functional space for high-demand programming that meets the shifting needs and priorities of the community.

**Strategy 53: Centralized Recreation Center:** Consider opportunities to dream big, including concepts for an accessible and centralized recreation center and community park.

**Strategy 54: Recreation for All:** Provide opportunities for participation in recreation programs and services specific to older adults, teens, and those with disabilities.



*Basketball at Charles Whitlock Recreation Center.*

## Goal 9 Supporting Strategies

### Strategy 2: Equitable Access to a Healthy Life:

Prioritize efforts to ensure equitable access to resources that help all residents enjoy a healthy life (e.g., access to food, medical care, safe housing, transportation, arts, parks, recreation, outdoor spaces, and others.)

### Strategy 4: Health-Informed Public Space Design:

Update regulations for public space design to support the community's physical, mental, and social health with considerations such as passive and active uses, places to gather, heat resilience, connections to nature, and safe access within and through a space.

**Strategy 5: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.

### Strategy 10: Safe and Resilient Infrastructure:

Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

### Strategy 26: Provide Inclusive City Programs

**and Services:** Ensure that city programs, services, events, meetings, and amenities are welcoming and accessible to all residents. As appropriate, consider opportunities for distinct offerings that cater to specific groups or particular needs within the community, including considerations such as cultural responsiveness, relevance, and languages, disabilities, families and youth, seniors, economic status, and others.



*Wheelchair volleyball at the PossAbilities Expo.*

### Strategy 46: Offer Variety in Park and Open

**Spaces:** Through neighborhood engagement, tailor a variety of parks and open spaces to fulfill different purposes and community needs including, but not limited to, natural resource and habitat protection for biodiversity, walking or biking, organized sports, water-based activities, play space and picnicking, public art, events, and equestrian and dog activities.

### Strategy 48: Responsible Parks and Open Space

**Conservation:** Responsibly conserve vibrant parks and open space resources through preservation of biodiversity and wildlife habitat, green infrastructure, sustainable practices and environmental stewardship.



## Preservation of Lakewood’s Historic and Cultural Resources

**Goal 10: Promote, preserve, and protect Lakewood’s historic and cultural resources as a component of Lakewood’s identity, vitality, sustainability, and sense of community, while also considering affordability and adaptability.**

Historic and cultural preservation efforts seek to celebrate and protect Lakewood’s unique community heritage through the conservation and enhancement of historically or culturally significant landmarks, districts, and museum collections. Americans for the Arts states “the collective memory of a community resonates inside each member of that community, and if that connection to history is weakened then the ability to participate fully in the community’s present and future is weakened as well.”

*Heritage Lakewood’s Grand Opening of the rehabilitated Peerless Gas Station.*

Lakewood manages historic preservation through the Historic Preservation Commission and Heritage Lakewood Belmar Park which are guided by the *Historic Preservation Plan*, the *Lakewood Heritage Center Master Plan*, and the City’s Historic Preservation Ordinance. The City’s Historic Preservation Program provides valuable assistance to applicable property owners to support investment in their historic properties, to consider appropriate structural and use adaptations, and to help maintain affordability while preserving the original character that contributes to the community identity.

Protecting and preserving Lakewood’s historic structures, architecture, cultural resources, and historic collections, contributes to a stronger sense of place and intriguing design that attracts visitors, economic activity, and community events. The National Trust for Historic Preservation has documented positive impacts of historic preservation on the economy through jobs, property values, heritage tourism, environmental impact, social impact, and downtown revitalization.

## Goal 10 Strategies: Preservation of Lakewood’s Historic and Cultural Resources

This goal aims to preserve Lakewood’s heritage and historic collection, maintain historic structures, and determine the appropriate amount of flexibility in their maintenance. Primary strategies expand on implementation of established guidance in the *Historic Preservation Plan* and the *Lakewood Heritage Center Master Plan*, with a focus on education, data management, regulatory incentives, national standards, and continued investment in the Lakewood Preservation Program. Supporting strategies illustrate the relationship between historic preservation, arts and culture, placemaking, maintenance of city assets and sustainability.

### Goal 10 Primary Strategies

**Strategy 32: Outreach and Education on Historic Preservation:** Educate the public about the economic, environmental, and cultural benefits of historic preservation to build collective value around Lakewood’s heritage. Provide educational materials and outreach strategies for both residents and visitors.

**Strategy 35: Outreach and Education for Lakewood’s Heritage and History:** Promote educational tours, programs and events that highlight the City’s history. Expand educational materials and outreach strategies for both residents and visitors.

**Strategy 55: Implementation of the Historic Preservation Plan:** Continue to implement the Historic Preservation Plan and any future updates to the Plan.

**Strategy 56: Implementation of the Lakewood Heritage Center Master Plan:** Continue to implement the Lakewood Heritage Center Master Plan and any future updates to the Plan.

**Strategy 57: Systemized and Coordinated Historic Preservation Management:** Develop and maintain a citywide database and other internal resources to ensure that Lakewood’s historic resources are incorporated into community planning, economic



*Heritage Lakewood visitor center patrons enjoying the “Lakewood: a 20th century journey” permanent exhibit.*

## Goals

development, and sustainability efforts. Provide information to property owners of potentially significant resources to encourage designation of local landmarks to ensure the continued protection of Lakewood's historic resources.

### **Strategy 58: Flexible and Responsible Tools for**

**Conservation of Historic Resources:** Consider the update of existing and use of new regulatory tools that can protect historic resources and character, while also providing enough flexibility to accommodate appropriate growth and change. The use of such tools should also consider and mitigate affordability and economic impacts of preservation objectives. Examples may include conservation districts, zoning overlays, design guidelines, tax credits, waivers or other incentives for adaptive reuse and preservation, rezoning guidelines, facade improvement programs, or other support programs.

### **Strategy 59: Continued Investment in Lakewood's**

**Historic Preservation Program:** Continue to maintain Certified Local Government Status and a qualified Historic Preservation Commission, and explore resources to support the historic preservation program.

### **Strategy 60: Utilize National Standards and Best Practices in the Care of Lakewood's Historic**

**Artifacts and Resources:** Utilize Secretary of the Interior's Standards for the Treatment of Historic



*Jewish Consumptive Relief Society Historic District (Rocky Mountain College of Art and Design).*

Properties. Maintain historical facilities using national standards and best practices for education, public service and collections care to ensure excellence in the care and preservation of the community's artifacts and resources held in the public's trust.

## Goal 10 Supporting Strategies

### **Strategy 19: Connection with Indigenous Groups:**

Develop relationships with Indigenous groups and tribal leaders with ancestral connections to Lakewood, and work with them to integrate their traditional ecological knowledge, local history, cultural practices, and perspectives into plans and policies.

### **Strategy 37: Encourage Building Longevity and**

**Sustainability:** Promote building longevity through use of high-quality durable materials, multifunctional and flexible design, adaptive reuse and retrofitting programs, sustainable design, and deconstructability.

### **Strategy 47: Proactive Maintenance for City Assets:**

Evaluate and prioritize strategies to ensure that all city assets, including parks, buildings, public art, infrastructure, and other structures, are proactively maintained for safe, comfortable, accessible, and inclusive use by community members, city employees and visitors. Prioritize maintenance and enhancement efforts through routine data collection and assessment, including building and site conditions, greenhouse gas emissions, climate hazards, and community experience input. Ensure that risks are managed effectively, and insurance requirements are engaged appropriately throughout the city's portfolio of assets.

### **Strategy 66: Implementation of the 40 West**

**ArtLine Framework Plan:** Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

### **Strategy 67: Responsibly Conserve Arts and**

**Cultural Resources:** Responsibly conserve arts and cultural resources that represent Lakewood's identity and uniqueness through preservation, education, advocacy, and partnerships.



## Accessible and Vibrant Arts and Culture

*Lakewood's annual Sounds Exciting! summer concert series at Heritage Lakewood Belmar Park.*

**Goal 11: Sustain and grow Lakewood as a model community and leader recognized for exceptional, diverse and inclusive arts and cultural experiences and facilities that contribute to the city's quality of life and economic vitality.**

Americans for the Arts found that “the arts improve intercultural understanding, promote civic dialogue, and create a common ground for celebrating diversity and pursuing equity.” Lakewood has the opportunity to be recognized as a leader in celebrating the arts and culture of its community through providing accessible and unique arts and culture programs and spaces that contribute to economic growth and vitality. The *Lakewood Public Art Plan* highlights the role that public art plays in developing memorable places, providing storytelling opportunities, and celebrating

## Goals

cultural heritage and history. Arts and culture can be used as a tool to enhance placemaking and define an area's identity through creating unique and culturally representative spaces.

## Goal 11 Strategies: Accessible and Vibrant Arts and Culture

This goal strives to engage and celebrate the Lakewood community through vibrant and accessible arts and culture. Primary strategies to achieve this goal reinforce the implementation guidance from the *Connect. Discover. Create. Lakewood Public Art Plan*, *40 West ArtLine Framework Plan*, and *Imagine Tomorrow! Plan*. These strategies include building partnerships with local artists, considering arts and culture in all City policies, maintaining community art and cultural resources, investing in arts and culture experiences, and celebrating culture through events, performances, and exhibits. Supporting strategies connect art and culture with community health and wellbeing, placemaking, equity, civic participation and the economy.

### Goal 11 Primary Strategies

**Strategy 31: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.

**Strategy 47: Proactive Maintenance for City Assets:** Evaluate and prioritize strategies to ensure that all city assets, including parks, buildings, public art, infrastructure, and other structures, are proactively maintained for safe, comfortable, accessible, and inclusive use by community members, city employees and visitors. Prioritize maintenance and enhancement efforts through routine data collection and assessment, including building and site conditions, greenhouse gas emissions, climate hazards, and

community experience input. Ensure that risks are managed effectively, and insurance requirements are engaged appropriately throughout the city's portfolio of assets.

**Strategy 50: Invest in Arts, Parks and Recreation:** Seek funding and partnerships necessary to achieve high-quality arts, parks, and recreation programs, services, and facilities that meet community needs as defined in the Imagine Tomorrow Plan and any future updates to the Plan.

**Strategy 61: Arts and Culture in All Policies:** Continue implementing strategies and partnerships that weave arts and culture into all aspects of the City's work.

**Strategy 62: Celebrate and Value Local Art and Artists:** Advocate for and encourage collaborations, partnerships, and cross promotion of local artists and creatives to ensure a thriving creative community.

**Strategy 63: Community Art Maintenance:** Identify opportunities to support the maintenance of Lakewood's art and cultural amenities through partnerships, community engagement, and resource optimization.

**Strategy 64: Encourage Arts and Culture Experiences:** Facilitate the creation of transformative art destinations throughout Lakewood by encouraging diversification of the public art collection, engaging the community and creating public art that is discovered organically and intentionally.

**Strategy 65: Implementation of the Public Art Plan:** Continue to implement the Public Art Plan and any future updates to the Plan.

**Strategy 66: Implementation of the 40 West ArtLine Framework Plan:** Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

**Strategy 67: Responsibly Conserve Arts and Cultural Resources:**

Responsibly conserve arts and cultural resources that represent Lakewood’s identity and uniqueness through preservation, education, advocacy, and partnerships.

**Strategy 68: Celebrate the Cultural Community:**

Celebrate the community through art and cultural events, programs and performances that showcase local and regional talent, traditions, and cultural diversity.

**Strategy 69: Promote Arts and Culture:**

Promote Lakewood’s arts and cultural programs, events, facilities, and resources to attract new businesses, visitors and residents.



*Kalliopi Monoyios, “Knot” installation for Lakewood LandMark outdoor exhibition.*

**Goal 11 Supporting Strategies****Strategy 2: Equitable Access to a Healthy Life:**

Prioritize efforts to ensure equitable access to resources that help all residents enjoy a healthy life (e.g., access to food, medical care, safe housing, transportation, arts, parks, recreation, outdoor spaces, and others.)

**Strategy 19: Connection with Indigenous Groups:**

Develop relationships with Indigenous groups and tribal leaders with ancestral connections to Lakewood, and work with them to integrate their traditional ecological knowledge, local history, cultural practices, and perspectives into plans and policies.

**Strategy 25: Employ Inclusive Communication and Outreach Methods:**

Building on existing efforts, develop a comprehensive communications and outreach strategy for all City operations to ensure that all information and outreach efforts are accessible, engaging, and broad-reaching. This should include specific outreach strategies and accommodations for individuals with disabilities and Lakewood’s diversity of cultural identities and languages. Regularly update this strategy to reflect changing technologies, demographics, and communication preferences.

**Strategy 26: Provide Inclusive City Programs and Services:**

Ensure that city programs, services, events, meetings, and amenities are welcoming and accessible to all residents. As appropriate, consider opportunities for distinct offerings that cater to specific groups or particular needs within the community, including considerations such as cultural responsiveness, relevance, and languages, disabilities, families and youth, seniors, economic status, and others.

**Strategy 51: Opportunities for Self-Directed Play and Learning at City Facilities and Parks:**

Foster opportunities for self-directed learning and play at city facilities that can be initiated by community members of all ages and abilities.

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**Strategy 72: Activation of Public Spaces:** Improve and activate publicly owned spaces (such as parks, plazas, streetscapes) with art, landscaping, seating, creative placemaking, and interactive elements.

**Strategy 73: Art in Publicly Visible Spaces:** Work with the community, local artists, arts organizations, community partners, and developers to support the integration of art and placemaking installations into the urban fabric to beautify spaces, create identity, and reflect local heritage and values.

**Strategy 74: Support Art and Culture-Based Hubs:** Continue to support the 40 West ArtLine, 40 West Arts Creative District, Alameda Corridor, Lakewood Cultural Center/Heritage Lakewood Belmar Park, and other areas that may emerge to serve as a hub for artistic expression, creative industries, and cultural tourism.

### **Strategy 75: Creative Entrepreneurship**

**Opportunities:** Foster creative entrepreneurship by ensuring City policies support incubator and start-up spaces, funding opportunities, and business development resources for artists, cultural enterprises, and individuals wishing to pursue creative ventures in Lakewood. Strategically encourage these activities in locations where there is already a concentration of creative activity or where the introduction of new creative activities could breathe life and activity into new spaces.

**Strategy 76: Iterative Planning for Community Spaces and Activity Hubs:** Establish mechanisms for ongoing evaluation, feedback, and adaptation of creative placemaking initiatives based on community input and measurable outcomes.



*Youth dance program recital at Lakewood Cultural Center. Photograph by Adam Riggs.*



## Creative Placemaking

**Goal 12: Tell Lakewood’s story and enhance community identity, health, and quality of life through community-based initiatives throughout the city that celebrate local culture, foster social cohesion, promote economic vitality, and activate Lakewood’s public spaces.**

Lakewood’s *40 West ArtLine Framework Plan*, adopted in 2023 following more than a decade of community engagement and support for the ArtLine project, explains creative placemaking as a concept where diverse partners use arts and culture to shape the character of a place to spur local economic development, enhance social connections, and improve the physical environment. Creative placemaking can be a tool to help address many different community challenges and goals. A 2022 Urban Land Institute study found that it promotes

*Artist and community members painting ground murals on the 40 West ArtLine.*

## Goals

social cohesion, reduces crime, and helps build trust among diverse groups. The 4-mile long 40 West ArtLine outdoor arts experience, an idea conceived of by community members in the state-certified 40 West Arts Creative District in northeast Lakewood, is a significant local creative placemaking project example. Similarly, Alameda Connects has created the Discover Alameda Trail, a 5-mile walking and biking route that activates the Alameda corridor with art, history, and storytelling. Additional temporary or longer-term creative placemaking projects throughout the city can help tell Lakewood's story and address community goals in the years to come.

## Goal 12 Strategies: Creative Placemaking

The Creative Placemaking goal centers on community-driven and city and partner supported initiatives that utilize art and culture to enhance the quality of life for Lakewood residents, businesses, and visitors. The strategies include working with the community and artists to create vibrant public spaces, integrating art throughout the city, supporting arts and culture hubs, fostering creative entrepreneurship, and continually adapting placemaking projects based on community feedback. The supporting strategies show the interconnectedness between creative placemaking and the built environment, transportation networks, the economy and more.

Identifying the lifespan of the creative placemaking projects and maintenance needs is also an important consideration. Some projects are intended to engage the community and activate places for a short period of time during a specific timeframe or event, where others, like the projects mentioned above, have longer-term goals and needs to realize their full potential. For creative placemaking efforts in Lakewood, the city will prioritize community engagement, celebrate local artists, and leverage existing plans, including the *Lakewood Public Art Plan* and the *40 West ArtLine Framework Plan*, to achieve this goal.

## Goal 12 Primary Strategies

### **Strategy 63: Community Art Maintenance:**

Identify opportunities to support the maintenance of Lakewood's art and cultural amenities through partnerships, community engagement, and resource optimization.

**Strategy 70: Well-Designed Streetscapes and Public Places:** Promote streetscape and public space improvement projects to ensure that all destinations and community gathering places offer safe, pleasant, and active experiences for all users. These projects should incorporate elements such as tree canopy and vegetation, shade, lighting, public art, seating, wide sidewalks or pathways, crosswalks, signage and signalization, wayfinding, green infrastructure, and others.

**Strategy 71: Community-Informed Placemaking:** Ensure community engagement and participation is central to any creative placemaking work and that initiatives reflect the character and features of the neighborhoods where projects occur.

**Strategy 72: Activation of Public Spaces:** Improve and activate publicly owned spaces (such as parks, plazas, streetscapes) with art, landscaping, seating, creative placemaking, and interactive elements.

**Strategy 73: Art in Publicly Visible Spaces:** Work with the community, local artists, arts organizations, community partners, and developers to support the integration of art and placemaking installations into the urban fabric to beautify spaces, create identity, and reflect local heritage and values.

**Strategy 74: Support Art and Culture-Based Hubs:** Continue to support the 40 West ArtLine, 40 West Arts Creative District, Alameda Corridor, Lakewood Cultural Center/Heritage Lakewood Belmar Park, and other areas that may emerge to serve as a hub for artistic expression, creative industries, and cultural tourism.



*CWA trishaw at the 40 West First Friday ArtLine launch celebration.*

### **Strategy 75: Creative Entrepreneurship**

**Opportunities:** Foster creative entrepreneurship by ensuring City policies support incubator and start-up spaces, funding opportunities, and business development resources for artists, cultural enterprises, and individuals wishing to pursue creative ventures in Lakewood. Strategically encourage these activities in locations where there is already a concentration of creative activity or where the introduction of new creative activities could breathe life and activity into new spaces.

### **Strategy 76: Iterative Planning for Community Spaces and Activity Hubs**

**Establish mechanisms** for ongoing evaluation, feedback, and adaptation of creative placemaking initiatives based on community input and measurable outcomes.

## **Goal 12 Supporting Strategies**

### **Strategy 19: Connection with Indigenous Groups:**

Develop relationships with Indigenous groups and tribal leaders with ancestral connections to Lakewood, and work with them to integrate their traditional ecological knowledge, local history, cultural practices, and perspectives into plans and policies.

**Strategy 31: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.

### **Strategy 61: Arts and Culture in All Policies:**

Continue implementing strategies and partnerships that weave arts and culture into all aspects of the City's work.

### **Strategy 62: Celebrate and Value Local Art and Artists:**

Advocate for and encourage collaborations, partnerships, and cross promotion of local artists and creatives to ensure a thriving creative community.

### **Strategy 64: Encourage Arts and Culture Experiences:**

Facilitate the creation of transformative art destinations throughout Lakewood by encouraging diversification of the public art collection, engaging the community and creating public art that is discovered organically and intentionally.

### **Strategy 65: Implementation of the Public Art Plan:**

Continue to implement the Public Art Plan and any future updates to the Plan.

### **Strategy 66: Implementation of the 40 West ArtLine Framework Plan:**

Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

### **Strategy 69: Promote Arts and Culture:**

Promote Lakewood's arts and cultural programs, events, facilities, and resources to attract new businesses, visitors and residents.

## Goals

### **Strategy 80: Support Area Planning in the City:**

Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion.



*Mountair Park Community Farm mural painting event.*



## Thriving Activity Hubs

**Goal 13: Support thriving, connected, and equitable activity hubs that allow for a mix of appropriate land uses to meet the needs of Lakewood residents, businesses and visitors.**

Activity Hubs are the places in Lakewood where residents, visitors, and workers convene most frequently to access services, retail shopping, entertainment, restaurants, and other leisure amenities and attractions. They're the places people want to be. As key business centers, Activity Hubs also provide important local jobs for the Lakewood community and surrounding region. These hubs are the center of community gathering and activity, with high access demand as people come and go on a daily basis and provide a range of higher density housing options.

*Fourth of July Celebration at Downtown Lakewood/Belmar Activity Hub.*

## Goals

As illustrated in the Envision Lakewood Future Land Use Map, the community has identified nine “Community Hubs”, including Downtown Lakewood/Belmar, Denver West/Colorado Mills Shopping Center, and north Union Boulevard and over thirty “Neighborhood Hubs.” Together, these represent Lakewood’s current and anticipated future Activity Hubs, which are characterized by a variety of integrated land uses (including both commercial and residential), a pedestrian-oriented and walkable environment, inviting and inspiring public spaces, and a visible and accessible location—usually at major intersections. Community Hubs serve the broader community at a regional scale and are well-known destinations, while Neighborhood Hubs primarily serve the surrounding local residents.

The community envisions that these areas will evolve into a well-known network of distinct and diversified mixed-use hubs that serve as the primary locations for gathering and commerce. With anticipated growth in the region, there is a need to increase the availability of jobs, services, retail, and leisure opportunities as well as housing. Concentrating this growth in thoughtfully designed mixed-use activity hubs that offer high-quality, accessible, and convenient living environments will allow the community to evolve in a proactive and welcoming way, while minimizing potential impacts on established residential neighborhoods and the natural environment.

## Goal 13 Strategies: Thriving Activity Hubs

To realize this goal of curating a network of Activity Hubs, primary strategies focus on efforts for economic development and diversification, promoting infill development, conducting neighborhood and area planning, strategic use of regulatory tools such as zoning and design standards, and investment in high-quality streetscapes and beautification. Supporting strategies focus on the integration of land use and transportation planning to promote multimodal access to and within Activity Hubs and continued planning and investment in iconic Lakewood hubs including 40 West Arts and Downtown Lakewood/Belmar.

### Goal 13 Primary Strategies

#### **Strategy 77: Opportunities for Diverse Industries:**

Continue to encourage a mix of land uses to attract diverse, innovative and sustainable industries.

**Strategy 78: Support Activity Hubs:** Encourage and support activity hubs throughout the city with mixes of land uses that can help protect health and the natural environment and make the surrounding environment more attractive, well connected, economically stronger, socially diverse, and resilient to climate change. These nodes can be the hub for gathering and social events and blend into the surrounding context(s) of the area.

**Strategy 79: Invest in Underutilized Commercial Areas:** Identify under-utilized and under-performing commercial areas and assist in their revitalization, including decarbonization, through the use of state and federal programs such as enterprise zones, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives.



*First Friday gallery opening in the 40 West Arts Creative District/Colfax Core Community Hub.*

### **Strategy 80: Support Area Planning in the City:**

Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion.

### **Strategy 81: Implementation Tools for**

**Context-Sensitive Development:** Use the City's implementation tools such as the Zoning Ordinance, Design Standards, Major Site Plan Review and other applicable regulations to promote development that is respectful of adjacent properties and the surrounding area by considering height, scale, design, connectivity and impacts to the environment. Update these tools as needed.

### **Strategy 82: Mixed Use Activity Hubs Along**

**Corridors:** Support the development of areas with a mix of uses within activity hubs and along corridors to integrate and connect residential, commercial, and recreational spaces, fostering vibrant, walkable communities.

## **Goal 13 Supporting Strategies**

**Strategy 43: Urban Tree Canopy:** Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events.

### **Strategy 66: Implementation of the 40 West**

**ArtLine Framework Plan:** Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

### **Strategy 83: Street Trees and Green Infrastructure:**

Integrate natural spaces, tree-lined streets and green infrastructure into site and corridor planning and recreational spaces to improve air quality, support biodiversity, create connected pedestrian greenways and enhance the safety and aesthetics of the corridor.

### **Strategy 125: Develop a Multi-Modal Transportation**

**Plan:** Develop and implement a citywide multi-modal transportation plan that includes updates to the existing roadway classifications and establishment of modal hierarchies to create a coordinated and cohesive vision for Lakewood's future transportation system.

### **Strategy 126: Complete Streets Approach:**

Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements, including but not limited to pedestrians, cyclists, and equestrians.

### **Strategy 138: Transit Oriented Communities and**

**Community Oriented Transit:** Support greater density in areas well-served by transit and greater transit service and a greater variety of transportation options in denser areas, while ensuring a dense pedestrian-network where residents have safe and convenient access to destinations and the transportation network, while also considering area context.

## Goals

### **Strategy 139: Align Roadway and Land Use**

**Regulations and Standards:** Re-examine the Zoning Ordinance and other regulations and policies to better integrate multimodal street classifications with land use, environmental considerations, and built form context. Align street typologies with land use and zoning, addressing elements such as setbacks, build-to-zones, sidewalks, landscaping, right-of-way (ROW) and roadway improvements, access requirements, auto-oriented land uses, and others.

**Strategy 140: Parking Requirements:** Modify the parking requirements in the Zoning Ordinance to be consistent with the context of the area, applicable state laws, and best practices to calibrate a balance between sufficient parking, vibrant places, and reducing harmful environmental impacts such as heat islands.

**Strategy 141: Micromobility Strategy for All Users:** Develop a micromobility strategy that addresses the safety, access, comfort, and convenience of vulnerable road users, and parking or storage for these methods, including people walking and rolling by all modes, including wheelchairs, skateboards, scooters, strollers, bikes, one-wheels and more.



*Project Joy Bomb during Covid at the Residences at Creekside.*



## Enhanced Corridors

**Goal 14: Support vibrant, healthy, and equitable corridors along major roadways by thoughtfully balancing commercial and residential uses, natural and wildlife habitats and multimodal access.**

Lakewood's major roadway corridors provide essential pathways to efficiently move people and goods, and to provide access to different areas and destinations around the city and the broader region. The land adjacent to these corridors supports local retail and service establishments for the community, and sometimes also includes sections lined with residential homes. These corridors were designed and developed in a way that prioritizes travel speeds, high roadway capacity, and primarily auto-oriented development. This has left many of Lakewood's roadway corridors unattractive and dangerous for non-vehicle users such

*Alameda Corridor Streetscape Improvements.*

## Goals

as pedestrians, cyclists, and transit riders. It has also left most of these corridors in uninspiring conditions that lack the vibrancy and sense of place that invite visitors to gather and linger.

Lakewood's roadway corridors will continue to serve as vital mobility thoroughfares and areas of commerce, but they are also envisioned to be vibrant, pedestrian-friendly spaces that prioritize safe multimodal access and a greater variety of uses and activities. Anticipated regional growth creates a need to increase the availability of jobs, services, retail, leisure opportunities, and housing in the area. Similar to the Activity Hubs, the community has placed an emphasis on concentrating a significant portion of this development in thoughtfully designed mixed-use spaces along corridors that are broadly accessible and offer attractive living environments and conveniences. This will allow the community to evolve in a proactive and welcoming way, while minimizing potential impacts on established adjacent residential neighborhoods and protected open spaces.

As illustrated in the Envision Lakewood Future Land Use Map, the community has identified portions of nine roadways as "Community Corridors" or "Neighborhood Corridors." Together, these future Corridor destinations are characterized by a linear arrangement of integrated land uses along major roadways, including retail, services, offices, dining, hospitality, and residences. These corridors will balance the need for efficient movement of people, vehicles and goods with an inviting, comfortable, and safe pedestrian environment. Community Corridors are meant to serve a broader community and regional scale, while Neighborhood Corridors are meant to serve the local residences that surround them.

In addition to developed roadway corridors, Lakewood has many natural and wildlife corridors that provide close-to-home access to greenspace and diverse habitats for local wildlife while also creating connectivity and multimodal transportation opportunities in some cases. As shown on the Envision

Lakewood Future Land Use Map, these corridors are often connected to parks and open space, further enhancing their value. Natural and wildlife corridors have a positive impact on community health, sustainability, multimodal transportation, equity, and economic development and are an important part of Lakewood's identity.

## Goal 14 Strategies: Enhanced Corridors

To realize this goal of curating a network of well-designed and enhanced corridors, primary strategies focus on continued area and neighborhood planning to define the specific priorities for each corridor, investment in high-quality streetscapes, green infrastructure, and beautification, and the use of regulatory tools to promote integrated and aligned Corridors and Activity Hubs. Supporting strategies link corridor planning with multimodal transportation, community health and safety, equity, economic development, sustainability, and context sensitive development.

### Goal 14 Primary Strategies

#### **Strategy 80: Support Area Planning in the City:**

Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion.

#### **Strategy 82: Mixed Use Activity Hubs Along**

**Corridors:** Support the development of areas with a mix of uses within activity hubs and along corridors to integrate and connect residential, commercial, and recreational spaces, fostering vibrant, walkable communities.





*Union Corridor mixed-use area.*

**Strategy 79: Invest in Underutilized Commercial Areas:** Identify under-utilized and under-performing commercial areas and assist in their revitalization, including decarbonization, through the use of state and federal programs such as enterprise zones, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives.

**Strategy 81: Implementation Tools for Context-Sensitive Development:** Use the City’s implementation tools such as the Zoning Ordinance, Design Standards, Major Site Plan Review and other applicable regulations to promote development that is respectful of adjacent properties and the surrounding area by considering height, scale, design, connectivity and impacts to the environment. Update these tools as needed.

**Strategy 125: Develop a Multi-Modal Transportation Plan:** Develop and implement a citywide multi-modal transportation plan that includes updates to the existing roadway classifications and establishment of modal hierarchies to create a coordinated and cohesive vision for Lakewood’s future transportation system.

**Strategy 126: Complete Streets Approach:** Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements, including but not limited to pedestrians, cyclists, and equestrians.

**Strategy 127: Fill Gaps in Multimodal Transportation Network:** Prioritize gaps in the network grid, first and last mile connections, improvements to overall connectivity and a greater variety of route options to more efficiently move people through Lakewood.

**Strategy 132: Implementation of Transportation Planning:** Continue to implement transportation related plans and studies and any future updates.

**Strategy 139: Align Roadway and Land Use Regulations and Standards:** Re-examine the Zoning Ordinance and other regulations and policies to better integrate multimodal street classifications with land use, environmental considerations, and built form context. Align street typologies with land use and zoning, addressing elements such as setbacks, build-to-zones, sidewalks, landscaping, right-of-way (ROW) and roadway improvements, access requirements, auto-oriented land uses, and others.

**Strategy 141: Micromobility Strategy for All Users:** Develop a micromobility strategy that addresses the safety, access, comfort, and convenience of vulnerable road users, and parking or storage for these methods, including people walking and rolling by all modes, including wheelchairs, skateboards, scooters, strollers, bikes, one-wheels and more.

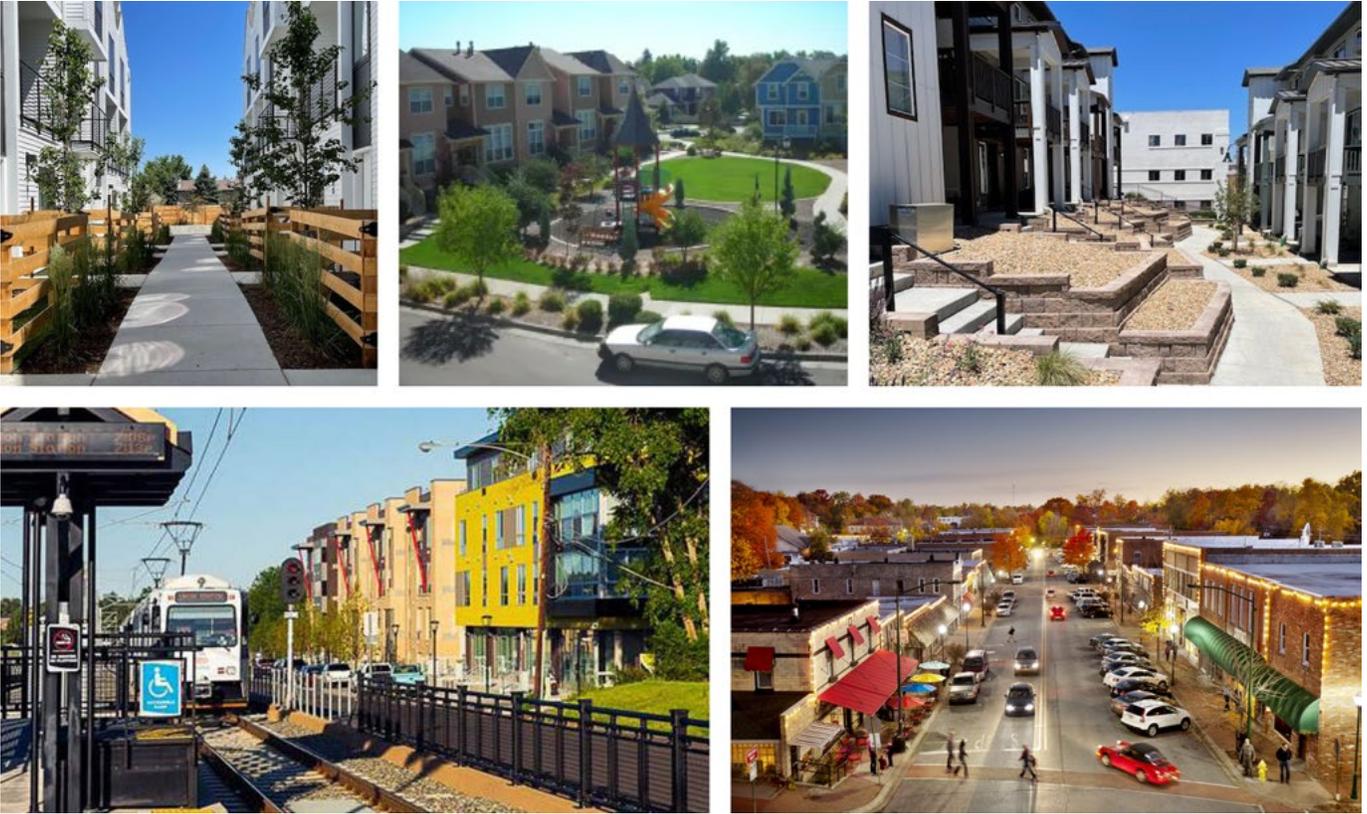
**Strategy 142: Implementation of the Bicycle Plan:** Continue to implement the Bicycle Plan and any future updates to the Plan, with a core goal of increasing bicycle network connectivity and increasing the comfort of existing bicycle facilities.

**Strategy 143: Walkable Community:** Improve the pedestrian environment to ensure that residents and community members have safe, comfortable and convenient access to destinations such as schools and the public transit network. Consider the development of a walkability plan that would also include information and education programs to improve transportation safety and wayfinding.

**Strategy 144: Sidewalk and Bike Facility Network:** Prioritize closing gaps in the network grid and first/last mile connections, including construction of missing sidewalk and trail links throughout the city, such as those identified in the Belmar/downtown Lakewood Connectivity Study, and north-south crossings of the 6th Avenue freeway, in order to improve overall connectivity, and provide more/greater variety of route options. Prioritize investing in additional separated bike lanes as proposed in the Bicycle Plan.

**Strategy 145: Safe Crossings:** Evaluate locations where it is appropriate to install pedestrian, cyclist, and equestrian crossing improvements such as enhanced crosswalks, signals, refuge medians, or increased visibility at high-traffic mid-block locations and work with the Colorado Department of Transportation (CDOT) and other partners to implement improvements.

**Strategy 147: Support Local Business:** Support the development, growth, and retention of local businesses.



## Context Sensitive Design and Development

*A photo collage of examples of context-sensitive design and development within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop.*

**Goal 15: Encourage and support new development and land use changes that prioritize high-quality, context-sensitive design and contribute to the adopted citywide Guiding Principles and Goals.**

Context -sensitive design considers the features of the surrounding area to ensure that new development and redevelopment is complementary and contributes to a cohesive, sustainable, and resilient neighborhood or district. In Lakewood, most new development is infill development or redevelopment, which heightens the importance of promoting and regulating development to be intentional, context sensitive, and community-oriented.

Much of Lakewood’s recent new development has occurred along major corridors like West Colfax Avenue, Union Boulevard and Wadsworth Boulevard

and each corridor has distinct development patterns. Lakewood’s area plans provide clarity on the type of design and development appropriate for corridors and other specific areas of the city. These plans are based on community input and outline the vision and recommendations for the future. Relevant plans include the *Downtown Lakewood Connectivity and Urban Design Plan*, the *Union Boulevard Corridor Urban Design Plan*, the *40 West Arts District Urban Design and Mobility Concepts*, the *West Colfax 2040 Vision Plan*, the *Sheridan Station 20-Minute Neighborhood Implementation Strategy*, and the *40 West ArtLine Framework Plan and Design Standards and Guidelines*.

The Lakewood Zoning Ordinance is the City’s regulatory tool to guide design and development. The Zoning Ordinance specifies three context zones: 1) Transit Context, which is near light rail stations, 2) Urban Context, which is more pedestrian-oriented, and 3) Suburban Context, which is more auto-oriented. These zones establish dimension standards, development standards, and design standards, such as setbacks, build-to zones, required open space, allowed building heights, land use, and parking. The City is also exploring adding a Creative Context zone for areas that have a focus on creative uses and design in a walkable pedestrian-oriented area, like the 40 West Arts District.

## Goal 15 Strategies: Context Sensitive Design and Development

As more redevelopment and infill projects are proposed and built in Lakewood, it is important to the community that the development is attractive, high-quality, sustainable, and economically resilient. Primary strategies for this goal promote the strategic use of regulatory, planning, and incentive-based tools, such as revisions to the City’s zoning code to align with all development goals in this Plan and the Future Land Use Map. Supporting strategies show the connections between development and civic participation, equity, community health and safety, sustainability, transportation and economic development.

### Goal 15 Primary Strategies

#### **Strategy 80: Support Area Planning in the City:**

Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion.

#### **Strategy 81: Implementation Tools for**

**Context-Sensitive Development:** Use the City’s implementation tools such as the Zoning Ordinance, Design Standards, Major Site Plan Review and other applicable regulations to promote development that is respectful of adjacent properties and the surrounding area by considering height, scale, design, connectivity and impacts to the environment. Update these tools as needed.

**Strategy 86: Continued Support and Development of Lakewood’s Design Review Program:** Support the Design Review Commission in applying Design Standards and Guidelines. Explore opportunities to strengthen the program and consider the development of additional design standards as resources and priorities allow.

**Strategy 87: High-Quality Design:** For all development projects, promote accessible, human-scaled design that enhances the aesthetics of the site and includes quality, well-detailed, and durable materials.

**Strategy 88: Alignment with Future Land Use Map:** Support zoning and regulatory changes that align with the Future Land Use Map.

## Goal 15 Supporting Strategies

**Strategy 4: Health-Informed Public Space Design:** Update regulations for public space design to support the community’s physical, mental, and social health with considerations such as passive and active uses, places to gather, heat resilience, connections to nature, and safe access within and through a space.

**Strategy 10: Safe and Resilient Infrastructure:** Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

**Strategy 21: Address Environmental Justice:** Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.

**Strategy 27: Ensure Opportunities for Meaningful Civic Participation:** Invite, encourage, and work to remove barriers for residents to take an active role in the city through intentional offerings for civic participation that actively fosters interaction between residents of different backgrounds and experiences. This may include, but not be limited to, elections, volunteering, applying for city grants, joining city boards and commissions, providing public comments on projects, participating in planning processes, accessing special events, participating in creative placemaking efforts, or other public participation processes.

**Strategy 37: Encourage Building Longevity and Sustainability:** Promote building longevity through use of high-quality durable materials, multifunctional and flexible design, adaptive reuse and retrofitting programs, sustainable design, and deconstructability.

**Strategy 66: Implementation of the 40 West ArtLine Framework Plan:** Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

**Strategy 72: Activation of Public Spaces:** Improve and activate publicly owned spaces (such as parks, plazas, streetscapes) with art, landscaping, seating, creative placemaking, and interactive elements.

**Strategy 79: Invest in Underutilized Commercial Areas:** Identify under-utilized and under-performing commercial areas and assist in their revitalization, including decarbonization, through the use of state and federal programs such as enterprise zones, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives.

**Strategy 89: Incentivize and Support Building Emissions Reductions and Resiliency:** Implement a comprehensive building program that increases energy efficiency and renewable energy and storage, eliminates emissions, and makes buildings more resilient by incorporating performance standards, code updates, customized tools, resources and incentives, workforce development, financing mechanisms, and community education.

**Strategy 90: Assess and Update Building and Energy Codes:** Regularly review and adopt updated building and energy codes to protect life and safety, support Lakewood’s housing, climate, and economic development strategies, and to accelerate progress towards greenhouse gas reduction targets through sustainable design, resource efficiency, decarbonization, and climate resiliency of buildings.

**Strategy 91: Assess and Update Sustainable Development Regulations:** Regularly assess and update Lakewood’s Zoning Code, engineering standards, and other related land-use policies to ensure that development projects account for climate risks, advance the City’s climate commitments and reflect the community’s adopted vision.

**Strategy 125: Develop a Multi-Modal Transportation Plan:** Develop and implement a citywide multi-modal transportation plan that includes updates to the existing roadway classifications and establishment of modal hierarchies to create a coordinated and cohesive vision for Lakewood’s future transportation system.

**Strategy 126: Complete Streets Approach:** Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements, including but not limited to pedestrians, cyclists, and equestrians.

**Strategy 127: Fill Gaps in Multimodal Transportation Network:** Prioritize gaps in the network grid, first and last mile connections, improvements to overall connectivity and a greater variety of route options to more efficiently move people through Lakewood.

**Strategy 132: Implementation of Transportation Planning:** Continue to implement transportation related plans and studies and any future updates.

**Strategy 138: Transit Oriented Communities and Community Oriented Transit:** Support greater density in areas well-served by transit and greater transit service and a greater variety of transportation options in denser areas, while ensuring a dense pedestrian-network where residents have safe and convenient access to destinations and the transportation network, while also considering area context.

**Strategy 139: Align Roadway and Land Use Regulations and Standards:** Re-examine the Zoning Ordinance and other regulations and policies to better integrate multimodal street classifications with land use, environmental considerations, and built form context. Align street typologies with land use and zoning, addressing elements such as setbacks, build-to-zones, sidewalks, landscaping, right-of-way (ROW) and roadway improvements, access requirements, auto-oriented land uses, and others.

**Strategy 140: Parking Requirements:** Modify the parking requirements in the Zoning Ordinance to be consistent with the context of the area, applicable state laws, and best practices to calibrate a balance between sufficient parking, vibrant places, and reducing harmful environmental impacts such as heat islands.

**Strategy 150: Strategic Partnerships for Economic Development:** Develop and support creative and innovative partnerships to explore financing mechanisms and work collaboratively towards shared economic goals for the city.



## A Sustainable Built and Natural Environment

*Xeric demonstration gardens at Kendrick Lake Park help educate community members about the beauty and benefits of native plantings in landscape designs.*

**Goal 16: Ensure that Lakewood’s buildings, landscapes, and supporting infrastructure are resource efficient, leverage nature-based solutions to enhance ecosystem and public health, utilize sustainable materials, and advance climate action and decarbonization.**

The City of Lakewood has set ambitious Science-Based Targets (SBTs) to achieve a 60.7% reduction in community-wide greenhouse gas (GHG) emissions by 2030 and net-zero GHG emissions by 2050. Interpolating these SBTs to 2040 results in an interim target of reducing emissions by 80.4% from 2018 levels. Lakewood’s 2021 Greenhouse Gas Inventory shows that the built environment is the largest contributor to GHG emissions, accounting for (42% of local emissions from building energy use alone).

The built environment also impacts stormwater drainage, flood management, air and water quality, and the success of natural ecosystems and wildlife habitats. Some interventions to reduce the impact on the environment are already standard practice, such as increasing urban tree canopy with landscaping standards and forestry practices (Lakewood's urban tree canopy coverage was 18% in 2021, an increase of 2% since 2011). To further reduce GHG emissions and support healthy functioning ecosystems, Lakewood needs to incorporate more sustainable and low impact development practices, transition to cleaner sources of energy, conserve water, reduce and divert waste from landfills, and protect, enhance, and increase natural spaces.

## Goal 16 Strategies: A Sustainable Built and Natural Environment

This goal is intended to better integrate human development into the site and surroundings by mitigating harmful environmental impacts and providing positive community benefits. Primary strategies include using regulatory tools to encourage sustainable materials and practices, as well as providing accessible programming that educates community members about the impact of buildings on the environment. Supporting strategies emphasize tools and resources for improving sustainability in the existing built environment and creating more resilient systems and infrastructure.

### Goal 16 Primary Strategies

#### **Strategy 33: Online Sustainability Resource Center:**

Maintain an up-to-date online resource center to provide information, resources, and services to residents, businesses, and other stakeholders related to energy and water conservation, renewable energy systems, beneficial electrification, waste diversion and climate adaptation strategies.

#### **Strategy 37: Encourage Building Longevity and Sustainability:**

Promote building longevity through use of high-quality durable materials, multifunctional and flexible design, adaptive reuse and retrofitting programs, sustainable design, and deconstructability.

#### **Strategy 43: Urban Tree Canopy:**

Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events.

#### **Strategy 89: Incentivize and Support Building Emissions Reductions and Resiliency:**

Implement a comprehensive building program that increases energy efficiency and renewable energy and storage, eliminates emissions, and makes buildings more resilient by incorporating performance standards, code updates, customized tools, resources and incentives, workforce development, financing mechanisms, and community education.

#### **Strategy 90: Assess and Update Building and Energy Codes:**

Regularly review and adopt updated building and energy codes to protect life and safety, support Lakewood's housing, climate, and economic development strategies, and to accelerate progress towards greenhouse gas reduction targets through sustainable design, resource efficiency, decarbonization, and climate resiliency of buildings.



*A local elementary school helped city forestry staff celebrate Arbor Day by planting six deciduous trees in Westborough Park in 2023. The Mayor gave a proclamation in recognition of Lakewood's award of 41 years as a Tree City USA community.*

**Strategy 91: Assess and Update Sustainable Development Regulations:** Regularly assess and update Lakewood's Zoning Code, engineering standards, and other related land-use policies to ensure that development projects account for climate risks, advance the City's climate commitments and reflect the community's adopted vision.

**Strategy 92: Municipal Decarbonization Plan:** Develop and implement a municipal operations greenhouse gas emissions inventory and decarbonization plan in alignment with the City's greenhouse gas reduction targets to prioritize actions that eliminate climate and health impacts from city buildings, fleet, and operations.

## Goal 16 Supporting Strategies

### **Strategy 10: Safe and Resilient Infrastructure:**

Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

### **Strategy 11: Improving Emergency Preparedness, Response, and Recovery:**

Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience.

### **Strategy 21: Address Environmental Justice:**

Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.

### **Strategy 40: Water Efficient Homes, Buildings, and Landscapes:**

Reduce water consumption in alignment with regional water goals by ensuring that city codes support water efficient development and by providing resources, technical support, and incentive programs that encourage Lakewood residents and businesses to implement indoor and outdoor water efficiency and conservation measures.

**Strategy 58: Flexible and Responsible Tools for**

**Conservation of Historic Resources:** Consider the update of existing and use of new regulatory tools that can protect historic resources and character, while also providing enough flexibility to accommodate appropriate growth and change. The use of such tools should also consider and mitigate affordability and economic impacts of preservation objectives. Examples may include conservation districts, zoning overlays, design guidelines, tax credits, waivers or other incentives for adaptive reuse and preservation, rezoning guidelines, facade improvement programs, or other support programs.

**Strategy 83: Street Trees and Green Infrastructure:**

Integrate natural spaces, tree-lined streets and green infrastructure into site and corridor planning and recreational spaces to improve air quality, support biodiversity, create connected pedestrian greenways and enhance the safety and aesthetics of the corridor.

**Strategy 142: Implementation of the Bicycle Plan:**

Continue to implement the Bicycle Plan and any future updates to the Plan, with a core goal of increasing bicycle network connectivity and increasing the comfort of existing bicycle facilities.

**Strategy 144: Sidewalk and Bike Facility Network:**

Prioritize closing gaps in the network grid and first/last mile connections, including construction of missing sidewalk and trail links throughout the city, such as those identified in the Belmar/downtown Lakewood Connectivity Study, and north-south crossings of the 6th Avenue freeway, in order to improve overall connectivity, and provide more/greater variety of route options. Prioritize investing in additional separated bike lanes as proposed in the Bicycle Plan.

**Strategy 146: Bicycle and Pedestrian Funding and**

**Maintenance:** Identify and prioritize opportunities to enhance bicycle and pedestrian infrastructure, including approaches for regular maintenance such as snow removal and sweeping.



## Complete and Engaged Neighborhoods

*The Daniels Welchester neighborhood annual National Night Out event that connects its residents with City and County law enforcement.*

**Goal 17: Cultivate connected and inclusive neighborhoods in Lakewood that foster a strong sense of community and identity and promote sustainability.**

“Complete neighborhoods” can fulfill the day-to-day needs of the people who live within them by providing jobs, retail services, education, healthy food, parks, transit access, and social connection opportunities close to home—sometimes referred to as a 15- or 20-minute community. Multimodal transportation options (walking, biking, and safe and convenient transit access), context-sensitive development, diverse housing options and a mix of land uses to support residents’ daily needs are key components of these neighborhoods. Complete neighborhoods also integrate public places and green infrastructure, offering benefits such as community gathering space, shade, natural beauty, carbon sequestration, and stormwater management.

Lakewood actively supports complete neighborhoods and resident engagement through policies and programs that promote social interactions and strengthen neighborhood identity.

- » The **Sustainable Neighborhoods Program** leverages volunteer residents' passions, interests and skills to coordinate events, activities, and projects that help make Lakewood's neighborhoods more sustainable places to live.
- » The **Neighborhood Support Team** serves Lakewood residents by offering community-building programs and resources, such as grants and stipends for neighborhood projects and events, a mediation program for civil disputes, and opportunities for community service and volunteering.
- » The **Neighborhood Participation Program** offers grants for resident-led projects that improve public spaces, such as community gardens, park amenities, or accessibility features, with a focus on neighborhood benefit and broad community support.
- » The **Sheridan Station 20-Minute Neighborhood Implementation Strategy**, developed with the Two Creeks Neighborhood Organization and many other stakeholders, provides policy guidance to sustain and grow this area of Lakewood as a complete neighborhood. The plan includes concepts that could be used to help inform future area planning for other complete neighborhoods in the city.

## Goal 17 Strategies: Complete and Engaged Neighborhoods

This goal and primary strategies focus on continuing to support neighborhood-serving programs and projects, encourage diverse housing options, integrate land use and transportation planning, promote sustainable development and more. Supporting strategies show the interplay between neighborhood vitality, art and culture, community wellness, active living, activity hubs, economic development, and zero waste efforts.

### Goal 17 Primary Strategies

#### **Strategy 80: Support Area Planning in the City:**

Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion.

#### **Strategy 93: Diversity of Housing Types:**

Encourage a mix of housing types through development regulations, policies, and incentives to accommodate different household sizes, income levels, preferences, and needs.

#### **Strategy 94: Neighborhood-Serving Programs and Projects:**

Continue to support and grow neighborhood-serving programs and projects, such as the Sustainable Neighborhoods Program, Neighborhood Support Team, and Neighborhood Participation Program.



Family walking to shops around the Downtown Lakewood/Belmar Activity Hub.

**Strategy 95: Mixed-Income Neighborhoods:**

Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes.

**Strategy 96: Create Walkable, Connected**

**Neighborhoods:** Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other.

**Strategy 97: Expand Access to Public**

**Transportation in Neighborhoods:** Expand access to reliable and convenient public transportation options within neighborhoods.

**Strategy 98: Neighborhood Street Design:**

Ensure that neighborhoods have access to safe and accessible routes by designing designated street corridors that prioritize pedestrian safety and encourage walking, riding and rolling that incorporate sidewalks, and complete street designs.

**Strategy 99: Encourage Climate-Conscious**

**Neighborhoods:** Promote sustainable practices throughout neighborhoods, with a focus on energy efficiency, water conservation, green infrastructure and zero waste.

**Strategy 100: Prioritize CDBG Funds:**

Through the Community Development Block Grant (CDBG) Five-year Consolidated Plans and Annual Action Plans, identify and prioritize funding for key projects that will have a positive impact on low-to-moderate income populations in target areas.

**Goal 17 Supporting Strategies**

**Strategy 10: Safe and Resilient Infrastructure:**

Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

**Strategy 33: Online Sustainability Resource Center:**

Maintain an up-to-date online resource center to provide information, resources, and services to residents, businesses, and other stakeholders related to energy and water conservation, renewable energy systems, beneficial electrification, waste diversion and climate adaptation strategies.

**Strategy 34: Increase Understanding of Waste Diversion Opportunities:**

Expand and maintain comprehensive waste-related educational resources for the community with the goal of increasing participation in and proper usage of available waste diversion programs.

**Strategy 64: Encourage Arts and Culture**

**Experiences:** Facilitate the creation of transformative art destinations throughout Lakewood by encouraging diversification of the public art collection, engaging the community and creating public art that is discovered organically and intentionally.

**Strategy 66: Implementation of the 40 West**

**ArtLine Framework Plan:** Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

**Strategy 68: Celebrate the Cultural Community:**

Celebrate the community through art and cultural events, programs and performances that showcase local and regional talent, traditions, and cultural diversity.

**Strategy 72: Activation of Public Spaces:**

Improve and activate publicly owned spaces (such as parks, plazas, streetscapes) with art, landscaping, seating, creative placemaking, and interactive elements.

**Strategy 73: Art in Publicly Visible Spaces:**

Work with the community, local artists, arts organizations, community partners, and developers to support the integration of art and placemaking installations into the urban fabric to beautify spaces, create identity, and reflect local heritage and values.

**Strategy 78: Support Activity Hubs:**

Encourage and support activity hubs throughout the city with mixes of land uses that can help protect health and the natural environment and make the surrounding environment more attractive, well connected, economically stronger, socially diverse, and resilient to climate change. These nodes can be the hub for gathering and social events and blend into the surrounding context(s) of the area.

**Strategy 81: Implementation Tools for**

**Context-Sensitive Development:** Use the City's implementation tools such as the Zoning Ordinance, Design Standards, Major Site Plan Review and other applicable regulations to promote development that is respectful of adjacent properties and the surrounding area by considering height, scale, design, connectivity and impacts to the environment. Update these tools as needed.

**Strategy 143: Walkable Community:** Improve the pedestrian environment to ensure that residents and community members have safe, comfortable and convenient access to destinations such as schools and the public transit network. Consider the development of a walkability plan that would also include information and education programs to improve transportation safety and wayfinding.

**Strategy 152: Create Non-Residential Waste**

**Diversion Programs:** Develop collaborative waste reduction and diversion programs targeting the largest and highest need waste generators in the commercial, industrial, and institutional sectors in Lakewood.



Sustainable Morse Park volunteers help with Morse Park Rain Garden cleanup.



## Sustainable and Climate Resilient Public Infrastructure

**Goal 18: Ensure that Lakewood’s infrastructure provides equitable access to clean energy and other sustainable technologies, supports sustainable transportation choices, protects air and water quality, and is designed to be resilient to environmental hazards and mitigate impacts of climate change.**

To meet Lakewood’s goals to achieve sustainable growth, net zero GHG emissions by 2050, and improve community health and resilience, it is essential to update and develop new public infrastructure. This includes:

- » Ensuring City infrastructure (such as roads, water, storm and sanitary sewer) will be able to meet future demands;

*Cyclists using the W Line Bikeway along the 40West ArtLine.*

- » Providing convenient and safe multi-modal transportation infrastructure to encourage low emissions mobility;
- » Reducing impervious surfaces and increasing green infrastructure to support natural stormwater drainage, shade, air and water quality, and biodiversity; and
- » Using nature-based solutions to simultaneously restore ecosystem health and provide community benefits

The effects of climate change, paired with widespread automobile-oriented development practices and regulations, have disproportionately impacted older Lakewood neighborhoods in a number of ways, including increased exposure to extreme heat due to the urban heat island effect, increased flood risk due to impervious surfaces, rising energy and insurance costs, and lower air quality due to pollution. Sustainable and climate resilient infrastructure must address these disparities and the varying levels of risk and need across the community. Lakewood is committed to integrating equity and environmental justice as it implements public infrastructure projects, programs, funding, and initiatives.

## Goal 18 Strategies: Sustainable and Climate Resilient Public Infrastructure

This goal aims to ensure that public infrastructure is sustainable and resilient to climate change impacts and hazards, prioritizes underserved neighborhoods for public infrastructure improvements. It also ensures Lakewood community members have safe, affordable, and equitable access to low-emissions transportation options, open and natural spaces, and daily needs like energy, clean air, and water.

## Goal 18 Primary Strategies

### Strategy 10: Safe and Resilient Infrastructure:

Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

**Strategy 43: Urban Tree Canopy:** Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events.

### Strategy 83: Street Trees and Green Infrastructure:

Integrate natural spaces, tree-lined streets and green infrastructure into site and corridor planning and recreational spaces to improve air quality, support biodiversity, create connected pedestrian greenways and enhance the safety and aesthetics of the corridor.

### Strategy 92: Municipal Decarbonization Plan:

Develop and implement a municipal operations greenhouse gas emissions inventory and decarbonization plan in alignment with the City's greenhouse gas reduction targets to prioritize actions that eliminate climate and health impacts from city buildings, fleet, and operations.



*Accessible greenways such as the Bear Creek Trail promote a balance between urban infrastructure, open space, and the natural environment.*

**Strategy 101: Participate in Regional Transition to Sustainable Energy Infrastructure:** Support and participate in Regional and Statewide efforts to expand sustainable infrastructure and services, increase renewable energy generation, energy storage, and grid reliability, and to support decarbonization through shared administration of programs providing technical expertise, navigation services, workforce development, and other incentives and resources in support of decarbonization and environmental sustainability.

**Strategy 102: Support and Promote Emerging Sustainable Transportation Technologies, Including Vehicle Electrification:** Support the transition to zero emissions vehicles by prioritizing electrification of the City’s vehicle fleet, expanding public charging infrastructure, updating building and zoning codes to encourage widespread access to charging, and leveraging technical assistance and funding opportunities. Regularly evaluate city policies and strategy documents to ensure that they are relevant to the latest transportation infrastructure and technology advancements.

**Strategy 103: Targets for City Facilities:** Establish and implement a plan, including targets and strategies, for city-owned facilities and operations to support the transition to renewable energy and improving energy efficiency while driving continual reductions of greenhouse gas emissions and air pollutants over the entire lifecycle of the asset based on market innovation and cost factors.

## Goal 18 Supporting Strategies

**Strategy 11: Improving Emergency Preparedness, Response, and Recovery:** Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience.

**Strategy 22: Assessment of Climate Impacts and Hazard Preparedness:** Regularly assess the impacts of climate change and related hazards on the Lakewood community to understand potential risks to people, the natural and built environment, and the economy. Coordinate across internal departments to utilize the climate impact assessment findings to establish, maintain, and train staff on a Climate Adaptation Strategy that supports disaster preparedness, response, recovery, and community-wide resilience, including a social vulnerability tool that can be used to prioritize program development, provision of services, and city infrastructure projects.

**Strategy 23: Climate Resilience in All Policies:** Continue to update and integrate climate hazard, risk, resilience, mitigation, adaptation, and impact analysis into city documents, reports, plans, and policies related to neighborhoods and corridors, municipal facilities and operations, parks and open space, infrastructure, zoning and building codes, asset management, engineering regulations, procurement, insurance, emergency preparedness, and the city budget process, among others

**Strategy 41: Toxin Reduction for Ecological Health:**

Minimize the use of chemical fertilizers, pesticides, and other toxins that negatively impact pollinator species and overall ecological health.

**Strategy 42: Establish a Biodiversity Strategy:**

Develop and implement a Biodiversity Strategy to identify projects, policies and programs that address invasive species, support ecological integrity, incorporate regenerative practices, and reduce the loss of biodiversity.

**Strategy 48: Responsible Parks and Open Space**

**Conservation:** Responsibly conserve vibrant parks and open space resources through preservation of biodiversity and wildlife habitat, green infrastructure, sustainable practices and environmental stewardship.

**Strategy 125: Develop a Multi-Modal Transportation**

**Plan:** Develop and implement a citywide multi-modal transportation plan that includes updates to the existing roadway classifications and establishment of modal hierarchies to create a coordinated and cohesive vision for Lakewood's future transportation system.



*EV charging stations at city facilities improve access to charging for electric vehicle owners.*



*Scaled-down maintenance equipment keep trails and separated bike lanes clear of snow and debris, like this one on South Garrison Street.*

**Strategy 146: Bicycle and Pedestrian Funding and**

**Maintenance:** Identify and prioritize opportunities to enhance bicycle and pedestrian infrastructure, including approaches for regular maintenance such as snow removal and sweeping.

**Strategy 157: Advance and Innovate City Asset**

**Management Systems:** Continue to develop Smart Building, Energy Management, and Building Automation Technologies to actively monitor and optimize the performance of city assets, extend asset lifecycles, and mitigate and adapt to climate change and risk in a manner that continues to provide information and strategies to enhance ongoing projects and maintenance of city assets.



## A Diverse, Affordable, and Accessible Housing Market

**Goal 19: Foster a diverse housing market in Lakewood by expanding access to a variety of affordable and accessible housing options that cater to the needs of all residents.**

Lakewood's *Strategic Housing Plan*, adopted in 2024, updated a housing needs analysis for the city. The analysis found the following:

- » Lakewood Households are cost burdened by housing costs. About 30% of Lakewood's households spend more than 30% of their household income on housing costs decreasing household budgets for necessities and quality of life.

*A photo collage of diverse housing types within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop.*

- » Renters in Lakewood are increasingly cost-burdened. The proportion of renting households spending more than 30% of their income on housing costs has steeply increased from 39% in 2000 to 58% in 2021. This may be a continuing trend
- » Lakewood household incomes may not keep up with housing costs. Projections estimate about 25% of Lakewood households will be retirees or otherwise non-employed and 40% of households will be low income, earning below 80% of Area Median Income

This data reinforces the significant need for a greater variety of housing options that support all income levels, multigenerational households, and dedicated housing subsidies for those most in need.

Many of these challenges are familiar to communities throughout the country. The relative lack of land for new development is an additional challenge for Lakewood. Moderate density housing types such as townhomes, duplex/triplex/quads, and smaller multi-family buildings are common in cities that are mitigating “missing middle” housing challenges for low and moderate income residents. These types of housing support affordability in cities such as Lakewood where creating housing solutions is hindered by limited space for new developments.

## Goal 19 Strategies: A Diverse, Affordable, and Accessible Housing Market

Barriers to housing affordability and accessibility need to be addressed. The *Strategic Housing Plan* provides a framework to address these needs through four main strategies: 1) Investing in subsidized affordable housing, 2) Expanding overall affordable housing supply, 3) Keeping residents stably housed, and 4) Expanding housing choices and services for residents.

This goal aims to preserve and enhance Lakewood’s existing housing stock and to ensure that new housing meets local needs. Primary strategies reinforce the guidance outlined in the *Strategic Housing Plan*. They focus on the City’s role in supporting affordable housing production and preservation and speaks to the regulatory tools available and the importance of partnerships and strategic planning. Supporting strategies show the link between housing and homelessness, neighborhood vitality and context-sensitive development.

### Goal 19 Primary Strategies

**Strategy 93: Diversity of Housing Types:** Encourage a mix of housing types through development regulations, policies, and incentives to accommodate different household sizes, income levels, preferences, and needs.

**Strategy 104: Accessible Design for Affordable Housing:** Encourage universal accessibility design of affordable units subsidized by the City of Lakewood.

**Strategy 105: Affordable Housing Production and Preservation:** Prioritize the preservation and production of housing that is affordable to low- to moderate income residents by assisting Public Housing Authorities (PHA) or nonprofit housing developers through programs, policies, and incentives that ensure long-term affordability.

## Goals

**Strategy 106: Minimize Displacement:** Minimize the involuntary displacement of vulnerable populations, such as low-income households, older adults, and people with disabilities, as the city grows and changes. Use tools to allow reinvestment in and preservation of existing housing stock, and allow appropriately scaled infill such as accessory dwelling units, duplexes, and tandem houses.

**Strategy 107: Dedicated Funding to Support Affordable Housing:** Evaluate the feasibility of establishing a local Lakewood affordable housing fund and/or collaborating with regional partners to identify funding mechanisms that could support affordable housing across multiple jurisdictions.

**Strategy 108: Expedited Development Review for Affordable Housing:** Reduce barriers to affordable housing development by prioritizing applications for affordable units. Explore adjusting staffing capacity to expedite review.

**Strategy 109: Innovative Financing for Affordable and Workforce Housing:** Innovate financing mechanisms, such as impact bonds, that activate private sector participation in the preservation and creation of deeply affordable workforce housing that are accessible to workplaces.

**Strategy 110: Strategic Planning for Housing:** Update Lakewood's Strategic Housing Plan every three years to identify and scale evidence-based practices, invest in effective programs, and evaluate innovative housing solutions to ensure that housing policies and programs are data-driven and supportive of current housing needs, including an abundance of attainable housing to meet the long-term diverse needs of our residents.

**Strategy 111: Regular Assessment and Updates to Housing Regulations:** Regularly review, assess, and update Lakewood's Zoning Code, building and energy codes, engineering standards, Lakewood Municipal Code, and other land-use policies to reduce regulatory barriers to housing affordability and to encourage innovative and creative housing solutions.

**Strategy 112: Strengthen Housing Partnerships:** Deepen participation in industry and civic networks of affordable housing and homelessness response and strengthen partnerships opportunities with Jefferson County, non-profit agencies, and organizations, especially focused on permanent supportive services.

**Strategy 113: Improve Housing Quality:** Improve Housing Quality Standards (HQS) in ownership and rental housing through existing and innovative rehabilitation programs, using a variety of funding sources such as Community Development Block Grant (CDBG) funds.

**Strategy 114: Expand Homeownership:** Improve access to homeownership, especially among low-income residents and marginalized groups, through Down Payment Assistance programs or partnerships with nonprofit housing developers.

**Strategy 115: Assistance for Renters:** Connect renters with legal resources to ensure quality living conditions and prevent evictions.

## Goal 19 Supporting Strategies

**Strategy 21: Address Environmental Justice:** Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.

**Strategy 81: Implementation Tools for**

**Context-Sensitive Development:** Use the City's implementation tools such as the Zoning Ordinance, Design Standards, Major Site Plan Review and other applicable regulations to promote development that is respectful of adjacent properties and the surrounding area by considering height, scale, design, connectivity and impacts to the environment. Update these tools as needed.

**Strategy 95: Mixed-Income Neighborhoods:**

Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes.

**Strategy 96: Create Walkable, Connected**

**Neighborhoods:** Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other.

**Strategy 99: Encourage Climate-Conscious**

**Neighborhoods:** Promote sustainable practices throughout neighborhoods, with a focus on energy efficiency, water conservation, green infrastructure and zero waste.

**Strategy 100: Prioritize CDBG Funds:** Through the Community Development Block Grant (CDBG) Five-year Consolidated Plans and Annual Action Plans, identify and prioritize funding for key projects that will have a positive impact on low-to-moderate income populations in target areas.

**Strategy 121: Regional Collaboration for Housing**

**Access:** Partner with neighboring communities to identify and connect individuals and families to housing opportunities.

**Strategy 124: Support Community Integration**

**of Newly Rehoused Residents:** Expand and refine current programming to provide specialized peer-support that can integrate newly re-housed individuals within communities and ensure continued housing and neighborhood success with a wide-range of supportive services.

**Strategy 140: Parking Requirements:** Modify the parking requirements in the Zoning Ordinance to be consistent with the context of the area, applicable state laws, and best practices to calibrate a balance between sufficient parking, vibrant places, and reducing harmful environmental impacts such as heat islands.



## Homelessness Resolution

**Goal 20: Make homelessness rare, brief, and singular for any household’s experience through early, efficient, and effective connections to temporary, transitional, and permanent housing, health, income, and supportive services.**

Homelessness is a regional concern in the metropolitan area. The City works closely with non-profits and neighboring communities to assist Lakewood residents enduring homelessness. From 2020 to 2024, over 7,000 people experiencing homelessness connected with Homeless Navigators in Lakewood, 138 of whom were connected with resources to find permanent housing. Homelessness will continue to be an issue as long as affordable housing stock availability is low. Current estimates suggest over half of all renters in Lakewood are “cost-burdened” by their rent—spending 30% or

*City of Lakewood Navigation Center.*

more of their income on housing. The City partners with organizations dedicated to responding to homelessness and regularly coordinates with other area jurisdictions. Continued, expanded, and improved regional care will be vital to resolving homelessness.

The *Lakewood Strategic Housing Plan* recommends expanding supportive housing options proven to resolve homelessness and providing trauma-informed shelter options that can intervene when people cannot arrive to another safe indoor option. The Plan also introduces programs that keep residents in their own homes and improve overall access to affordable housing options.

## Goal 20 Strategies: Homelessness Resolution

Each episode of homelessness is solvable, and homelessness should not be a long-term or permanent situation for Lakewood residents. The City of Lakewood, alongside our regional and community-based partners, can prevent homelessness through supporting housing affordability and helping to resolve circumstances that lead to evictions. If a resident does fall into homelessness City of Lakewood partnerships will work to deliver individualized services, shelter, and housing solutions through outreach, mobile responses, and collaborative programming. Lakewood will continue to learn and improve interventions in housing and homelessness through improved data and outcome tracking.

## Goal 20 Primary Strategies

**Strategy 116: Expanded Mediation Services:** Expand mediation services to proactively assist tenants who are at-risk of eviction, by engaging landlords and tenants in mediation before their cases reach the County Court responsible for evictions.

**Strategy 117: Coordinated, Data-Driven Homelessness Response:** Establish and maintain regularly updated or real time data on homelessness services through the Homeless Management Information System administered by the HUD CoC (Metro Denver Homeless Initiative). Develop a data dashboard to monitor continuous progress toward permanent housing outcomes.

**Strategy 118: Maintain Shelter Services for Those Experiencing Homelessness:** Work towards sustaining facility-based navigation and housing-focused case management services, including 24/7 access to emergency shelter, for people experiencing homelessness and domestic violence.

**Strategy 119: Expand Mobile Services for Crisis Response and Homelessness:** Develop and implement, as resources allow, disaster preparedness and response strategies for people experiencing homelessness and other social vulnerabilities.

**Strategy 120: Assess Housing Needs Continuously in the Community:** Support a common housing needs assessment that can identify individual or family housing needs in community/institutional sectors such as business, healthcare, justice, and education.

**Strategy 121: Regional Collaboration for Housing Access:** Partner with neighboring communities to identify and connect individuals and families to housing opportunities.

## Goals

**Strategy 122: Eviction Prevention:** Explore innovative partnerships and means to identify housing insecurity, prevent eviction, and keep individuals and families in their homes when possible.

### **Strategy 123: Coordinated Encampment**

**Management:** Standardize interagency encampment interventions that lead with navigation to safe and available camp, shelter, and/or housing alternatives while asserting and assuring public spaces remain safe, accessible, and unencumbered.

### **Strategy 124: Support Community Integration**

**of Newly Rehoused Residents:** Expand and refine current programming to provide specialized peer-support that can integrate newly re-housed individuals within communities and ensure continued housing and neighborhood success with a wide-range of supportive services.

## Goal 20 Supporting Strategies

### **Strategy 105: Affordable Housing Production**

**and Preservation:** Prioritize the preservation and production of housing that is affordable to low- to moderate income residents by assisting Public Housing Authorities (PHA) or nonprofit housing developers through programs, policies, and incentives that ensure long-term affordability.

**Strategy 106: Minimize Displacement:** Minimize the involuntary displacement of vulnerable populations, such as low-income households, older adults, and people with disabilities, as the city grows and changes. Use tools to allow reinvestment in and preservation of existing housing stock, and allow appropriately scaled infill such as accessory dwelling units, duplexes, and tandem houses.

### **Strategy 107: Dedicated Funding to Support**

**Affordable Housing:** Evaluate the feasibility of establishing a local Lakewood affordable housing fund and/or collaborating with regional partners to identify funding mechanisms that could support affordable housing across multiple jurisdictions.

### **Strategy 115: Assistance for Renters:**

Connect renters with legal resources to ensure quality living conditions and prevent evictions.



## A Safe Multi-modal Transportation Network

**Goal 21: Provide a safe and resilient, well-connected transportation system network with a variety of accessible, convenient, comfortable, reliable, and efficient multi-modal options for all users.**

Providing safe and convenient transportation options is crucial for fostering equitable access around the city, promoting public health, and achieving sustainability goals. Currently, about 85% of Lakewood workers commute alone in a personal vehicle, not including the 20% of residents who work from home. This high percentage is largely due to the prevalence of vehicle-centric infrastructure, which makes driving more convenient than other modes of transportation. Working toward a safer, more accessible multi-modal network can help reduce vehicle dependency in

*Community members boarding a light rail train on the W Line.*

## Goals

Lakewood while still allowing for choice in mobility. Reducing vehicle dependency can have a direct impact on meeting statewide, regional, and local greenhouse gas (GHG) reduction goals and can help mitigate associated health risks. Effective multi-modal networks can also support creative, walkable, mixed-use developments, leading to resource efficiency, easy access to daily needs, and vibrant, connected neighborhoods.

### Goal 21 Strategies: A Safe Multi-modal Transportation Network

Several strategies to encourage multi-modal transportation have been used in Lakewood and surrounding communities, including hosting Bike to Work Day events, providing Safe Routes to School improvements, investing in safe bicycle and pedestrian infrastructure, and coordinating with public transit agencies as needed.

This goal aims to continue to enhance mobility for all community members in Lakewood. It focuses on establishing a user-friendly transportation system that accommodates all abilities and life circumstances, ensuring safe and convenient travel throughout the community. Primary strategies involve future transportation planning and improvements, regular assessment of capacity, demand, and delay of existing transportation infrastructure, support for transit enhancements and shared mobility opportunities, and strategic funding and policy alignment. Supporting strategies show connections to community health, active living, neighborhood vitality, and civic participation.

### Goal 21 Primary Strategies

#### **Strategy 102: Support and Promote Emerging Sustainable Transportation Technologies, Including Vehicle Electrification:**

Support the transition to zero emissions vehicles by prioritizing electrification of the City's vehicle fleet, expanding public charging infrastructure, updating building and zoning codes to encourage widespread access to charging, and leveraging technical assistance and funding opportunities. Regularly evaluate city policies and strategy documents to ensure that they are relevant to the latest transportation infrastructure and technology advancements.

#### **Strategy 125: Develop a Multi-Modal Transportation Plan:**

Develop and implement a citywide multi-modal transportation plan that includes updates to the existing roadway classifications and establishment of modal hierarchies to create a coordinated and cohesive vision for Lakewood's future transportation system.

#### **Strategy 126: Complete Streets Approach:**

Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements, including but not limited to pedestrians, cyclists, and equestrians.

#### **Strategy 127: Fill Gaps in Multimodal Transportation Network:**

Prioritize gaps in the network grid, first and last mile connections, improvements to overall connectivity and a greater variety of route options to more efficiently move people through Lakewood.

#### **Strategy 128: Regular Assessment and Planning for Travel System Capacity and Demand Management:**

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



*Community member biking with children.*

**Strategy 129: Funding for Transportation System:**

Review existing funding and seek additional opportunities for the transportation network that will provide reliable infrastructure, improve safety on streets and highways, and result in efficient transportation options.

**Strategy 130: Increased Shared Transportation:**

Update regulations as necessary to accommodate shared transportation.

**Strategy 131: Advocate for Stellar Transit Service:**

Proactively coordinate with Regional Transportation District (RTD) and other local and regional transit agencies to optimize current transit routes and schedules and identify opportunities for future transit connections, including light rail extensions, circulator systems for specific areas, and improved service to adjacent jurisdictions.

**Strategy 132: Implementation of Transportation Planning:**

Continue to implement transportation related plans and studies and any future updates.

**Strategy 133: Transit Specific Facilities:**

Work with Regional Transportation District (RTD), Denver Regional Council of Governments (DRCOG), and other partners to evaluate Bus Rapid Transit (BRT) and/or exclusive transit lanes and facilities along streets such as West Colfax, West Alameda, Sheridan, and Wadsworth.

**Strategy 134: Support Lakewood Rides:**

Continue to support Lakewood Rides to provide safe and cost-effective transportation services for the elderly and persons with disabilities and consider opportunities to support the long-term financial viability of the program.

**Strategy 135: Strategies to Reduce Crash Rates:**

Set measurable goals to reduce crash rates, such as Vision Zero, focusing on Lakewood's high-injury network and critical corridors, as well as other identified safety concerns.

**Strategy 136: Re-Evaluate Travel Speeds:**

Reduce unsafe travel speeds by re-evaluating speed limits, evaluating traffic calming measures, and considering enforcement strategies with safety in mind.

**Strategy 137: Minimize Adverse Impacts of the Transportation Network on Nearby Neighborhoods:**

Evaluate and seek to minimize adverse air quality, noise, light/glare, and other significant adverse environmental impacts of existing and proposed transportation infrastructure on adjacent neighborhoods.

## Goals

**Strategy 138: Transit Oriented Communities and Community Oriented Transit:** Support greater density in areas well-served by transit and greater transit service and a greater variety of transportation options in denser areas, while ensuring a dense pedestrian-network where residents have safe and convenient access to destinations and the transportation network, while also considering area context.

**Strategy 139: Align Roadway and Land Use Regulations and Standards:** Re-examine the Zoning Ordinance and other regulations and policies to better integrate multimodal street classifications with land use, environmental considerations, and built form context. Align street typologies with land use and zoning, addressing elements such as setbacks, build-to-zones, sidewalks, landscaping, right-of-way (ROW) and roadway improvements, access requirements, auto-oriented land uses, and others.

**Strategy 140: Parking Requirements:** Modify the parking requirements in the Zoning Ordinance to be consistent with the context of the area, applicable state laws, and best practices to calibrate a balance between sufficient parking, vibrant places, and reducing harmful environmental impacts such as heat islands.



*RTD 76 bus near Lakewood Commons stop.*

## Goal 21 Supporting Strategies

### **Strategy 2: Equitable Access to a Healthy Life:**

Prioritize efforts to ensure equitable access to resources that help all residents enjoy a healthy life (e.g., access to food, medical care, safe housing, transportation, arts, parks, recreation, outdoor spaces, and others.)

### **Strategy 10: Safe and Resilient Infrastructure:**

Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.

**Strategy 28: Community Collaboration for Priority Topics:** Consider mechanisms, committees, forums or processes to collaborate with diverse representation from the Lakewood community on planning, funding, and project implementation for topics such as equity, transportation, housing, resilience, parks and others.

### **Strategy 66: Implementation of the 40 West**

**ArtLine Framework Plan:** Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

### **Strategy 96: Create Walkable, Connected**

**Neighborhoods:** Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other.

**Strategy 97: Expand Access to Public**

**Transportation in Neighborhoods:** Expand access to reliable and convenient public transportation options within neighborhoods.

**Strategy 98: Neighborhood Street Design:**

Ensure that neighborhoods have access to safe and accessible routes by designing designated street corridors that prioritize pedestrian safety and encourage walking, riding and rolling that incorporate sidewalks, and complete street designs.

**Strategy 141: Micromobility Strategy for All Users:**

Develop a micromobility strategy that addresses the safety, access, comfort, and convenience of vulnerable road users, and parking or storage for these methods, including people walking and rolling by all modes, including wheelchairs, skateboards, scooters, strollers, bikes, one-wheels and more.

**Strategy 142: Implementation of the Bicycle Plan:**

Continue to implement the Bicycle Plan and any future updates to the Plan, with a core goal of increasing bicycle network connectivity and increasing the comfort of existing bicycle facilities.

**Strategy 143: Walkable Community:** Improve the pedestrian environment to ensure that residents and community members have safe, comfortable and convenient access to destinations such as schools and the public transit network. Consider the development of a walkability plan that would also include information and education programs to improve transportation safety and wayfinding.

**Strategy 144: Sidewalk and Bike Facility Network:**

Prioritize closing gaps in the network grid and first/last mile connections, including construction of missing sidewalk and trail links throughout the city, such as those identified in the Belmar/downtown Lakewood Connectivity Study, and north-south crossings of the 6th Avenue freeway, in order to improve overall connectivity, and provide more/greater variety of route options. Prioritize investing in additional separated bike lanes as proposed in the Bicycle Plan.

**Strategy 145: Safe Crossings:**

Evaluate locations where it is appropriate to install pedestrian, cyclist, and equestrian crossing improvements such as enhanced crosswalks, signals, refuge medians, or increased visibility at high-traffic mid-block locations and work with the Colorado Department of Transportation (CDOT) and other partners to implement improvements.

**Strategy 146: Bicycle and Pedestrian Funding and**

**Maintenance:** Identify and prioritize opportunities to enhance bicycle and pedestrian infrastructure, including approaches for regular maintenance such as snow removal and sweeping.



## A Safe and Connected Community for Walking, Biking, and Rolling

*Community bike ride along the 40 West ArtLine.*

**Goal 22: Improve safety, accessibility, comfort, convenience, and connectivity for people of all ages and abilities walking, biking, and rolling to ensure non-vehicular access throughout Lakewood.**

Infrastructure for safe, comfortable, convenient, and connected active transportation is a key component of developing a robust multi-modal network. The *Bicycle Plan* and *Lakewood Trails and Connectivity Report* highlight the value that active transportation provides through mental and physical health benefits, improved air quality, reduced congestion, increased mobility, and equitable access for all residents. High-quality active transportation systems can also support complete neighborhoods, where residents can easily access daily goods, needs, services, and leisure amenities.

## Goal 22 Strategies: A Safe and Connected Community for Walking, Biking, and Rolling

This goal promotes the idea that—with improved infrastructure and targeted investment—walking and bicycling could become the primary modes of transportation for most local trips within Lakewood’s neighborhoods. Primary strategies include continuing implementation of the *Bicycle Plan*, developing a strategy to inform and prioritize micromobility and walkability investments ensuring connectivity and safe crossings, and continuing funding to support these efforts. Supporting strategies illustrate the relationship between active transportation, area specific planning, climate impacts, community health and more.

### Goal 22 Primary Strategies

#### Strategy 141: Micromobility Strategy for All Users:

Develop a micromobility strategy that addresses the safety, access, comfort, and convenience of vulnerable road users, and parking or storage for these methods, including people walking and rolling by all modes, including wheelchairs, skateboards, scooters, strollers, bikes, one-wheels and more.

#### Strategy 142: Implementation of the Bicycle Plan:

Continue to implement the Bicycle Plan and any future updates to the Plan, with a core goal of increasing bicycle network connectivity and increasing the comfort of existing bicycle facilities.

**Strategy 143: Walkable Community:** Improve the pedestrian environment to ensure that residents and community members have safe, comfortable and convenient access to destinations such as schools and the public transit network. Consider the development of a walkability plan that would also include information and education programs to improve transportation safety and wayfinding.

#### Strategy 144: Sidewalk and Bike Facility Network:

Prioritize closing gaps in the network grid and first/last mile connections, including construction of missing sidewalk and trail links throughout the city, such as those identified in the Belmar/downtown Lakewood Connectivity Study, and north-south crossings of the 6th Avenue freeway, in order to improve overall connectivity, and provide more/greater variety of route options. Prioritize investing in additional separated bike lanes as proposed in the Bicycle Plan.

**Strategy 145: Safe Crossings:** Evaluate locations where it is appropriate to install pedestrian, cyclist, and equestrian crossing improvements such as enhanced crosswalks, signals, refuge medians, or increased visibility at high-traffic mid-block locations and work with the Colorado Department of Transportation (CDOT) and other partners to implement improvements.

#### Strategy 146: Bicycle and Pedestrian Funding and

**Maintenance:** Identify and prioritize opportunities to enhance bicycle and pedestrian infrastructure, including approaches for regular maintenance such as snow removal and sweeping.



2025 Winter Bike to Work Day station at Addenbrooke Park.

## Goal 22 Supporting Strategies

### **Strategy 38: Air Pollution Prevention and**

**Monitoring:** Contribute to regional efforts to improve air quality by reducing transportation-related emissions, enhancing green infrastructure, tree canopy, vegetative cover, and other nature-based solutions, and by implementing air quality monitoring and public awareness campaigns.

### **Strategy 66: Implementation of the 40 West**

**ArtLine Framework Plan:** Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan.

### **Strategy 96: Create Walkable, Connected**

**Neighborhoods:** Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other.

### **Strategy 97: Expand Access to Public**

**Transportation in Neighborhoods:** Expand access to reliable and convenient public transportation options within neighborhoods.

### **Strategy 98: Neighborhood Street Design:**

Ensure that neighborhoods have access to safe and accessible routes by designing designated street corridors that prioritize pedestrian safety and encourage walking, riding and rolling that incorporate sidewalks, and complete street designs.

### **Strategy 127: Fill Gaps in Multimodal Transportation**

**Network:** Prioritize gaps in the network grid, first and last mile connections, improvements to overall connectivity and a greater variety of route options to more efficiently move people through Lakewood.

### **Strategy 130: Increased Shared Transportation:**

Update regulations as necessary to accommodate shared transportation.



*Family walking to a community event.*



## A Robust, Diverse, Sustainable Economy

*Ribbon cutting celebration  
for a local business.*

**Goal 23: Cultivate a strong, circular economy that supports local businesses, prioritizes partnerships, employs new technologies and innovative approaches, and invests in the community by providing equitable access to economic opportunities and providing resources to Lakewood residents and business owners.**

Lakewood is a significant economic center in the Denver region, providing over 70,000 jobs in government, education, energy, healthcare, and other industries. The city's businesses, both local and regional, not only provide essential employment opportunities but also help fulfill the daily needs of community members including retail services, grocery stores, education, medical care, childcare, entertainment and more.

## Goals

The City of Lakewood focuses on sustaining a strong economic base that enhances the community's quality of life and vitality by:

- » Supporting responsible real estate development and infrastructure, while enhancing regional competitiveness,
- » Fostering environmental and economic sustainability,
- » Promoting diverse job opportunities,
- » Supporting small businesses, and
- » Preserving the city's robust local workforce.

Business Improvement Districts and Business Associations also play a vital role in Lakewood's economy by providing a platform for outreach and engagement opportunities, support, and advocacy to surrounding businesses and property owners.

- » Business Improvement Districts (BIDs) work with businesses to improve existing commercial areas or help create new areas. They focus on advocacy, identity, business attraction, safety, and economic development activities to help ensure the area evolves based on the community's vision. At the time of the Comprehensive Plan adoption, Lakewood's two very active and engaged BIDs are the Lakewood-West Colfax Business Improvement District (LWCBID) and Alameda Connects (ACBID).
- » Business Associations are organizations formed by businesses to advocate for their collective interests. They can serve as forums for community dialogue and resource sharing. The number of Business Associations in Lakewood ebbs and flows but at the time of the Comprehensive Plan adoption, there are five.

There is a need to build a truly resilient economy for all members of the community to ensure that people and businesses are prepared to withstand economic uncertainties and able to adapt to changing conditions over time. Continuing to grow and innovate within the local economy will help Lakewood maintain high rates of employment, business retention, employee health, and fiscal responsibility, while improving the ability of the environment to sustain itself for future generations. To achieve this, Lakewood must go beyond just seeking traditional economic stability and embrace a circular economic approach that reduces pollution, restores nature, and supports a high-quality of life for workers. This includes increasing repair, reuse, and recycling businesses that reduce waste while creating new business and job opportunities and encouraging resource efficiency through innovations that use waste by-products from one process as a raw material in another, keeping resources and materials in use for as long as possible.

## Goal 23 Strategies: A Robust, Diverse, Sustainable Economy

This goal and primary strategies focus on the City's role in strengthening the local economy. This centers around supporting businesses and business organizations, prioritizing workforce development so all community members have the skills needed to participate in the economy and leading in sustainable practices. Cultivating partnerships and leveraging emerging technologies are also critical components to achieving this goal. Supporting strategies illustrate the connection between economy and transportation, equity, sustainability, neighborhood vitality, and community health.



*First Friday at the Hub at 40 West Arts.*

## Goal 23 Primary Strategies

**Strategy 79: Invest in Underutilized Commercial Areas:** Identify under-utilized and under-performing commercial areas and assist in their revitalization, including decarbonization, through the use of state and federal programs such as enterprise zones, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives.

**Strategy 147: Support Local Business:** Support the development, growth, and retention of local businesses.

**Strategy 148: Workforce Development:** Cultivate a skilled, diverse, and trained workforce and provide access to equitable job opportunities.

**Strategy 149: Business Attraction, Retention and Expansion:** Attract, retain, and support the expansion of a variety of industries to diversify the local economy and increase capital investment.

**Strategy 150: Strategic Partnerships for Economic Development:** Develop and support creative and innovative partnerships to explore financing mechanisms and work collaboratively towards shared economic goals for the city.

**Strategy 151: Economic Innovation:** Support economic growth and innovation through City policy, regulations, tools, and programs.

## Goal 23 Supporting Strategies

**Strategy 3: Healthy Food Access:** Engage with community partners to identify gaps in healthy food access. Support and encourage efforts to fill those gaps through actions such as community gardens, farm stands, fresh food distribution in local stores, attraction of new grocery stores, retention of existing grocery stores, regulatory changes, food rescue, education for gardening, and preservation and others.

**Strategy 11: Improving Emergency Preparedness, Response, and Recovery:** Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience.

**Strategy 69: Promote Arts and Culture:** Promote Lakewood's arts and cultural programs, events, facilities, and resources to attract new businesses, visitors and residents.

**Strategy 75: Creative Entrepreneurship Opportunities:** Foster creative entrepreneurship by ensuring City policies support incubator and start-up spaces, funding opportunities, and business development resources for artists, cultural enterprises, and individuals wishing to pursue creative ventures in Lakewood. Strategically encourage these activities in locations where there is already a concentration of creative activity or where the introduction of new creative activities could breathe life and activity into new spaces.

**Strategy 77: Opportunities for Diverse Industries:** Continue to encourage a mix of land uses to attract diverse, innovative and sustainable industries.

## Goals

**Strategy 78: Support Activity Hubs:** Encourage and support activity hubs throughout the city with mixes of land uses that can help protect health and the natural environment and make the surrounding environment more attractive, well connected, economically stronger, socially diverse, and resilient to climate change. These nodes can be the hub for gathering and social events and blend into the surrounding context(s) of the area.

### **Strategy 96: Create Walkable, Connected**

**Neighborhoods:** Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other.

### **Strategy 155: Participate in our Regional Circular**

**Economy:** Actively participate in efforts to strengthen Colorado's circular economy through meaningful involvement with regional nonprofit organizations and state agencies, and by attracting new and supporting existing ventures focused on reduction, reuse, refill, rental, repair, and refurbishment, recycling, composting, and energy recovery.



## A Zero Waste Community

**Goal 24: Become a Zero Waste community and support a thriving circular economy by minimizing waste generation and maximizing waste diversion through reduction, reuse, recycling, composting, and recovery activities.**

In 2025, the Front Range region's waste diversion rate stagnated at 16%, far short of the targets adopted by Colorado's Solid and Hazardous Waste Commission to divert 26% of waste from landfills by 2026 and 51% by 2036. Lakewood will become a better partner in this regional effort by estimating the city's community-wide waste diversion rate and implementing proven tactics outlined in the strategies to advance the vision of becoming a Zero Waste community. Adopting foundational Zero Waste and Circular Economy principles to guide the city's work throughout the

*Staff assist visitors at the Quail Street Recycling Center.*

## Goals

community will have immense social, environmental, and economic benefits which are well studied and documented by credible sources such as the US EPA, Ellen MacArthur Foundation, Kinsey Institute, and UN Environment Programme. Lakewood's transition to a Zero Waste community will enhance the quality of life for current and future residents, protect and preserve the interconnected natural systems upon which we rely, and support ethical, circular business models which positively contribute to Lakewood's vision.

## Goal 24 Strategies: A Zero Waste Community

This goal creates a Zero Waste vision for the City of Lakewood and enables us to adopt targeted strategies to move us closer to that vision. Strategies include programs, incentives, regulations, and initiatives designed to increase awareness, understanding, and participation in waste reduction and diversion activities across the city, and to strengthen Lakewood's regional engagement with Colorado's circular economy.

### Goal 24 Primary Strategies

#### **Strategy 34: Increase Understanding of Waste**

**Diversion Opportunities:** Expand and maintain comprehensive waste-related educational resources for the community with the goal of increasing participation in and proper usage of available waste diversion programs.

#### **Strategy 36: Improve and Expand Residential**

**Recycling Services:** Improve Lakewood's residential recycling services in preparation for the provision of free recycling through Colorado's Extended Producer Responsibility Program via a suite of potential tools like enhanced hauler licensing requirements, hauler contracting, universal recycling ordinances, zero waste design guidelines, and targeted education.

#### **Strategy 37: Encourage Building Longevity and**

**Sustainability:** Promote building longevity through use of high-quality durable materials, multifunctional and flexible design, adaptive reuse and retrofitting programs, sustainable design, and deconstructability.

#### **Strategy 152: Create Non-Residential Waste**

**Diversion Programs:** Develop collaborative waste reduction and diversion programs targeting the largest and highest need waste generators in the commercial, industrial, and institutional sectors in Lakewood.

#### **Strategy 153: Strengthen the City's Municipal**

#### **Zero Waste Program for Operations and Events:**

Strengthen Lakewood's Municipal Zero Waste Program (encompassing facility operations, meetings, and events) through enhanced employee resources, training tools, standard operating procedures, adopting reusable dishware, comprehensive waste stream collection services, and a circular procurement policy.

#### **Strategy 154: Targeted Diversion of**

#### **Environmentally Impactful Waste:**

Prioritize the development of policies, programs, services, incentives, and infrastructure to support the reduction and diversion of Lakewood's highest volume and most environmentally impactful waste streams, starting with construction and demolition debris and organic waste.

#### **Strategy 155: Participate in our Regional Circular**

**Economy:** Actively participate in efforts to strengthen Colorado's circular economy through meaningful involvement with regional nonprofit organizations and state agencies, and by attracting new and supporting existing ventures focused on reduction, reuse, refill, rental, repair, and refurbishment, recycling, composting, and energy recovery.



*Christmas tree mulching at the Lakewood Greenhouse.*

**Strategy 156: Continue to Offer Key Recycling Collection Programs:** Continue efforts to prevent environmental contamination by providing a community recycling collection center and hazardous waste recycling collection center for residents and businesses, organizing collection events for hard-to-recycle items, facilitating litter clean ups, and responding to illegal dumping. Keep these services low-cost, accessible, and expand or enhance them in response to community need and diversion goals.



*Wompost Food Scrap Drop Off Program at Lakewood United Church of Christ.*



# A Modal Municipality

**Goal 25: The City of Lakewood, as an organization, will operate as a model municipality, setting a positive example in the community by elevating disproportionately impacted communities, demonstrating best practices and new technologies to the general public, and leading in climate resilience, fiscal responsibility, and civic transparency.**

The City of Lakewood is dedicated to leading by example as we respond and adapt to change and uncertainties, such as population growth, demographic shifts, evolving conditions in our ecosystem, emerging technologies, and economic and public health challenges. Through the vision, values and priorities outlined within this Plan, the

*A photo collage representing the various ways the City strives for excellence. Photograph of dancers by Adam Riggs.*

City strives to be a model municipality and fulfill the commitments in equity, sustainability and climate action, community wellness and vitality, opportunity and mobility, and civic participation, as described in the Guiding Principles.

The City is committed to fostering a positive and inclusive work environment where staff can grow and thrive. To accomplish this, the City promotes a culture that encourages collaboration, innovation, and mutual respect, while providing staff with opportunities for professional development, mentorship, and skill-building. The City is also dedicated to providing a highly accessible workplace to ensure every team member has the resources and accommodations they need to succeed.

## Goal 25 Strategies: A Model Municipality

This goal and the strategies provide guidance on how the City, as an organization, strives to lead by example. The key strategies include operational excellence, proactive asset management, and support for staff to achieve success in delivering high quality services and programs to the Lakewood community.

### Goal 25 Primary Strategies

**Strategy 5: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.

**Strategy 7: Invest in First Responders:** Invest in training, technology, and equipment to keep Lakewood’s first responders up to date with current trends and best practices, and to ensure the necessary resources are provided to innovatively and equitably respond to the diverse safety needs and cultural norms within the community.

**Strategy 11: Improving Emergency Preparedness, Response, and Recovery:** Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience.

**Strategy 13: Support Programs for Law Enforcement:** Develop and support mental and physical wellness programs for the police department employees and their families.

**Strategy 17: Equity In All Policies:** Establish, enact, enforce, and monitor best practices and standards to integrate equity considerations into City policymaking, programs, actions, and events that will meaningfully improve accessibility, inclusivity, and cultural responsiveness.

**Strategy 21: Address Environmental Justice:** Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.

**Strategy 23: Climate Resilience in All Policies:** Continue to update and integrate climate hazard, risk, resilience, mitigation, adaptation, and impact analysis into city documents, reports, plans, and policies related to neighborhoods and corridors, municipal facilities and operations, parks and open space, infrastructure, zoning and building codes, asset management, engineering regulations, procurement, insurance, emergency preparedness, and the city budget process, among others.

## Goals

### **Strategy 27: Ensure Opportunities for Meaningful Civic Participation:**

Invite, encourage, and work to remove barriers for residents to take an active role in the city through intentional offerings for civic participation that actively fosters interaction between residents of different backgrounds and experiences. This may include, but not be limited to, elections, volunteering, applying for city grants, joining city boards and commissions, providing public comments on projects, participating in planning processes, accessing special events, participating in creative placemaking efforts, or other public participation processes.

### **Strategy 39: Water Efficient Parks and Public Facilities:**

Reduce outdoor water use on public lands and in municipal facilities through sector-specific plans and strategies including continued use and implementation of new low-water irrigation technologies, creating drought-tolerant and water-wise landscapes, retrofitting facilities with high-efficiency fixtures, minimizing water leaks and water waste, and through employee education.

### **Strategy 43: Urban Tree Canopy:**

Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events.

### **Strategy 47: Proactive Maintenance for City Assets:**

Evaluate and prioritize strategies to ensure that all city assets, including parks, buildings, public art, infrastructure, and other structures, are proactively maintained for safe, comfortable, accessible, and inclusive use by community members, city employees and visitors. Prioritize maintenance and enhancement efforts through routine data collection and assessment, including building and site conditions, greenhouse gas emissions, climate hazards, and community experience input. Ensure that risks are managed effectively, and insurance requirements are engaged appropriately throughout the city's portfolio of assets.

### **Strategy 48: Responsible Parks and Open Space Conservation:**

Responsibly conserve vibrant parks and open space resources through preservation of biodiversity and wildlife habitat, green infrastructure, sustainable practices and environmental stewardship.

### **Strategy 50: Invest in Arts, Parks and Recreation:**

Seek funding and partnerships necessary to achieve high-quality arts, parks, and recreation programs, services, and facilities that meet community needs as defined in the Imagine Tomorrow Plan and any future updates to the Plan.

### **Strategy 59: Continued Investment in Lakewood's Historic Preservation Program:**

Continue to maintain Certified Local Government Status and a qualified Historic Preservation Commission, and explore resources to support the historic preservation program.

### **Strategy 61: Arts and Culture in All Policies:**

Continue implementing strategies and partnerships that weave arts and culture into all aspects of the City's work.

### **Strategy 64: Encourage Arts and Culture Experiences:**

Facilitate the creation of transformative art destinations throughout Lakewood by encouraging diversification of the public art collection, engaging the community and creating public art that is discovered organically and intentionally.

### **Strategy 92: Municipal Decarbonization Plan:**

Develop and implement a municipal operations greenhouse gas emissions inventory and decarbonization plan in alignment with the City's greenhouse gas reduction targets to prioritize actions that eliminate climate and health impacts from city buildings, fleet, and operations.

### **Strategy 93: Diversity of Housing Types:**

Encourage a mix of housing types through development regulations, policies, and incentives to accommodate different household sizes, income levels, preferences, and needs.

**Strategy 94: Neighborhood-Serving Programs and Projects:** Continue to support and grow neighborhood-serving programs and projects, such as the Sustainable Neighborhoods Program, Neighborhood Support Team, and Neighborhood Participation Program.

**Strategy 103: Targets for City Facilities:** Establish and implement a plan, including targets and strategies, for city-owned facilities and operations to support the transition to renewable energy and improving energy efficiency while driving continual reductions of greenhouse gas emissions and air pollutants over the entire lifecycle of the asset based on market innovation and cost factors.

**Strategy 129: Funding for Transportation System:** Review existing funding and seek additional opportunities for the transportation network that will provide reliable infrastructure, improve safety on streets and highways, and result in efficient transportation options.

**Strategy 146: Bicycle and Pedestrian Funding and Maintenance:** Identify and prioritize opportunities to enhance bicycle and pedestrian infrastructure, including approaches for regular maintenance such as snow removal and sweeping.

**Strategy 151: Economic Innovation:** Support economic growth and innovation through City policy, regulations, tools, and programs.

**Strategy 153: Strengthen the City's Municipal Zero Waste Program for Operations and Events:** Strengthen Lakewood's Municipal Zero Waste Program (encompassing facility operations, meetings, and events) through enhanced employee resources, training tools, standard operating procedures, adopting reusable dishware, comprehensive waste stream collection services, and a circular procurement policy.

**Strategy 157: Advance and Innovate City Asset Management Systems:** Continue to develop Smart Building, Energy Management, and Building Automation Technologies to actively monitor and optimize the performance of city assets, extend asset lifecycles, and mitigate and adapt to climate change and risk in a manner that continues to provide information and strategies to enhance ongoing projects and maintenance of city assets.

**Strategy 158: Leading by Example for Sustainable Development Practices:** Municipal facilities will set a positive example for sustainable development in the community by meeting applicable code requirements, diverting construction and demolition debris, and piloting opportunities to demonstrate new technologies to the general public.

**Strategy 159: Resources to Achieve Goals:** Explore innovative opportunities for resources, such as funding, staffing, cross-departmental collaboration, and technical expertise, to achieve Lakewood's community goals identified in this Comprehensive Plan.

**Strategy 160: Invest in City Employees:** Ensure City staff are well equipped to provide the best possible service to the community and the organization by investing resources to provide opportunities for training, cross-departmental collaboration, professional growth, and upward mobility in the organization and cultivating a culture of safety, respect and trust.

# Strategies

Envision Lakewood 2040 includes 160 strategies that support one or more of the goals of the plan. This section includes the strategies listed numerically and identifies which goals they are listed under as Primary Strategies and Supporting Strategies.

# Strategies

Strategies outline specific, vetted approaches to achieving the Comprehensive Plan Goals. Envision Lakewood 2040 includes 160 strategies total. Because of the interconnected nature of many goals, each strategy is designed to support the implementation of one or more goals, serving as a roadmap to guide actions and decisions within the city.

The strategy numbering (i.e. Strategy 1, Strategy 2...), just like the goal numbering, is intended to serve as an individual identifier rather than a rank of importance—each strategy is important. The strategies were developed and refined based on extensive input from Advisory Group members, Planning Commission, City Council, staff, and consultants.

In the Goal Section, the strategies are listed under each applicable goal and identified as either a Primary Strategy or a Supporting Strategy.

- » Primary Strategies are directly related to implementing the goal they are listed under and are considered a high priority to implement to advance the goal.
- » Supporting Strategies are indirectly related to implementing the goal they are listed under and show the interconnected nature of the goal topics, but they are not as high a priority as the Primary Strategies.

In this section, the strategies are listed numerically and include notes about which goals each strategy is listed under as a Primary Strategy and a Supporting Strategy.

Strategies that require financial resources to be implemented will need to go through the City’s annual budget process, ensuring that they are prioritized, funded, and aligned with overall fiscal conditions and City Council objectives. This process allows for careful evaluation, stakeholder input, and alignment of resources to achieve the desired outcomes effectively.

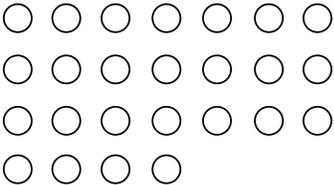
Vision Statement



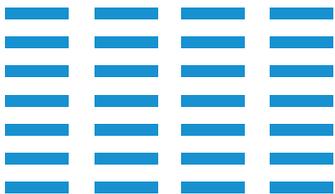
5 Guiding Principles



25 Goals



160 Strategies



## Strategies

Strategy	Description
<b>Strategy 1</b>	<p><b>Regional Collaboration for Public Health:</b> Collaborate with community partners at the local, county, and state levels to identify highest needs and support efforts to provide health services and resources.</p> <p><b>Primary Goals:</b> 1</p>
<b>Strategy 2</b>	<p><b>Equitable Access to a Healthy Life:</b> Prioritize efforts to ensure equitable access to resources that help all residents enjoy a healthy life (e.g., access to food, medical care, safe housing, transportation, arts, parks, recreation, outdoor spaces, and others.)</p> <p><b>Primary Goals:</b> 1 <b>Supporting Goals:</b> 3, 4, 8, 9, 11, 21</p>
<b>Strategy 3</b>	<p><b>Healthy Food Access:</b> Engage with community partners to identify gaps in healthy food access. Support and encourage efforts to fill those gaps through actions such as community gardens, farm stands, fresh food distribution in local stores, attraction of new grocery stores, retention of existing grocery stores, regulatory changes, food rescue, education for gardening, and preservation and others.</p> <p><b>Primary Goals:</b> 1 <b>Supporting Goals:</b> 3, 23</p>
<b>Strategy 4</b>	<p><b>Health-Informed Public Space Design:</b> Update regulations for public space design to support the community’s physical, mental, and social health with considerations such as passive and active uses, places to gather, heat resilience, connections to nature, and safe access within and through a space.</p> <p><b>Primary Goals:</b> 1 <b>Supporting Goals:</b> 4, 8, 9, 14, 15</p>
<b>Strategy 5</b>	<p><b>Health in All Policies:</b> Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.</p> <p><b>Primary Goals:</b> 1, 25 <b>Supporting Goals:</b> 3, 8, 9</p>
<b>Strategy 6</b>	<p><b>Law Enforcement Efforts:</b> Utilize evidence-based crime analysis and the needs of the community to determine areas to direct law enforcement efforts.</p> <p><b>Primary Goals:</b> 2</p>
<b>Strategy 7</b>	<p><b>Invest in First Responders:</b> Invest in training, technology, and equipment to keep Lakewood’s first responders up to date with current trends and best practices, and to ensure the necessary resources are provided to innovatively and equitably respond to the diverse safety needs and cultural norms within the community.</p> <p><b>Primary Goals:</b> 2, 25</p>

Strategy	Description
<b>Strategy 8</b>	<p><b>Increase Crime Prevention Services:</b> Work with community organizations, businesses, and neighborhood groups to increase crime prevention services through services such as Crime Prevention Through Environmental Design (CPTED), Neighborhood Watch, and other rigorously evaluated evidence-based strategies delivered in homes, schools, or the community that have been shown to prevent crime or reduce recidivism.</p> <p><b>Primary Goals:</b> 2 <b>Supporting Goals:</b> 3, 8</p>
<b>Strategy 9</b>	<p><b>Clean and Inviting Public Spaces:</b> Work with the community to identify and prioritize clean-up projects and areas for increased maintenance to ensure Lakewood's public spaces are safe and inviting for all. Clean-up projects may range from graffiti removal to alley, park, or neighborhood clean-up events.</p> <p><b>Primary Goals:</b> 2 <b>Supporting Goals:</b> 3</p>
<b>Strategy 10</b>	<p><b>Safe and Resilient Infrastructure:</b> Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities.</p> <p><b>Primary Goals:</b> 2, 18 <b>Supporting Goals:</b> 1, 4, 8, 9, 14, 15, 16, 17, 21</p>
<b>Strategy 11</b>	<p><b>Improving Emergency Preparedness, Response, and Recovery:</b> Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience.</p> <p><b>Primary Goals:</b> 2, 25 <b>Supporting Goals:</b> 1, 4, 16, 18, 23</p>
<b>Strategy 12</b>	<p><b>Positive Engagement with Law Enforcement:</b> Increase authentic and positive community interactions with all members of the police department through broad and inclusive educational and public outreach opportunities.</p> <p><b>Primary Goals:</b> 2 <b>Supporting Goals:</b> 5</p>
<b>Strategy 13</b>	<p><b>Support Programs for Law Enforcement:</b> Develop and support mental and physical wellness programs for the police department employees and their families.</p> <p><b>Primary Goals:</b> 2, 25 <b>Supporting Goals:</b> 1</p>

## Strategies

Strategy	Description
<b>Strategy 14</b>	<p><b>Safety Education:</b> Develop and implement a safety education program that includes information and training addressing all types of potential safety issues, such as natural and climate disasters, human-caused disruptions, cyber security threats, and general safety practices to ensure the Lakewood community is well-prepared for public safety emergencies and best day-to-day safety practices.</p> <p><b>Primary Goals:</b> 2, 6 <b>Supporting Goals:</b> 4</p>
<b>Strategy 15</b>	<p><b>Non-Infrastructural Safety Improvements:</b> Increase non-infrastructural elements of safety, including lighting and eyes on the street to ensure people feel safe traveling through and spending time in all parts of Lakewood.</p> <p><b>Primary Goals:</b> 2</p>
<b>Strategy 16</b>	<p><b>Opportunities for Restorative Justice:</b> Research and report on the local impacts of historic and current policies, programs, and practices that marginalize or disadvantage certain groups of people. Identify actions and opportunities for restorative justice.</p> <p><b>Primary Goals:</b> 3 <b>Supporting Goals:</b> 2</p>
<b>Strategy 17</b>	<p><b>Equity In All Policies:</b> Establish, enact, enforce, and monitor best practices and standards to integrate equity considerations into City policymaking, programs, actions, and events that will meaningfully improve accessibility, inclusivity, and cultural responsiveness.</p> <p><b>Primary Goals:</b> 3, 25</p>
<b>Strategy 18</b>	<p><b>Establish Equity-Focused Expertise in the City Organization:</b> Cultivate staff with specialized education and experience in advancing equity to provide training and guidance throughout the city organization, provide input and recommendations for policies and programs, and strive to remove barriers to civic participation in Lakewood.</p> <p><b>Primary Goals:</b> 3</p>
<b>Strategy 19</b>	<p><b>Connection with Indigenous Groups:</b> Develop relationships with Indigenous groups and tribal leaders with ancestral connections to Lakewood, and work with them to integrate their traditional ecological knowledge, local history, cultural practices, and perspectives into plans and policies.</p> <p><b>Primary Goals:</b> 3 <b>Supporting Goals:</b> 7, 8, 10, 11, 12</p>
<b>Strategy 20</b>	<p><b>Understand Community Needs Through Meaningful Outreach and Engagement:</b> Regularly conduct a robust, meaningful, and wide-reaching outreach campaign to understand the broad range of community concerns, needs, desires, and issues. In particular, design these campaigns to thoughtfully engage those who are traditionally the hardest to reach and most often underrepresented.</p> <p><b>Primary Goals:</b> 3 <b>Supporting Goals:</b> 5</p>

Strategy	Description
<b>Strategy 21</b>	<p><b>Address Environmental Justice:</b> Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative.</p> <p><b>Primary Goals:</b> 3, 4, 25  <b>Supporting Goals:</b> 1, 7, 14, 15, 16, 19</p>
<b>Strategy 22</b>	<p><b>Assessment of Climate Impacts and Hazard Preparedness:</b> Regularly assess the impacts of climate change and related hazards on the Lakewood community to understand potential risks to people, the natural and built environment, and the economy. Coordinate across internal departments to utilize the climate impact assessment findings to establish, maintain, and train staff on a Climate Adaptation Strategy that supports disaster preparedness, response, recovery, and community-wide resilience, including a social vulnerability tool that can be used to prioritize program development, provision of services, and city infrastructure projects.</p> <p><b>Primary Goals:</b> 4  <b>Supporting Goals:</b> 3, 18</p>
<b>Strategy 23</b>	<p><b>Climate Resilience in All Policies:</b> Continue to update and integrate climate hazard, risk, resilience, mitigation, adaptation, and impact analysis into city documents, reports, plans, and policies related to neighborhoods and corridors, municipal facilities and operations, parks and open space, infrastructure, zoning and building codes, asset management, engineering regulations, procurement, insurance, emergency preparedness, and the city budget process, among others.</p> <p><b>Primary Goals:</b> 4, 25  <b>Supporting Goals:</b> 18</p>
<b>Strategy 24</b>	<p><b>Resilient Households and Connected Communities:</b> Strengthen community cohesion and increase community capacity by continuing neighborhood-level programs and services including the Sustainable Neighborhoods Program and the Neighborhood Support Team; by strategically locating resilience hubs or similar community-serving facilities to provide education, services, and shelter during hazard events; and by developing and implementing policies and outreach programs with local partners to support households that are disproportionately impacted.</p> <p><b>Primary Goals:</b> 4  <b>Supporting Goals:</b> 3</p>
<b>Strategy 25</b>	<p><b>Employ Inclusive Communication and Outreach Methods:</b> Building on existing efforts, develop a comprehensive communications and outreach strategy for all City operations to ensure that all information and outreach efforts are accessible, engaging, and broad-reaching. This should include specific outreach strategies and accommodations for individuals with disabilities and Lakewood's diversity of cultural identities and languages. Regularly update this strategy to reflect changing technologies, demographics, and communication preferences.</p> <p><b>Primary Goals:</b> 5, 6  <b>Supporting Goals:</b> 3, 4, 11</p>

Strategy	Description
<b>Strategy 26</b>	<p><b>Provide Inclusive City Programs and Services:</b> Ensure that city programs, services, events, meetings, and amenities are welcoming and accessible to all residents. As appropriate, consider opportunities for distinct offerings that cater to specific groups or particular needs within the community, including considerations such as cultural responsiveness, relevance, and languages, disabilities, families and youth, seniors, economic status, and others.</p> <p><b>Primary Goals:</b> 5  <b>Supporting Goals:</b> 3, 8, 9, 11</p>
<b>Strategy 27</b>	<p><b>Ensure Opportunities for Meaningful Civic Participation:</b> Invite, encourage, and work to remove barriers for residents to take an active role in the city through intentional offerings for civic participation that actively fosters interaction between residents of different backgrounds and experiences. This may include, but not be limited to, elections, volunteering, applying for city grants, joining city boards and commissions, providing public comments on projects, participating in planning processes, accessing special events, participating in creative placemaking efforts, or other public participation processes.</p> <p><b>Primary Goals:</b> 5, 25  <b>Supporting Goals:</b> 3, 15</p>
<b>Strategy 28</b>	<p><b>Community Collaboration for Priority Topics:</b> Consider mechanisms, committees, forums or processes to collaborate with diverse representation from the Lakewood community on planning, funding, and project implementation for topics such as equity, transportation, housing, resilience, parks and others.</p> <p><b>Primary Goals:</b> 5  <b>Supporting Goals:</b> 1, 21</p>
<b>Strategy 29</b>	<p><b>Opportunities for Life-Long Learning:</b> Provide ample opportunities and access to resources for residents to learn, practice, refine, and grow their interests and passions on initiatives and topics of interest to the community such as healthy aging and healthy living.</p> <p><b>Primary Goals:</b> 6</p>
<b>Strategy 30</b>	<p><b>Educational Partnerships:</b> Partner with (local) education and library institutions to tap into current trends and best practices, share resources, and incorporate youth voices in key initiatives, programs and resources.</p> <p><b>Primary Goals:</b> 6</p>
<b>Strategy 31</b>	<p><b>Implementation of the Arts, Parks and Recreation Master Plan:</b> Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.</p> <p><b>Primary Goals:</b> 6, 8, 9, 11  <b>Supporting Goals:</b> 3, 12</p>

Strategy	Description
<b>Strategy 32</b>	<p><b>Outreach and Education on Historic Preservation:</b> Educate the public about the economic, environmental, and cultural benefits of historic preservation to build collective value around Lakewood’s heritage. Provide educational materials and outreach strategies for both residents and visitors.</p> <p><b>Primary Goals:</b> 6, 10</p>
<b>Strategy 33</b>	<p><b>Online Sustainability Resource Center:</b> Maintain an up-to-date online resource center to provide information, resources, and services to residents, businesses, and other stakeholders related to energy and water conservation, renewable energy systems, beneficial electrification, waste diversion and climate adaptation strategies.</p> <p><b>Primary Goals:</b> 6, 16</p> <p><b>Supporting Goals:</b> 4, 7, 17</p>
<b>Strategy 34</b>	<p><b>Increase Understanding of Waste Diversion Opportunities:</b> Expand and maintain comprehensive waste-related educational resources for the community with the goal of increasing participation in and proper usage of available waste diversion programs.</p> <p><b>Primary Goals:</b> 6, 24</p> <p><b>Supporting Goals:</b> 17</p>
<b>Strategy 35</b>	<p><b>Outreach and Education for Lakewood’s Heritage and History:</b> Promote educational tours, programs and events that highlight the City’s history. Expand educational materials and outreach strategies for both residents and visitors.</p> <p><b>Primary Goals:</b> 6, 10</p>
<b>Strategy 36</b>	<p><b>Improve and Expand Residential Recycling Services:</b> Improve Lakewood’s residential recycling services in preparation for the provision of free recycling through Colorado’s Extended Producer Responsibility Program via a suite of potential tools like enhanced hauler licensing requirements, hauler contracting, universal recycling ordinances, zero waste design guidelines, and targeted education.</p> <p><b>Primary Goals:</b> 24</p> <p><b>Supporting Goals:</b> 7</p>
<b>Strategy 37</b>	<p><b>Encourage Building Longevity and Sustainability:</b> Promote building longevity through use of high-quality durable materials, multifunctional and flexible design, adaptive reuse and retrofitting programs, sustainable design, and deconstructability.</p> <p><b>Primary Goals:</b> 16, 24</p> <p><b>Supporting Goals:</b> 10, 15</p>
<b>Strategy 38</b>	<p><b>Air Pollution Prevention and Monitoring:</b> Contribute to regional efforts to improve air quality by reducing transportation-related emissions, enhancing green infrastructure, tree canopy, vegetative cover, and other nature-based solutions, and by implementing air quality monitoring and public awareness campaigns.</p> <p><b>Primary Goals:</b> 7</p> <p><b>Supporting Goals:</b> 1, 22</p>

Strategy	Description
<b>Strategy 39</b>	<p><b>Water Efficient Parks and Public Facilities:</b> Reduce outdoor water use on public lands and in municipal facilities through sector-specific plans and strategies including continued use and implementation of new low-water irrigation technologies, creating drought-tolerant and water-wise landscapes, retrofitting facilities with high-efficiency fixtures, minimizing water leaks and water waste, and through employee education.</p> <p><b>Primary Goals:</b> 7, 25</p>
<b>Strategy 40</b>	<p><b>Water Efficient Homes, Buildings, and Landscapes:</b> Reduce water consumption in alignment with regional water goals by ensuring that city codes support water efficient development and by providing resources, technical support, and incentive programs that encourage Lakewood residents and businesses to implement indoor and outdoor water efficiency and conservation measures.</p> <p><b>Primary Goals:</b> 7</p> <p><b>Supporting Goals:</b> 16</p>
<b>Strategy 41</b>	<p><b>Toxin Reduction for Ecological Health:</b> Minimize the use of chemical fertilizers, pesticides, and other toxins that negatively impact pollinator species and overall ecological health.</p> <p><b>Primary Goals:</b> 7</p> <p><b>Supporting Goals:</b> 18</p>
<b>Strategy 42</b>	<p><b>Establish a Biodiversity Strategy:</b> Develop and implement a Biodiversity Strategy to identify projects, policies and programs that address invasive species, support ecological integrity, incorporate regenerative practices, and reduce the loss of biodiversity.</p> <p><b>Primary Goals:</b> 7</p> <p><b>Supporting Goals:</b> 8, 18</p>
<b>Strategy 43</b>	<p><b>Urban Tree Canopy:</b> Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events.</p> <p><b>Primary Goals:</b> 7, 16, 18, 25</p> <p><b>Supporting Goals:</b> 4, 8, 13, 14</p>
<b>Strategy 44</b>	<p><b>Provide Accessible and Inclusive Features in Parks:</b> Support the addition of accessible park amenities and play features that include safe access to nature, convenience, sensory-friendly elements, interpretation, and relief from heat.</p> <p><b>Primary Goals:</b> 8</p> <p><b>Supporting Goals:</b> 3</p>
<b>Strategy 45</b>	<p><b>Prioritize Equitably Distributed Parkland:</b> Prioritize park acquisition and improvements in areas in need of parkland to support the community’s physical, mental, and social health.</p> <p><b>Primary Goals:</b> 8</p> <p><b>Supporting Goals:</b> 3</p>

Strategy	Description
<b>Strategy 46</b>	<p><b>Offer Variety in Park and Open Spaces:</b> Through neighborhood engagement, tailor a variety of parks and open spaces to fulfill different purposes and community needs including, but not limited to, natural resource and habitat protection for biodiversity, walking or biking, organized sports, water-based activities, play space and picnicking, public art, events, and equestrian and dog activities.</p> <p><b>Primary Goals:</b> 8 <b>Supporting Goals:</b> 5, 9</p>
<b>Strategy 47</b>	<p><b>Proactive Maintenance for City Assets:</b> Evaluate and prioritize strategies to ensure that all city assets, including parks, buildings, public art, infrastructure, and other structures, are proactively maintained for safe, comfortable, accessible, and inclusive use by community members, city employees and visitors. Prioritize maintenance and enhancement efforts through routine data collection and assessment, including building and site conditions, greenhouse gas emissions, climate hazards, and community experience input. Ensure that risks are managed effectively, and insurance requirements are engaged appropriately throughout the city's portfolio of assets.</p> <p><b>Primary Goals:</b> 8, 9, 11, 25 <b>Supporting Goals:</b> 10</p>
<b>Strategy 48</b>	<p><b>Responsible Parks and Open Space Conservation:</b> Responsibly conserve vibrant parks and open space resources through preservation of biodiversity and wildlife habitat, green infrastructure, sustainable practices and environmental stewardship.</p> <p><b>Primary Goals:</b> 8, 25 <b>Supporting Goals:</b> 7, 9, 18</p>
<b>Strategy 49</b>	<p><b>Promote Neighborhood Pocket Parks:</b> Encourage private pocket park development, including small dog parks where appropriate, through residential parkland dedication and public/private partnerships to create parks and smaller green spaces in strategic locations in need of park amenities.</p> <p><b>Primary Goals:</b> 8</p>
<b>Strategy 50</b>	<p><b>Invest in Arts, Parks and Recreation:</b> Seek funding and partnerships necessary to achieve high-quality arts, parks, and recreation programs, services, and facilities that meet community needs as defined in the Imagine Tomorrow Plan and any future updates to the Plan.</p> <p><b>Primary Goals:</b> 8, 9, 11, 25 <b>Supporting Goals:</b> 3</p>
<b>Strategy 51</b>	<p><b>Opportunities for Self-Directed Play and Learning at City Facilities and Parks:</b> Foster opportunities for self-directed learning and play at city facilities that can be initiated by community members of all ages and abilities.</p> <p><b>Primary Goals:</b> 8, 9 <b>Supporting Goals:</b> 11</p>

## Strategies

Strategy	Description
<b>Strategy 52</b>	<b>Responsive Recreation Centers:</b> Adapt recreation facilities to provide adequate, functional space for high-demand programming that meets the shifting needs and priorities of the community. <b>Primary Goals: 9</b>
<b>Strategy 53</b>	<b>Centralized Recreation Center:</b> Consider opportunities to dream big, including concepts for an accessible and centralized recreation center and community park. <b>Primary Goals: 9</b> <b>Supporting Goals: 8</b>
<b>Strategy 54</b>	<b>Recreation for All:</b> Provide opportunities for participation in recreation programs and services specific to older adults, teens, and those with disabilities. <b>Primary Goals: 9</b> <b>Supporting Goals: 3</b>
<b>Strategy 55</b>	<b>Implementation of the Historic Preservation Plan:</b> Continue to implement the Historic Preservation Plan and any future updates to the Plan. <b>Primary Goals: 10</b>
<b>Strategy 56</b>	<b>Implementation of the Lakewood Heritage Center Master Plan:</b> Continue to implement the Lakewood Heritage Center Master Plan and any future updates to the Plan. <b>Primary Goals: 10</b>
<b>Strategy 57</b>	<b>Systemized and Coordinated Historic Preservation Management:</b> Develop and maintain a citywide database and other internal resources to ensure that Lakewood’s historic resources are incorporated into community planning, economic development, and sustainability efforts. Provide information to property owners of potentially significant resources to encourage designation of local landmarks to ensure the continued protection of Lakewood’s historic resources. <b>Primary Goals: 10</b>
<b>Strategy 58</b>	<b>Flexible and Responsible Tools for Conservation of Historic Resources:</b> Consider the update of existing and use of new regulatory tools that can protect historic resources and character, while also providing enough flexibility to accommodate appropriate growth and change. The use of such tools should also consider and mitigate affordability and economic impacts of preservation objectives. Examples may include conservation districts, zoning overlays, design guidelines, tax credits, waivers or other incentives for adaptive reuse and preservation, rezoning guidelines, facade improvement programs, or other support programs. <b>Primary Goals: 10</b> <b>Supporting Goals: 16</b>

Strategy	Description
<b>Strategy 59</b>	<p><b>Continued Investment in Lakewood’s Historic Preservation Program:</b> Continue to maintain Certified Local Government Status and a qualified Historic Preservation Commission, and explore resources to support the historic preservation program.</p> <p><b>Primary Goals:</b> 10, 25</p>
<b>Strategy 60</b>	<p><b>Utilize National Standards and Best Practices in the Care of Lakewood’s Historic Artifacts and Resources:</b> Utilize Secretary of the Interior's Standards for the Treatment of Historic Properties. Maintain historical facilities using national standards and best practices for education, public service and collections care to ensure excellence in the care and preservation of the community’s artifacts and resources held in the public’s trust.</p> <p><b>Primary Goals:</b> 10</p>
<b>Strategy 61</b>	<p><b>Arts and Culture in All Policies:</b> Continue implementing strategies and partnerships that weave arts and culture into all aspects of the City's work.</p> <p><b>Primary Goals:</b> 11, 25</p> <p><b>Supporting Goals:</b> 12</p>
<b>Strategy 62</b>	<p><b>Celebrate and Value Local Art and Artists:</b> Advocate for and encourage collaborations, partnerships, and cross promotion of local artists and creatives to ensure a thriving creative community.</p> <p><b>Primary Goals:</b> 11</p> <p><b>Supporting Goals:</b> 12</p>
<b>Strategy 63</b>	<p><b>Community Art Maintenance:</b> Identify opportunities to support the maintenance of Lakewood’s art and cultural amenities through partnerships, community engagement, and resource optimization.</p> <p><b>Primary Goals:</b> 11, 12</p>
<b>Strategy 64</b>	<p><b>Encourage Arts and Culture Experiences:</b> Facilitate the creation of transformative art destinations throughout Lakewood by encouraging diversification of the public art collection, engaging the community and creating public art that is discovered organically and intentionally.</p> <p><b>Primary Goals:</b> 11, 25</p> <p><b>Supporting Goals:</b> 12, 17</p>
<b>Strategy 65</b>	<p><b>Implementation of the Public Art Plan:</b> Continue to implement the Public Art Plan and any future updates to the Plan.</p> <p><b>Primary Goals:</b> 11</p> <p><b>Supporting Goals:</b> 12</p>

## Strategies

Strategy	Description
<b>Strategy 66</b>	<b>Implementation of the 40 West ArtLine Framework Plan:</b> Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan. <b>Primary Goals:</b> 11 <b>Supporting Goals:</b> 8, 10, 12, 17, 13, 15, 21, 22
<b>Strategy 67</b>	<b>Responsibly Conserve Arts and Cultural Resources:</b> Responsibly conserve arts and cultural resources that represent Lakewood's identity and uniqueness through preservation, education, advocacy, and partnerships. <b>Primary Goals:</b> 11 <b>Supporting Goals:</b> 10
<b>Strategy 68</b>	<b>Celebrate the Cultural Community:</b> Celebrate the community through art and cultural events, programs and performances that showcase local and regional talent, traditions, and cultural diversity. <b>Primary Goals:</b> 11 <b>Supporting Goals:</b> 3, 17
<b>Strategy 69</b>	<b>Promote Arts and Culture:</b> Promote Lakewood's arts and cultural programs, events, facilities, and resources to attract new businesses, visitors and residents. <b>Primary Goals:</b> 11 <b>Supporting Goals:</b> 12, 23
<b>Strategy 70</b>	<b>Well-Designed Streetscapes and Public Places:</b> Promote streetscape and public space improvement projects to ensure that all destinations and community gathering places offer safe, pleasant, and active experiences for all users. These projects should incorporate elements such as tree canopy and vegetation, shade, lighting, public art, seating, wide sidewalks or pathways, crosswalks, signage and signalization, wayfinding, green infrastructure, and others. <b>Primary Goals:</b> 12
<b>Strategy 71</b>	<b>Community-Informed Placemaking:</b> Ensure community engagement and participation is central to any creative placemaking work and that initiatives reflect the character and features of the neighborhoods where projects occur. <b>Primary Goals:</b> 12 <b>Supporting Goals:</b> 5
<b>Strategy 72</b>	<b>Activation of Public Spaces:</b> Improve and activate publicly owned spaces (such as parks, plazas, streetscapes) with art, landscaping, seating, creative placemaking, and interactive elements. <b>Primary Goals:</b> 12 <b>Supporting Goals:</b> 8, 11, 14, 15, 17

Strategy	Description
<b>Strategy 73</b>	<p><b>Art in Publicly Visible Spaces:</b> Work with the community, local artists, arts organizations, community partners, and developers to support the integration of art and placemaking installations into the urban fabric to beautify spaces, create identity, and reflect local heritage and values.</p> <p><b>Primary Goals:</b> 12 <b>Supporting Goals:</b> 11, 17</p>
<b>Strategy 74</b>	<p><b>Support Art and Culture-Based Hubs:</b> Continue to support the 40 West ArtLine, 40 West Arts Creative District, Alameda Corridor, Lakewood Cultural Center/Heritage Lakewood Belmar Park, and other areas that may emerge to serve as a hub for artistic expression, creative industries, and cultural tourism.</p> <p><b>Primary Goals:</b> 12 <b>Supporting Goals:</b> 11</p>
<b>Strategy 75</b>	<p><b>Creative Entrepreneurship Opportunities:</b> Foster creative entrepreneurship by ensuring City policies support incubator and start-up spaces, funding opportunities, and business development resources for artists, cultural enterprises, and individuals wishing to pursue creative ventures in Lakewood. Strategically encourage these activities in locations where there is already a concentration of creative activity or where the introduction of new creative activities could breathe life and activity into new spaces.</p> <p><b>Primary Goals:</b> 12 <b>Supporting Goals:</b> 11, 23</p>
<b>Strategy 76</b>	<p><b>Iterative Planning for Community Spaces and Activity Hubs:</b> Establish mechanisms for ongoing evaluation, feedback, and adaptation of creative placemaking initiatives based on community input and measurable outcomes.</p> <p><b>Primary Goals:</b> 12 <b>Supporting Goals:</b> 5, 11</p>
<b>Strategy 77</b>	<p><b>Opportunities for Diverse Industries:</b> Continue to encourage a mix of land uses to attract diverse, innovative and sustainable industries.</p> <p><b>Primary Goals:</b> 13 <b>Supporting Goals:</b> 23</p>
<b>Strategy 78</b>	<p><b>Support Activity Hubs:</b> Encourage and support activity hubs throughout the city with mixes of land uses that can help protect health and the natural environment and make the surrounding environment more attractive, well connected, economically stronger, socially diverse, and resilient to climate change. These nodes can be the hub for gathering and social events and blend into the surrounding context(s) of the area.</p> <p><b>Primary Goals:</b> 13 <b>Supporting Goals:</b> 1, 23, 17</p>

Strategy	Description
<b>Strategy 79</b>	<p><b>Invest in Underutilized Commercial Areas:</b> Identify under-utilized and under-performing commercial areas and assist in their revitalization, including decarbonization, through the use of state and federal programs such as enterprise zones, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives.</p> <p><b>Primary Goals:</b> 13, 23  <b>Supporting Goals:</b> 14, 15</p>
<b>Strategy 80</b>	<p><b>Support Area Planning in the City:</b> Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion.</p> <p><b>Primary Goals:</b> 13, 14, 15, 17  <b>Supporting Goals:</b> 4, 5, 12</p>
<b>Strategy 81</b>	<p><b>Implementation Tools for Context-Sensitive Development:</b> Use the City’s implementation tools such as the Zoning Ordinance, Design Standards, Major Site Plan Review and other applicable regulations to promote development that is respectful of adjacent properties and the surrounding area by considering height, scale, design, connectivity and impacts to the environment. Update these tools as needed.</p> <p><b>Primary Goals:</b> 13, 15  <b>Supporting Goals:</b> 14, 17, 19</p>
<b>Strategy 82</b>	<p><b>Mixed Use Activity Hubs Along Corridors:</b> Support the development of areas with a mix of uses within activity hubs and along corridors to integrate and connect residential, commercial, and recreational spaces, fostering vibrant, walkable communities.</p> <p><b>Primary Goals:</b> 13, 14</p>
<b>Strategy 83</b>	<p><b>Street Trees and Green Infrastructure:</b> Integrate natural spaces, tree-lined streets and green infrastructure into site and corridor planning and recreational spaces to improve air quality, support biodiversity, create connected pedestrian greenways and enhance the safety and aesthetics of the corridor.</p> <p><b>Primary Goals:</b> 14, 18  <b>Supporting Goals:</b> 13, 16</p>
<b>Strategy 84</b>	<p><b>Accessible, Sustainable and Connected Corridors:</b> Promote sustainable and integrated development along Lakewood’s corridors that enhances safe and multi-modal connectivity, accessibility, and quality of life.</p> <p><b>Primary Goals:</b> 14</p>

Strategy	Description
<b>Strategy 85</b>	<p><b>Corridor Types:</b> Support future efforts to more specifically define and plan for a hierarchy of corridor types in Lakewood.</p> <p>Primary Goals: 14</p>
<b>Strategy 86</b>	<p><b>Continued Support and Development of Lakewood’s Design Review Program:</b> Support the Design Review Commission in applying Design Standards and Guidelines. Explore opportunities to strengthen the program and consider the development of additional design standards as resources and priorities allow.</p> <p>Primary Goals: 15</p>
<b>Strategy 87</b>	<p><b>High-Quality Design:</b> For all development projects, promote accessible, human-scaled design that enhances the aesthetics of the site and includes quality, well-detailed, and durable materials.</p> <p>Primary Goals: 15</p>
<b>Strategy 88</b>	<p><b>Alignment with Future Land Use Map:</b> Support zoning and regulatory changes that align with the Future Land Use Map.</p> <p>Primary Goals: 15</p>
<b>Strategy 89</b>	<p><b>Incentivize and Support Building Emissions Reductions and Resiliency:</b> Implement a comprehensive building program that increases energy efficiency and renewable energy and storage, eliminates emissions, and makes buildings more resilient by incorporating performance standards, code updates, customized tools, resources and incentives, workforce development, financing mechanisms, and community education.</p> <p>Primary Goals: 16</p> <p>Supporting Goals: 15</p>
<b>Strategy 90</b>	<p><b>Assess and Update Building and Energy Codes:</b> Regularly review and adopt updated building and energy codes to protect life and safety, support Lakewood’s housing, climate, and economic development strategies, and to accelerate progress towards greenhouse gas reduction targets through sustainable design, resource efficiency, decarbonization, and climate resiliency of buildings.</p> <p>Primary Goals: 16</p> <p>Supporting Goals: 15</p>
<b>Strategy 91</b>	<p><b>Assess and Update Sustainable Development Regulations:</b> Regularly assess and update Lakewood’s Zoning Code, engineering standards, and other related land-use policies to ensure that development projects account for climate risks, advance the City’s climate commitments and reflect the community’s adopted vision.</p> <p>Primary Goals: 16</p> <p>Supporting Goals: 4, 7, 15</p>

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Strategy	Description
<b>Strategy 92</b>	<b>Municipal Decarbonization Plan:</b> Develop and implement a municipal operations greenhouse gas emissions inventory and decarbonization plan in alignment with the City’s greenhouse gas reduction targets to prioritize actions that eliminate climate and health impacts from city buildings, fleet, and operations. <b>Primary Goals:</b> 16, 18, 25
<b>Strategy 93</b>	<b>Diversity of Housing Types:</b> Encourage a mix of housing types through development regulations, policies, and incentives to accommodate different household sizes, income levels, preferences, and needs. <b>Primary Goals:</b> 17, 19, 25 <b>Supporting Goals:</b> 3, 4
<b>Strategy 94</b>	<b>Neighborhood-Serving Programs and Projects:</b> Continue to support and grow neighborhood-serving programs and projects, such as the Sustainable Neighborhoods Program, Neighborhood Support Team, and Neighborhood Participation Program. <b>Primary Goals:</b> 17, 25 <b>Supporting Goals:</b> 4, 5
<b>Strategy 95</b>	<b>Mixed-Income Neighborhoods:</b> Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes. <b>Primary Goals:</b> 17 <b>Supporting Goals:</b> 1, 3, 19
<b>Strategy 96</b>	<b>Create Walkable, Connected Neighborhoods:</b> Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other. <b>Primary Goals:</b> 17 <b>Supporting Goals:</b> 1, 2, 19, 21, 22, 23
<b>Strategy 97</b>	<b>Expand Access to Public Transportation in Neighborhoods:</b> Expand access to reliable and convenient public transportation options within neighborhoods. <b>Primary Goals:</b> 17 <b>Supporting Goals:</b> 21, 22
<b>Strategy 98</b>	<b>Neighborhood Street Design:</b> Ensure that neighborhoods have access to safe and accessible routes by designing designated street corridors that prioritize pedestrian safety and encourage walking, riding and rolling that incorporate sidewalks, and complete street designs. <b>Primary Goals:</b> 17 <b>Supporting Goals:</b> 1, 21, 22

Strategy	Description
<b>Strategy 99</b>	<p><b>Encourage Climate-Conscious Neighborhoods:</b> Promote sustainable practices throughout neighborhoods, with a focus on energy efficiency, water conservation, green infrastructure and zero waste.</p> <p><b>Primary Goals:</b> 17 <b>Supporting Goals:</b> 1, 19</p>
<b>Strategy 100</b>	<p><b>Prioritize CDBG Funds:</b> Through the Community Development Block Grant (CDBG) Five-year Consolidated Plans and Annual Action Plans, identify and prioritize funding for key projects that will have a positive impact on low-to-moderate income populations in target areas.</p> <p><b>Primary Goals:</b> 17 <b>Supporting Goals:</b> 3, 19</p>
<b>Strategy 101</b>	<p><b>Participate in Regional Transition to Sustainable Energy Infrastructure:</b> Support and participate in Regional and Statewide efforts to expand sustainable infrastructure and services, increase renewable energy generation, energy storage, and grid reliability, and to support decarbonization through shared administration of programs providing technical expertise, navigation services, workforce development, and other incentives and resources in support of decarbonization and environmental sustainability.</p> <p><b>Primary Goals:</b> 18 <b>Supporting Goals:</b> 4</p>
<b>Strategy 102</b>	<p><b>Support and Promote Emerging Sustainable Transportation Technologies, Including Vehicle Electrification:</b> Support the transition to zero emissions vehicles by prioritizing electrification of the City's vehicle fleet, expanding public charging infrastructure, updating building and zoning codes to encourage widespread access to charging, and leveraging technical assistance and funding opportunities. Regularly evaluate city policies and strategy documents to ensure that they are relevant to the latest transportation infrastructure and technology advancements.</p> <p><b>Primary Goals:</b> 18, 21</p>
<b>Strategy 103</b>	<p><b>Targets for City Facilities:</b> Establish and implement a plan, including targets and strategies, for city-owned facilities and operations to support the transition to renewable energy and improving energy efficiency while driving continual reductions of greenhouse gas emissions and air pollutants over the entire lifecycle of the asset based on market innovation and cost factors.</p> <p><b>Primary Goals:</b> 18, 25</p>
<b>Strategy 104</b>	<p><b>Accessible Design for Affordable Housing:</b> Encourage universal accessibility design of affordable units subsidized by the City of Lakewood.</p> <p><b>Primary Goals:</b> 19 <b>Supporting Goals:</b> 3</p>

Strategy	Description
<b>Strategy 105</b>	<p><b>Affordable Housing Production and Preservation:</b> Prioritize the preservation and production of housing that is affordable to low-to moderate income residents by assisting Public Housing Authorities (PHA) or nonprofit housing developers through programs, policies, and incentives that ensure long-term affordability.</p> <p><b>Primary Goals:</b> 19  <b>Supporting Goals:</b> 3, 20</p>
<b>Strategy 106</b>	<p><b>Minimize Displacement:</b> Minimize the involuntary displacement of vulnerable populations, such as low-income households, older adults, and people with disabilities, as the city grows and changes. Use tools to allow reinvestment in and preservation of existing housing stock, and allow appropriately scaled infill such as accessory dwelling units, duplexes, and tandem houses.</p> <p><b>Primary Goals:</b> 19  <b>Supporting Goals:</b> 3, 20</p>
<b>Strategy 107</b>	<p><b>Dedicated Funding to Support Affordable Housing:</b> Evaluate the feasibility of establishing a local Lakewood affordable housing fund and/or collaborating with regional partners to identify funding mechanisms that could support affordable housing across multiple jurisdictions.</p> <p><b>Primary Goals:</b> 19  <b>Supporting Goals:</b> 20</p>
<b>Strategy 108</b>	<p><b>Expedited Development Review for Affordable Housing:</b> Reduce barriers to affordable housing development by prioritizing applications for affordable units. Explore adjusting staffing capacity to expedite review.</p> <p><b>Primary Goals:</b> 19</p>
<b>Strategy 109</b>	<p><b>Innovative Financing for Affordable and Workforce Housing:</b> Innovate financing mechanisms, such as impact bonds, that activate private sector participation in the preservation and creation of deeply affordable workforce housing that are accessible to workplaces.</p> <p><b>Primary Goals:</b> 19</p>
<b>Strategy 110</b>	<p><b>Strategic Planning for Housing:</b> Update Lakewood’s Strategic Housing Plan every three years to identify and scale evidence-based practices, invest in effective programs, and evaluate innovative housing solutions to ensure that housing policies and programs are data-driven and supportive of current housing needs, including an abundance of attainable housing to meet the long-term diverse needs of our residents.</p> <p><b>Primary Goals:</b> 19</p>
<b>Strategy 111</b>	<p><b>Regular Assessment and Updates to Housing Regulations:</b> Regularly review, assess, and update Lakewood’s Zoning Code, building and energy codes, engineering standards, Lakewood Municipal Code, and other land-use policies to reduce regulatory barriers to housing affordability and to encourage innovative and creative housing solutions.</p> <p><b>Primary Goals:</b> 19</p>

Strategy	Description
<b>Strategy 112</b>	<p><b>Strengthen Housing Partnerships:</b> Deepen participation in industry and civic networks of affordable housing and homelessness response and strengthen partnerships opportunities with Jefferson County, non-profit agencies, and organizations, especially focused on permanent supportive services.</p> <p><b>Primary Goals: 19</b></p>
<b>Strategy 113</b>	<p><b>Improve Housing Quality:</b> Improve Housing Quality Standards (HQS) in ownership and rental housing through existing and innovative rehabilitation programs, using a variety of funding sources such as Community Development Block Grant (CDBG) funds.</p> <p><b>Primary Goals: 19</b></p> <p><b>Supporting Goals: 3</b></p>
<b>Strategy 114</b>	<p><b>Expand Homeownership:</b> Improve access to homeownership, especially among low-income residents and marginalized groups, through Down Payment Assistance programs or partnerships with nonprofit housing developers.</p> <p><b>Primary Goals: 19</b></p> <p><b>Supporting Goals: 3</b></p>
<b>Strategy 115</b>	<p><b>Assistance for Renters:</b> Connect renters with legal resources to ensure quality living conditions and prevent evictions.</p> <p><b>Primary Goals: 19</b></p> <p><b>Supporting Goals: 20</b></p>
<b>Strategy 116</b>	<p><b>Expanded Mediation Services:</b> Expand mediation services to proactively assist tenants who are at-risk of eviction, by engaging landlords and tenants in mediation before their cases reach the County Court responsible for evictions.</p> <p><b>Primary Goals: 20</b></p> <p><b>Supporting Goals: 3</b></p>
<b>Strategy 117</b>	<p><b>Coordinated, Data-Driven Homelessness Response:</b> Establish and maintain regularly updated or real time data on homelessness services through the Homeless Management Information System administered by the HUD CoC (Metro Denver Homeless Initiative). Develop a data dashboard to monitor continuous progress toward permanent housing outcomes.</p> <p><b>Primary Goals: 20</b></p>
<b>Strategy 118</b>	<p><b>Maintain Shelter Services for Those Experiencing Homelessness:</b> Work towards sustaining facility-based navigation and housing-focused case management services, including 24/7 access to emergency shelter, for people experiencing homelessness and domestic violence.</p> <p><b>Primary Goals: 20</b></p>

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Strategy	Description
<b>Strategy 119</b>	<b>Expand Mobile Services for Crisis Response and Homelessness:</b> Develop and implement, as resources allow, disaster preparedness and response strategies for people experiencing homelessness and other social vulnerabilities. <b>Primary Goals: 20</b> <b>Supporting Goals: 1</b>
<b>Strategy 120</b>	<b>Assess Housing Needs Continuously in the Community:</b> Support a common housing needs assessment that can identify individual or family housing needs in community/institutional sectors such as business, healthcare, justice, and education. <b>Primary Goals: 20</b>
<b>Strategy 121</b>	<b>Regional Collaboration for Housing Access:</b> Partner with neighboring communities to identify and connect individuals and families to housing opportunities. <b>Primary Goals: 20</b> <b>Supporting Goals: 19</b>
<b>Strategy 122</b>	<b>Eviction Prevention:</b> Explore innovative partnerships and means to identify housing insecurity, prevent eviction, and keep individuals and families in their homes when possible. <b>Primary Goals: 20</b>
<b>Strategy 123</b>	<b>Coordinated Encampment Management:</b> Standardize interagency encampment interventions that lead with navigation to safe and available camp, shelter, and/or housing alternatives while asserting and assuring public spaces remain safe, accessible, and unencumbered. <b>Primary Goals: 20</b>
<b>Strategy 124</b>	<b>Support Community Integration of Newly Rehoused Residents:</b> Expand and refine current programming to provide specialized peer-support that can integrate newly re-housed individuals within communities and ensure continued housing and neighborhood success with a wide-range of supportive services. <b>Primary Goals: 20</b> <b>Supporting Goals: 4, 19</b>
<b>Strategy 125</b>	<b>Develop a Multi-Modal Transportation Plan:</b> Develop and implement a citywide multi-modal transportation plan that includes updates to the existing roadway classifications and establishment of modal hierarchies to create a coordinated and cohesive vision for Lakewood's future transportation system. <b>Primary Goals: 21</b> <b>Supporting Goals: 13, 14, 15, 18</b>

Strategy	Description
<b>Strategy 126</b>	<p><b>Complete Streets Approach:</b> Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements, including but not limited to pedestrians, cyclists, and equestrians.</p> <p><b>Primary Goals:</b> 21  <b>Supporting Goals:</b> 1, 2, 13, 14, 15</p>
<b>Strategy 127</b>	<p><b>Fill Gaps in Multimodal Transportation Network:</b> Prioritize gaps in the network grid, first and last mile connections, improvements to overall connectivity and a greater variety of route options to more efficiently move people through Lakewood.</p> <p><b>Primary Goals:</b> 21  <b>Supporting Goals:</b> 14, 15, 22</p>
<b>Strategy 128</b>	<p><b>Regular Assessment and Planning for Travel System Capacity and Demand Management:</b> Strategically provide additional capacity and operational efficiencies on roadways to limit congestion, improve safety, and expand multi-modal options.</p> <p><b>Primary Goals:</b> 21</p>
<b>Strategy 129</b>	<p><b>Funding for Transportation System:</b> Review existing funding and seek additional opportunities for the transportation network that will provide reliable infrastructure, improve safety on streets and highways, and result in efficient transportation options.</p> <p><b>Primary Goals:</b> 21, 25</p>
<b>Strategy 130</b>	<p><b>Increased Shared Transportation:</b> Update regulations as necessary to accommodate shared transportation.</p> <p><b>Primary Goals:</b> 21  <b>Supporting Goals:</b> 22</p>
<b>Strategy 131</b>	<p><b>Advocate for Stellar Transit Service:</b> Proactively coordinate with Regional Transportation District (RTD) and other local and regional transit agencies to optimize current transit routes and schedules and identify opportunities for future transit connections, including light rail extensions, circulator systems for specific areas, and improved service to adjacent jurisdictions.</p> <p><b>Primary Goals:</b> 21</p>
<b>Strategy 132</b>	<p><b>Implementation of Transportation Planning:</b> Continue to implement transportation related plans and studies and any future updates.</p> <p><b>Primary Goals:</b> 21  <b>Supporting Goals:</b> 14, 15</p>
<b>Strategy 133</b>	<p><b>Transit Specific Facilities:</b> Work with Regional Transportation District (RTD), Denver Regional Council of Governments (DRCOG), and other partners to evaluate Bus Rapid Transit (BRT) and/or exclusive transit lanes and facilities along streets such as West Colfax, West Alameda, Sheridan, and Wadsworth.</p> <p><b>Primary Goals:</b> 21</p>

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Strategy	Description
<b>Strategy 134</b>	<b>Support Lakewood Rides:</b> Continue to support Lakewood Rides to provide safe and cost-effective transportation services for the elderly and persons with disabilities and consider opportunities to support the long-term financial viability of the program. <b>Primary Goals:</b> 21
<b>Strategy 135</b>	<b>Strategies to Reduce Crash Rates:</b> Set measurable goals to reduce crash rates, such as Vision Zero, focusing on Lakewood’s high-injury network and critical corridors, as well as other identified safety concerns. <b>Primary Goals:</b> 21 <b>Supporting Goals:</b> 2
<b>Strategy 136</b>	<b>Re-Evaluate Travel Speeds:</b> Reduce unsafe travel speeds by re-evaluating speed limits, evaluating traffic calming measures, and considering enforcement strategies with safety in mind. <b>Primary Goals:</b> 21
<b>Strategy 137</b>	<b>Minimize Adverse Impacts of the Transportation Network on Nearby Neighborhoods:</b> Evaluate and seek to minimize adverse air quality, noise, light/glare, and other significant adverse environmental impacts of existing and proposed transportation infrastructure on adjacent neighborhoods. <b>Primary Goals:</b> 21
<b>Strategy 138</b>	<b>Transit Oriented Communities and Community Oriented Transit:</b> Support greater density in areas well-served by transit and greater transit service and a greater variety of transportation options in denser areas, while ensuring a dense pedestrian-network where residents have safe and convenient access to destinations and the transportation network, while also considering area context. <b>Primary Goals:</b> 7, 21 <b>Supporting Goals:</b> 13, 15
<b>Strategy 139</b>	<b>Align Roadway and Land Use Regulations and Standards:</b> Re-examine the Zoning Ordinance and other regulations and policies to better integrate multimodal street classifications with land use, environmental considerations, and built form context. Align street typologies with land use and zoning, addressing elements such as setbacks, build-to-zones, sidewalks, landscaping, right-of-way (ROW) and roadway improvements, access requirements, auto-oriented land uses, and others. <b>Primary Goals:</b> 21 <b>Supporting Goals:</b> 1, 13, 14, 15
<b>Strategy 140</b>	<b>Parking Requirements:</b> Modify the parking requirements in the Zoning Ordinance to be consistent with the context of the area, applicable state laws, and best practices to calibrate a balance between sufficient parking, vibrant places, and reducing harmful environmental impacts such as heat islands. <b>Primary Goals:</b> 21 <b>Supporting Goals:</b> 7, 13, 15, 19

Strategy	Description
<b>Strategy 141</b>	<p><b>Micromobility Strategy for All Users:</b> Develop a micromobility strategy that addresses the safety, access, comfort, and convenience of vulnerable road users, and parking or storage for these methods, including people walking and rolling by all modes, including wheelchairs, skateboards, scooters, strollers, bikes, one-wheels and more.</p> <p><b>Primary Goals:</b> 22  <b>Supporting Goals:</b> 2, 3, 13, 14, 21</p>
<b>Strategy 142</b>	<p><b>Implementation of the Bicycle Plan:</b> Continue to implement the Bicycle Plan and any future updates to the Plan, with a core goal of increasing bicycle network connectivity and increasing the comfort of existing bicycle facilities.</p> <p><b>Primary Goals:</b> 22  <b>Supporting Goals:</b> 2, 14, 16, 21</p>
<b>Strategy 143</b>	<p><b>Walkable Community:</b> Improve the pedestrian environment to ensure that residents and community members have safe, comfortable and convenient access to destinations such as schools and the public transit network. Consider the development of a walkability plan that would also include information and education programs to improve transportation safety and wayfinding.</p> <p><b>Primary Goals:</b> 22  <b>Supporting Goals:</b> 1, 14, 17, 21</p>
<b>Strategy 144</b>	<p><b>Sidewalk and Bike Facility Network:</b> Prioritize closing gaps in the network grid and first/last mile connections, including construction of missing sidewalk and trail links throughout the city, such as those identified in the Belmar/downtown Lakewood Connectivity Study, and north-south crossings of the 6th Avenue freeway, in order to improve overall connectivity, and provide more/greater variety of route options. Prioritize investing in additional separated bike lanes as proposed in the Bicycle Plan.</p> <p><b>Primary Goals:</b> 22  <b>Supporting Goals:</b> 2, 14, 16, 21</p>
<b>Strategy 145</b>	<p><b>Safe Crossings:</b> Evaluate locations where it is appropriate to install pedestrian, cyclist, and equestrian crossing improvements such as enhanced crosswalks, signals, refuge medians, or increased visibility at high-traffic mid-block locations and work with the Colorado Department of Transportation (CDOT) and other partners to implement improvements.</p> <p><b>Primary Goals:</b> 22  <b>Supporting Goals:</b> 14, 21</p>
<b>Strategy 146</b>	<p><b>Bicycle and Pedestrian Funding and Maintenance:</b> Identify and prioritize opportunities to enhance bicycle and pedestrian infrastructure, including approaches for regular maintenance such as snow removal and sweeping.</p> <p><b>Primary Goals:</b> 22, 25  <b>Supporting Goals:</b> 2, 16, 18, 21</p>

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Strategy	Description
<b>Strategy 147</b>	<b>Support Local Business:</b> Support the development, growth, and retention of local businesses. <b>Primary Goals:</b> 23 <b>Supporting Goals:</b> 14
<b>Strategy 148</b>	<b>Workforce Development:</b> Cultivate a skilled, diverse, and trained workforce and provide access to equitable job opportunities. <b>Primary Goals:</b> 23
<b>Strategy 149</b>	<b>Business Attraction, Retention and Expansion:</b> Attract, retain, and support the expansion of a variety of industries to diversify the local economy and increase capital investment. <b>Primary Goals:</b> 23
<b>Strategy 150</b>	<b>Strategic Partnerships for Economic Development:</b> Develop and support creative and innovative partnerships to explore financing mechanisms and work collaboratively towards shared economic goals for the city. <b>Primary Goals:</b> 23 <b>Supporting Goals:</b> 15
<b>Strategy 151</b>	<b>Economic Innovation:</b> Support economic growth and innovation through City policy, regulations, tools, and programs. <b>Primary Goals:</b> 23, 25
<b>Strategy 152</b>	<b>Create Non-Residential Waste Diversion Programs:</b> Develop collaborative waste reduction and diversion programs targeting the largest and highest need waste generators in the commercial, industrial, and institutional sectors in Lakewood. <b>Primary Goals:</b> 24 <b>Supporting Goals:</b> 17
<b>Strategy 153</b>	<b>Strengthen the City’s Municipal Zero Waste Program for Operations and Events:</b> Strengthen Lakewood’s Municipal Zero Waste Program (encompassing facility operations, meetings, and events) through enhanced employee resources, training tools, standard operating procedures, adopting reusable dishware, comprehensive waste stream collection services, and a circular procurement policy. <b>Primary Goals:</b> 24, 25
<b>Strategy 154</b>	<b>Targeted Diversion of Environmentally Impactful Waste:</b> Prioritize the development of policies, programs, services, incentives, and infrastructure to support the reduction and diversion of Lakewood's highest volume and most environmentally impactful waste streams, starting with construction and demolition debris and organic waste. <b>Primary Goals:</b> 24 <b>Supporting Goals:</b> 7

Strategy	Description
<b>Strategy 155</b>	<p><b>Participate in our Regional Circular Economy:</b> Actively participate in efforts to strengthen Colorado’s circular economy through meaningful involvement with regional nonprofit organizations and state agencies, and by attracting new and supporting existing ventures focused on reduction, reuse, refill, rental, repair, and refurbishment, recycling, composting, and energy recovery.</p> <p><b>Primary Goals:</b> 24 <b>Supporting Goals:</b> 23</p>
<b>Strategy 156</b>	<p><b>Continue to Offer Key Recycling Collection Programs:</b> Continue efforts to prevent environmental contamination by providing a community recycling collection center and hazardous waste recycling collection center for residents and businesses, organizing collection events for hard-to-recycle items, facilitating litter clean ups, and responding to illegal dumping. Keep these services low-cost, accessible, and expand or enhance them in response to community need and diversion goals.</p> <p><b>Primary Goals:</b> 24 <b>Supporting Goals:</b> 7</p>
<b>Strategy 157</b>	<p><b>Advance and Innovate City Asset Management Systems:</b> Continue to develop Smart Building, Energy Management, and Building Automation Technologies to actively monitor and optimize the performance of city assets, extend asset lifecycles, and mitigate and adapt to climate change and risk in a manner that continues to provide information and strategies to enhance ongoing projects and maintenance of city assets.</p> <p><b>Primary Goals:</b> 25 <b>Supporting Goals:</b> 4, 18</p>
<b>Strategy 158</b>	<p><b>Leading by Example for Sustainable Development Practices:</b> Municipal facilities will set a positive example for sustainable development in the community by meeting applicable code requirements, diverting construction and demolition debris, and piloting opportunities to demonstrate new technologies to the general public.</p> <p><b>Primary Goals:</b> 25</p>
<b>Strategy 159</b>	<p><b>Resources to Achieve Goals:</b> Explore innovative opportunities for resources, such as funding, staffing, cross-departmental collaboration, and technical expertise, to achieve Lakewood’s community goals identified in this Comprehensive Plan.</p> <p><b>Primary Goals:</b> 25</p>
<b>Strategy 160</b>	<p><b>Invest in City Employees:</b> Ensure City staff are well equipped to provide the best possible service to the community and the organization by investing resources to provide opportunities for training, cross-departmental collaboration, professional growth, and upward mobility in the organization and cultivating a culture of safety, respect and trust.</p> <p><b>Primary Goals:</b> 25</p>

# Future Land Use

The Future Land Use Map and nine Future Land Use Categories geographically depict the Vision Elements outlined in Envision Lakewood 2040.

# Future Land Use

The Future Land Use Elements include the Future Land Use Map and nine Future Land Use Categories. The Future Land Use Map (FLUM) is a geographic representation of the Vision Elements (Vision Statement, Guiding Principles, Goals, and Strategies) as they relate directly to land use. It provides a spatial concept for how future development should evolve in Lakewood over the next 15+ years .

The nine future land use categories, shown on the FLUM, represent the desired future land use patterns and typical building forms for each area of the city. The categories are listed below and described in more detail in this section.

- » **Community Hub**
- » **Neighborhood Hub**
- » **Community Corridor**
- » **Neighborhood Corridor**
- » **Low Form Residential**
- » **Mid Form Residential**
- » **Campus**
- » **Production and Innovation**
- » **Parks and Open Space**

The boundaries for each land use category on the FLUM are intentionally fuzzy, rather than being drawn to align with specific parcel boundaries. This provides flexibility and adaptability for future interpretation and implementation. Both the map and the categories were developed and refined based on input from Advisory Group members, Planning Commission, City Council, staff, and consultants.

The four mixed-use and commercial categories, Community Hub, Neighborhood Hub, Community Corridor, and Neighborhood Corridor, provide guidance on the spatial arrangement with the ‘nodal’ Hubs and ‘linear’ Corridors. The scale of the market

service areas are also incorporated with the use of Community and Neighborhood. The ‘Community’ Hubs and Corridors are intended to serve the broader community at a regional scale and are well-known destinations, while ‘Neighborhood’ Hubs and Corridors primarily serve the surrounding local residents.

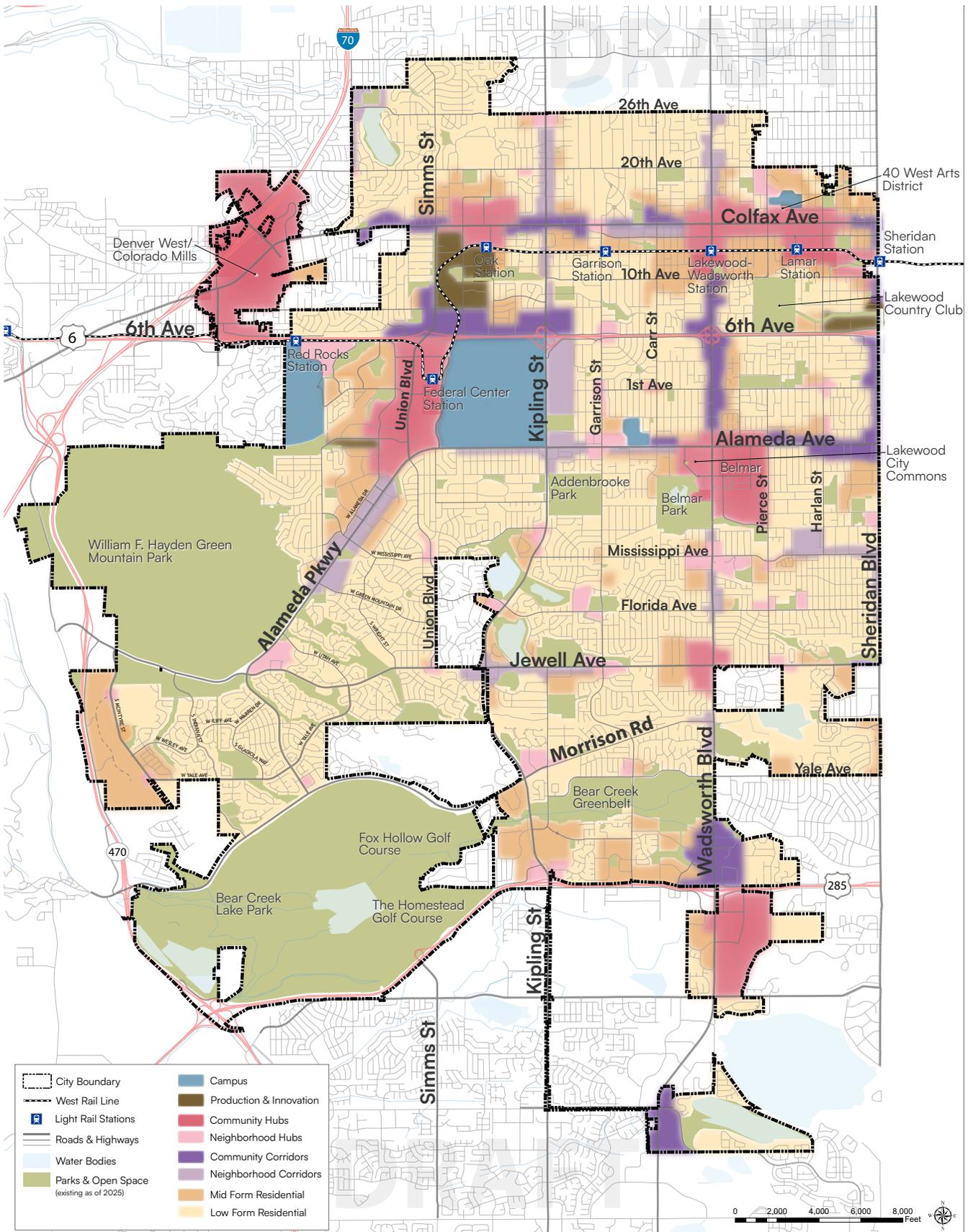
The two residential categories, Low Form Residential and Mid Form Residential, correspond to residential scale and density. These take into account new state laws passed during the time of Plan development and inform updates to the Zoning Code.

Existing development may or may not align with the mapped land use categories in the FLUM. Rather, the map illustrates what is envisioned for existing development as well as future infill development, redevelopment, or new development in the area.

While the FLUM defines a conceptual vision for future development across the city, it does not regulate development itself. Development is regulated by the City's Zoning Ordinance, Building and Construction Code, Housing Code, Subdivision Ordinance, Design Standards and Guidelines, and other supporting regulations. Adoption of the Comprehensive Plan does not automatically apply changes to these ordinances and codes that regulate development. However, the FLUM and Plan Vision Elements guide changes to those regulations that will be necessary to achieve the Plan's Vision.

Regulatory changes may come about through proactive efforts by the City to revise these ordinances and codes. Those efforts may be comprehensive (all necessary revisions to align with the FLUM at once) or incremental (addressing revisions to one or more specific sections of the ordinance or code to align with the FLUM). Changes may also come about through rezoning requests from individual property owners or developers. In these cases, City staff and Planning Commission evaluate the requested zoning change against the FLUM to ensure alignment with the Plan's Vision Elements

# Envision Lakewood 2040 Future Land Use Map





# Community Hubs Future Land Use Category

*A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos Belmar and Lamar St as well as other mixed-use areas at the Community Hub scale.*

## Intent

The purpose of the Community Hubs Future Land Use Category is to include:

- » Mixed-use, urban, higher density and intensity activity areas.
- » Regionally-serving destinations that also serve local residents.
- » Typically found at arterial intersections and/or near light rail stations.
- » Highly walkable, with frequent transit service, while still accommodating automobile access.
- » Active and lively places—daytime, evenings, and weekends.
- » Enhanced public plazas and other spaces that incorporate art and other amenities.

## Example Land Uses and Typical Forms

Within the Community Hubs Future Land Use Category, the following land uses and building forms are most common:

- » Vertical and/or horizontal mixed use
- » Mixed Use Buildings: Ground Floor Commercial with
- » Residential or Office above, depending on context
- » Office, Retail, Services, Hospitality
- » Auto oriented uses generally not allowed
- » Gathering spaces for larger events (indoor and outdoor)
- » Live/work
- » Townhomes
- » Multifamily Housing
- » Includes Large Form and High Density Residential with taller building heights

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Community Hubs Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached

## Lakewood's Community Hubs

The Community Hubs shown on the Future Land Use Map identify areas of Lakewood that are anticipated to be regionally-serving destinations comprised of mixed use, higher density development that results in walkable, urban environments. While all Community Hubs share a variety of characteristics including the potential land uses identified on the previous page, each individual Community Hub is unique. The descriptions that follow identify the distinct characteristics of each Community Hub, which will be used to review potential future projects to ensure compatibility with the desired character of the area.

### Sheridan Station Community Hub

The Sheridan Station hub is located directly north and south of the station area and extends west toward Harlan Street where it joins the 40 West Arts Creative District/Colfax Core Hub. The area is envisioned as a 20-minute neighborhood, with mixed use redevelopment opportunities and strong local and regional transportation options via the trail network and bus and rail transit. The area will benefit from future multi-modal transportation improvements that are identified in the Sheridan Station 20-Minute Neighborhood Implementation Strategy and through regional corridor planning efforts. Opportunities to create a stronger and more cohesive identity for the area through design guidelines and coordinated planning with Denver, Lakewood, CDOT, and RTD will also improve livability in the area.

### 40 West Arts Creative District/Colfax Core Community Hub

The 40 West Arts Creative District/Colfax Core hub is a designated state-certified creative district and planning and development in the area should be done in close collaboration with 40 West Arts. The area is envisioned as a walkable, vibrant, arts and creative business-focused area that serves the local community and is also a regional attraction and destination.

The hub is generally located between Depew and Teller Streets and encompasses the 40 West ArtLine. The area is known for its public art and creative placemaking enhancements, as well as creative businesses and destinations like Casa Bonita, the 40 West Arts HUB, art galleries, theater, the historic Rocky Mountain College of Art + Design campus, and transit-oriented development near Lamar Station. Local, neighborhood-serving businesses in vertical mixed-use buildings, especially along Lamar Street, are envisioned. Flexible standards to encourage adaptive reuse of existing buildings (including motels and industrial brick buildings) and creative urban design should be encouraged. Zoning should be updated to prohibit new auto-oriented uses to help ensure the area develops as a pedestrian-oriented hub. Safe multi-modal connections via transit, biking, and walking are a priority as is activation and enhancement of the limited park and open space in the area.

The adopted *40 West ArtLine Framework Plan* establishes an aspirational long-term vision for the area and provides additional guidance. The 40 West ArtLine Design Standards and Guidelines provide direction for development along the ArtLine route. Design guidelines should also be created for areas of Colfax outside of the ArtLine route in this hub area.

## Lakewood-Wadsworth Station Community Hub

The Lakewood-Wadsworth Station hub is focused on the blocks immediately surrounding the station and extending north across Colfax Avenue. The area will include high-density residential south of the light rail station and mixed-use with transit supportive commercial business to the north. Wadsworth Blvd is a key transportation connector between historic West Colfax Avenue and Downtown Lakewood/Belmar and bisects this hub.

Multi-modal connectivity along and across Wadsworth Blvd and 14th Avenue near the hub is important to achieving the long-term vision. Consideration must also be given to transition in height and scale from the hub core to adjacent residential neighborhoods as the area redevelops. The plaza on the west side of the parking structure is envisioned as a future activation area for events and community gathering space.

## Downtown Lakewood/ Belmar Community Hub

The downtown Lakewood/Belmar hub is the City's primary mixed-use, entertainment, government, and large-scale cultural destination. It will continue to grow as a retail, employment, residential, and visitor destination, with enhanced arts and cultural venues and creative destinations.

In order to continue to accomplish this, the City, partners such as Alameda Connects, and developers, will:

- » Continue to evaluate and implement the recommendations of the Downtown Lakewood Connectivity and Urban Design Plan.
- » Evaluate opportunities to implement improved pedestrian connections across Wadsworth Boulevard.
- » Continue to support and grow art and placemaking efforts including the Discover Alameda Trail and Arts on Belmar.

## Oak Station Community Hub

The Oak Station hub is being transformed into a mixed-use center, with an emphasis on research and development, retail opportunities, and residential redevelopment in accordance with transit-oriented development and walkable neighborhood principles.

In order to fully accomplish this, the City, its partners, and developers, will:

- » Develop a specific plan for the hub that evaluates mixed-use development opportunities for existing underutilized properties and includes design standards and guidelines.
- » Develop a green street, or tree lined parkway, between the rail station and Colfax Avenue, and connecting north of Colfax as well.
- » Develop and implement identity and placemaking elements along Colfax Avenue.
- » Enhance safety and improve the pedestrian experience on Colfax Avenue.
- » Improve multimodal connectivity within the Hub on both sides of Colfax by reconnecting the street grid and creating quality pedestrian and bicycle connections to the light rail station.

## Denver West Community Hub

The Denver West hub, which includes the Colorado Mills shopping mall, will continue to be a primary regional retail and office location, with opportunities for infill residential and redevelopment opportunities, including mixed-income housing. The City and major stakeholders and property owners should work with RTD to evaluate opportunities to better connect the Denver West hub to nearby light rail stations via pedestrian access, public transit and/or shuttles.

## **Union Blvd. and Federal Center Community Hub**

The Union Boulevard/Federal Center hub will provide a significant growth opportunity due to the continued expansion of the St. Anthony Hospital campus and development of necessary medical office buildings, and the growth and potential changes at the Federal Center. Along the Union Boulevard corridor there will be mixed use commercial and office development as well as residential infill and redevelopment.

In order to accomplish this, the City, major stakeholders, and developers, will:

- » Improve pedestrian access from the Federal Center Station to Union Boulevard and surrounding areas, improve pedestrian and bike crossings of Union Boulevard, and implement other recommendations in the Federal Center/ Union Boulevard Corridor Connectivity Plan.
- » Create a more walkable and attractive urban district with strong connections to the Federal Center Station, streetscape improvements, sidewalks, and pedestrian and bicycle connections, lighting, and other recommendations from the Union Boulevard Corridor Urban Design Plan.

## **Jewell and Wadsworth Community Hub**

The Jewell Ave and Wadsworth Blvd hub is a smaller scale community hub that is envisioned as a well-connected mixed-use activity area for southeast Lakewood. To help achieve this, the following multi-modal transportation improvements are needed:

- » Connect the hub to adjacent neighborhoods via pedestrian and bicycle paths.
- » Improve multimodal connectivity within the hub by reconnecting the street grid.
- » Evaluate improvements to multi-modal access across Wadsworth Boulevard and to improve pedestrian and bicycle safety.
- » Evaluate opportunities to improve the pedestrian experience along both Jewell and Wadsworth through the installation of detached sidewalks, tree lawns, and amenity zones.

## **Academy Park Community Hub**

Academy Park provides an opportunity for residential infill and redevelopment of existing underutilized office properties, with enhanced multimodal transportation connections within the hub, across Wadsworth, and to surrounding areas.



# Neighborhood Hubs Future Land Use Category

*A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of small shops and gathering spaces at the Neighborhood Hub scale.*

## Intent

The purpose of the Neighborhood Hubs Future Land Use Category is to include:

- » Smaller-scale commercial and mixed-use activity areas with neighborhood-serving local businesses, as well as a variety of housing types (20-minute neighborhood concept).
- » Accommodates “third places” that offer informal gathering opportunities for residents.
- » Typically found at collector and/or arterial intersections.
- » Prioritizes pedestrian safety and accessibility, transit, and bike access.
- » Minimized presence of on-site surface parking.

## Example Land Uses and Typical Forms

Within the Neighborhood Hubs Future Land Use Category, the following land uses and building forms are most common:

- » Vertical or Horizontal Mixed Use; Ground Floor Commercial with Residential or Office Above, where feasible
- » Lower intensity Office, Retail, Services, Hospitality, Restaurants
- » Auto oriented uses generally not allowed
- » All residential forms including multifamily, live/work, duplexes, triplexes, quadplexes, townhomes

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Neighborhood Hubs Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



# Community Corridors Future Land Use Category

*A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of the Colfax, Union, and Alameda corridors as well as other areas at the Community Corridor scale.*

## Intent

The purpose of the Community Corridors Future Land Use Category is to include:

- » Linearly arranged commercial, retail, mixed-use and employment areas with city-serving and broadly accessible businesses and services, that also accommodate small businesses and serve local residents.
- » Spaces designed to be flexible to accommodate businesses responding to changing markets and opportunities.
- » Typically located along highways and arterial roadways.
- » Multimodal access that prioritizes walkability, pedestrian and bicycle access and safety, transit access, and safe connections, while accommodating vehicular traffic flow and access, parking, and the distribution of goods and services.

## Example Land Uses and Typical Forms

Within the Community Corridors Future Land Use Category, the following land uses and building forms are most common:

- » Vertical or Horizontal Mixed Use; Ground Floor Commercial with Residential or Office Above, where feasible
- » Higher intensity Office, Retail, Services, Hospitality
- » Allows auto-oriented uses, lite manufacturing, storage, etc. within design guidelines and limitations, especially in the suburban context
- » All residential forms including multifamily, live/work, duplexes, triplexes, quadplexes, townhomes (residential uses currently not allowed in CR zone)

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Community Corridors Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



# Neighborhood Corridors Future Land Use Category

*A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of smaller shops and pedestrian oriented areas at the Neighborhood Corridor scale.*

## Intent

The purpose of the Neighborhood Corridors Future Land Use Category is to include:

- » Linearly arranged smaller-scale, lower-intensity commercial and mixed-use areas with local neighborhood-serving businesses that may also provide a variety of housing.
- » Typically found along collector or arterial roadways in or near residential neighborhoods.
- » Multimodal access and connections to adjacent neighborhoods that prioritizes walkability, pedestrian and bicycle access and safety and safe connections, while accommodating vehicular access.

## Example Land Uses and Typical Forms

Within the Neighborhood Corridors Future Land Use Category, the following land uses and building forms are most common:

- » Vertical or Horizontal Mixed Use; Ground Floor Commercial with Residential or Office Above, where feasible
- » Allows limited auto-oriented uses
- » Small/Mid-Scale and lower intensity Office, Retail, Services, Hospitality, Restaurants
- » All residential forms including multifamily, live/work, duplexes, triplexes, quadplexes , townhomes

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Neighborhood Corridors Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



# Low Form Residential Future Land Use Category

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of Low-Form Residential buildings such as single-family homes, duplexes, ADUs, and cottage court style communities.

## Intent

The purpose of the Low Form Residential Future Land Use Category is to include:

- » Primarily residential neighborhoods with limited home occupation uses.
- » Generally, maintain existing, low-scale residential context, while modestly increasing housing choice that is compatible.
- » Provides vehicular, pedestrian, and bicycle connections to nearby Neighborhood Hubs and Corridors generally via the local and collector street, sidewalk, and bikeway network.

## Example Land Uses and Typical Forms

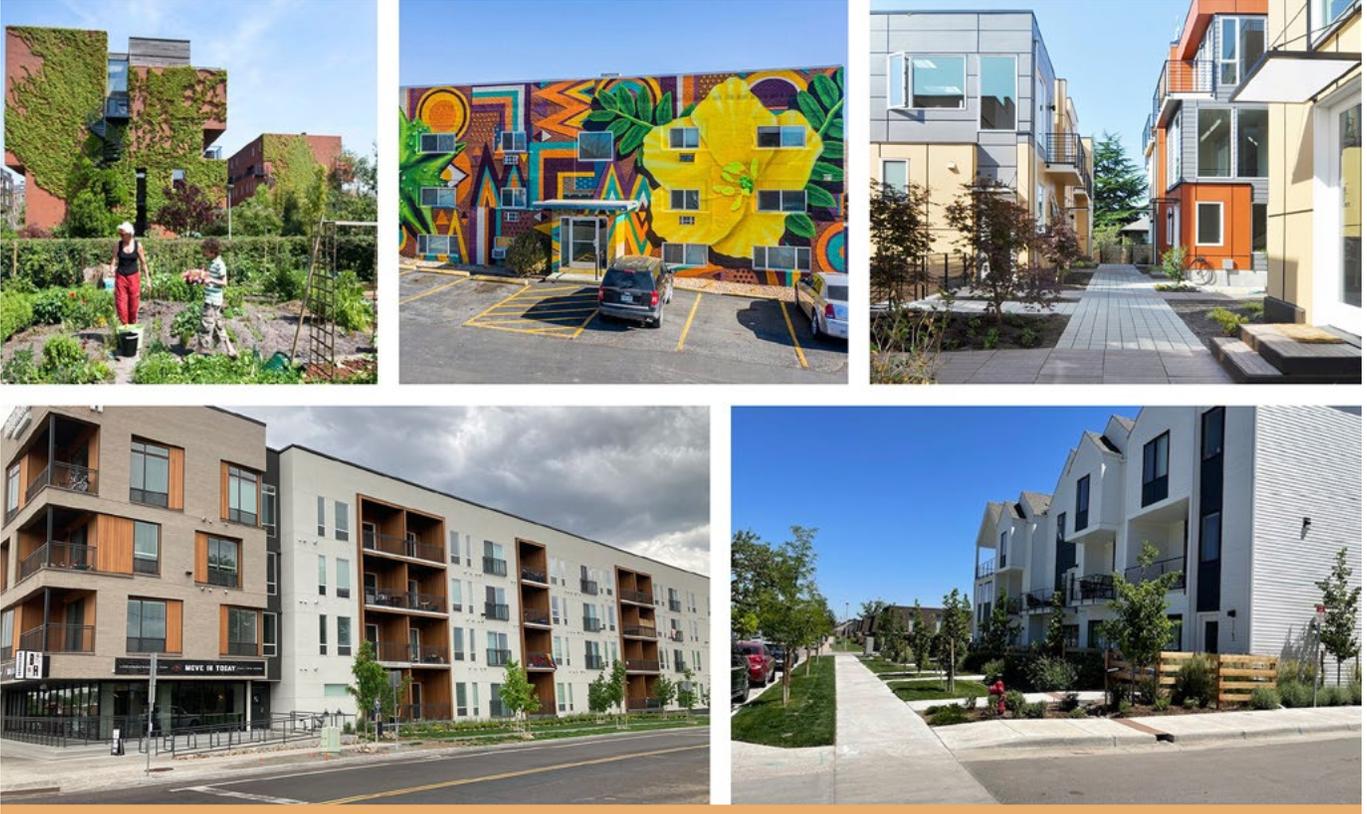
Within the Low Form Residential Future Land Use Category, the following land uses and building forms are most common:

- » Single-Dwelling Unit
- » Patio homes
- » Cottage Cluster
- » Duplexes
- » Tandem homes
- » Limit Overall Size; No Limit on number of Units
- » Mobile Homes in designated areas

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Low Form Residential Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



# Mid Form Residential Future Land Use Category

*A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of Mid-Form Residential buildings such as town homes, apartments, and other mid-form residential buildings.*

## Intent

The purpose of the Mid Form Residential Future Land Use Category is to include:

- » Primarily residential neighborhoods that allow a wide range of housing types with limited complementary non-residential uses.
- » Medium in scale, with emphasis placed on compatibility near adjacent lower-scale residential development and provides a scale transition between lower and higher density residential areas, corridors, and hubs.
- » Provides vehicular, transit, pedestrian, and bicycle connections to nearby Neighborhood Hubs and Corridors generally via the local and collector street, sidewalk, and bikeway network.

## Example Land Uses and Typical Forms

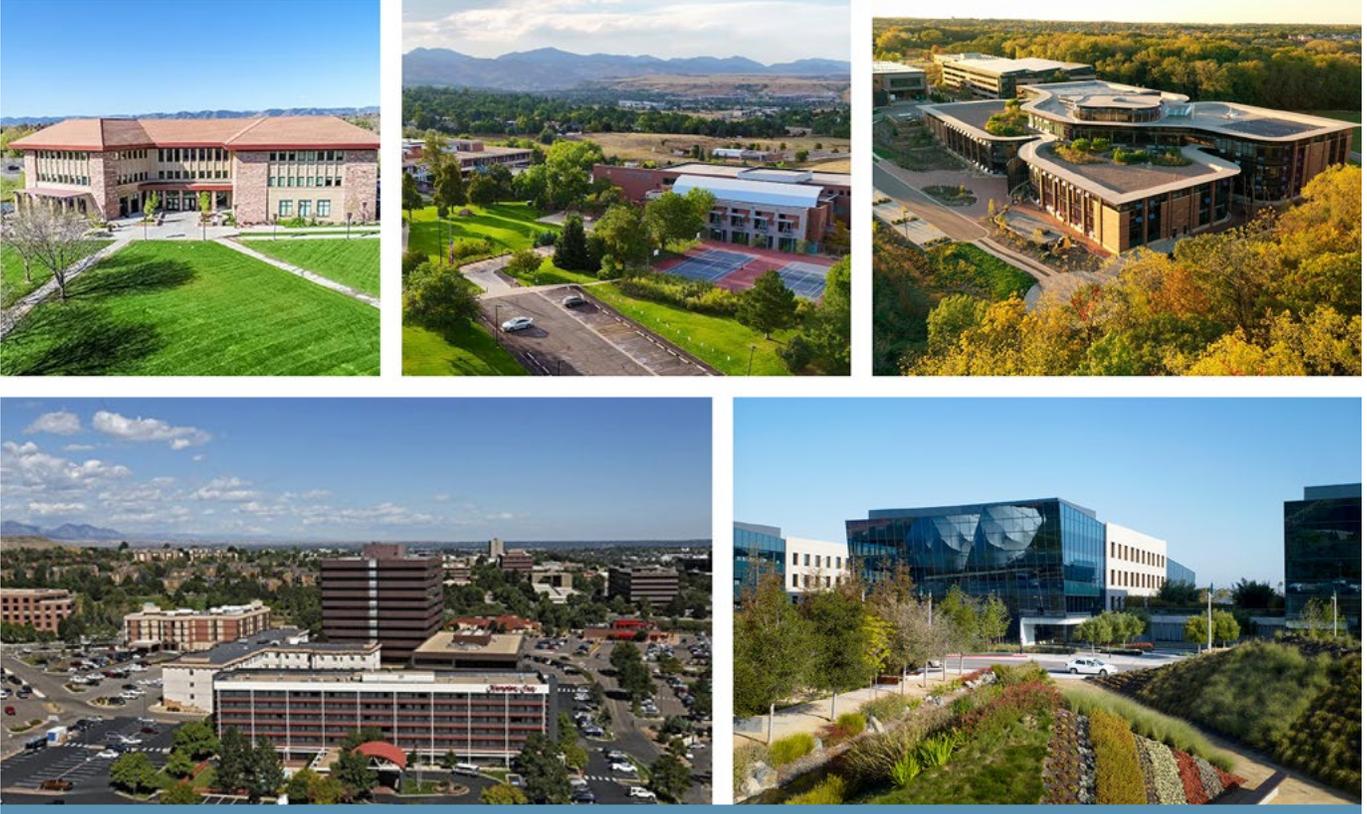
Within the Mid Form Residential Future Land Use Category, the following land uses and building forms are most common:

- » Single-Dwelling Unit
- » Patio homes
- » Cottage Cluster
- » Tandem homes
- » Duplexes, Triplexes, Quadplexes
- » Townhomes
- » Rowhomes
- » Multifamily housing
- » Accessory/ancillary commercial uses

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Mid Form Residential Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



## Campus Future Land Use Category

### Intent

The purpose of the Campus Future Land Use Category is to include:

- » Focus is on a single or multiple complementary uses in a cohesively designed setting, such as higher education, government, healthcare, and business.
- » Multimodal access, while accommodating site-specific transportation needs.

*A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes existing Campuses in Lakewood such as the Federal Center, Red Rocks Community College, and Colorado Christian University.*

## Example Land Uses and Typical Forms

Within the Campus Future Land Use Category, the following land uses and building forms are most common:

- » Office, Services (e.g., healthcare)
- » Research and Development
- » Tech
- » Higher Education
- » Government/Civic Uses
- » Complementary uses for campus residents/employees/visitors
- » Form is cohesively designed

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Campus Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



# Innovation and Production Future Land Use Category

*A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes existing Innovation and Production areas in Lakewood such as Lakewood Brick Company.*

## Intent

The purpose of the Innovation and Production Future Land Use Category is to include:

- » Facilities for production, manufacturing, technical innovation, storage and distribution for goods and services.
- » Strengthen and diversify Lakewood’s economic base and provide employment opportunities.
- » Accessible to truck and freight vehicles via major transportation routes.

## Example Land Uses and Typical Forms

Within the Innovation and Production Future Land Use Category, the following land uses and building forms are most common:

- » Office
- » Research and Development
- » Warehouse, storage, and distribution
- » Maker spaces/light industrial uses
- » Some auto-oriented uses
- » Residential uses generally not permitted

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Innovation and Production Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



# Parks and Open Space Future Land Use Category

*A photo collage of parks within Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes Union Ridge, Big Soda Lake, Peak View Park, and more.*

## Intent

The purpose of the Parks and Open Space Future Land Use Category is to include:

- » Public land preserved for conservation and natural habitat
- » Recreation facilities that provide community benefit
- » Locally accessible, neighborhood and regionally serving parks, trails, and facilities
- » Multimodal vehicular, transit, pedestrian, and bicycle access generally via street, sidewalk, paths and the bikeway network

## Example Land Uses and Typical Forms

Within the Parks and Open Space Future Land Use Category, the following land uses and building forms are most common:

- » Community and Neighborhood Parks
- » Recreation Centers
- » Golf Courses
- » Sports Facilities
- » Natural Habitat, Conservation land, Wetlands and Waterways

## Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Parks and Open Space Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached

# Glossary

The Glossary defines key terms used throughout the Envision Lakewood 2040 Plan. While the Plan is written to be as accessible as possible using everyday language, some technical and more nuanced terms are necessary to convey industry specific concepts. These terms are defined in this section.

# Glossary

Term	Definition
<b>Affordable Housing</b>	<p>Housing for which, pursuant to a recorded deed restriction in place for not less than 20 years, the occupants cannot be required to pay more than 30 percent of their gross monthly household income on rent/mortgage and utilities, and includes housing that qualifies as “low income,” where the occupant earns 0 percent to 50 percent of AMI; “moderate income,” where the occupant earns 51 percent to 80 percent AMI; and “middle income,” where the occupant earns 81 percent to 120 percent AMI. <i>See also Area Median Income (AMI)</i></p> <p>Publicly owned, subsidized housing that is rented or sold at below fair market value. This type of housing product is subsidized through local, state, or federal funds and has rents priced at varying Area Median Income (AMI) levels to ensure that housing is no more than 30 percent of a household’s income. These housing products are owned by either a public housing authority (PHA), nonprofit, or in some cases, for-profit owners. Metro West Housing Solutions (the public housing authority serving Lakewood) owns and operates several throughout the city. <i>See also Area Median Income (AMI)</i></p>
<b>Animal Keeping</b>	<p>Animal keeping includes equestrian uses, and encompasses livestock including horses, as well as the keeping of other large and small animals as defined in the Zoning Ordinance.</p>
<b>Area Median Income (AMI)</b>	<p>The median household income for the City of Lakewood and Jefferson County, as adjusted by household size, determined by the United States Department of Housing and Urban Development (HUD) and published annually by the Colorado Housing and Finance Authority (CHFA). <i>See also Affordable Housing</i></p>
<b>Basic Income Assistance</b>	<p>A form of guaranteed direct cash assistance provided to households in homelessness or at-risk of eviction for a limited duration to supplement a household’s budget to sustain housing.</p>
<b>Beneficial Electrification</b>	<p>The process of replacing fossil fuel-based energy sources with electricity in a way that provides overall environmental, economic, and social benefits. This concept emphasizes the transition to electric technologies in order to maximize the benefits of utilizing electricity generated from renewable sources.</p>
<b>Bioswale</b>	<p>A long, channeled depression or trench that receives rainwater runoff (as from a parking lot) and has vegetation (such as grasses, flowering herbs, and shrubs) and organic matter (such as mulch) to slow water infiltration and filter out pollutants. <i>See also Stormwater and Stormwater Management.</i></p>

Term	Definition
<b>Build-to-zone</b>	The build-to-zone is the area between the minimum and maximum front setbacks. To determine compliance with the build-to-zone requirements, the total width of the building or building portion(s) located in the build-to-zone is divided by the width of the lot or parcel on which the building is located. (As defined in the <a href="#">Lakewood Zoning Ordinance</a> , 17.5.1.6)
<b>Built Environment</b>	Any building, structure, or other intervention that alters the natural landscape for the purpose of serving or accommodating human activity or need. It includes cities, buildings, urban spaces, infrastructure, roads, parks, and any ancillary features that serve these structures.
<b>Circular Economy</b>	The opposite of the conventional take-make-waste linear economy in which we live. Creating a circular economy encompasses three principles: eliminating waste and pollution, keeping materials and products in circulation at their highest and best use, and regenerating nature and natural systems (Ellen MacArthur Foundation). Circularity is a measure of the strength of a circular economy.
<b>City Assets</b>	Property that the city of Lakewood owns, operates, or maintains in service to the community.
<b>Civic Participation</b>	Civic Participation refers to the involvement of residents, property owners, business owners, employees, and visitors in City-provided services and programs, in democratic processes, and in other organized initiatives or efforts that contribute to a healthy and thriving community. Through successful Civic Participation, all community members are well-informed and there is shared trust, respect, and responsibility among neighbors and with City officials.
<b>Climate Action</b>	Climate Action refers to strategies and actions that reduce greenhouse gas emissions (mitigation) and/or that enhance resilience (adaptation) to the impacts of climate change. <i>See also Climate Adaptation, Climate Mitigation, and Climate Hazards.</i>
<b>Climate Adaptation</b>	means preparing for new conditions, reducing vulnerabilities, and leveraging changes to create new opportunities for growth and sustainability. <i>See also Climate Action, Climate Mitigation, and Climate Hazards.</i>
<b>Climate Mitigation</b>	means limiting the magnitude and rate of climate change and associated impacts, largely through preventing or reducing GHG emissions. <i>See also Climate Action, Climate Adaptation, and Climate Hazards.</i>

Term	Definition
<b>Climate Hazards</b>	A hazard is a source of potential danger or adverse condition that could harm people or cause property damage. Natural hazards that are influenced by changes in weather patterns have the potential to become more or less likely, severe, or extensive depending on the local impacts of climate change. Lakewood’s climate hazards include drought, extreme temperatures (both hot and cold), flood, hailstorms, lightning, severe winter storms, wildfire, wind, and changes in biodiversity. <i>See also Climate Action, Climate Adaptation, and Climate Mitigation.</i>
<b>Colorado Extended Producer Responsibility Program</b>	On June 3rd, 2022, the Producer Responsibility Program for Statewide Recycling Act, House Bill 22-1355, was signed into law. HB 22-1355 sets up a Producer Responsibility program in Colorado that requires companies selling packaging and paper products to fund a statewide recycling system to recycle those materials. (CDPHE) <i>See also Extended Producer Responsibility Program.</i>
<b>Community Resilience</b>	The capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and thrive no matter what kinds of chronic stresses and acute shocks they experience.
<b>Community Wellness and Vitality</b>	A community where all have access to the necessary resources and environment that support a high-quality of life, sense of physical, mental, and emotional security, and overall well-being.
<b>Complete Neighborhood</b>	A planning concept where residents have access to housing, jobs, education, food, essential needs, services, and amenities are all organized around the human scale.
<b>Complete Streets</b>	An approach to planning, designing, building, operating, and maintaining streets that enables safe access for all people who need to use them, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.
<b>Context- Sensitive</b>	A design approach that takes into consideration factors such as the scale and form of the existing built environment, the existing natural environment, and environmental sustainability, as well as mobility, safety, and economics.
<b>Cost Burdened</b>	Spending more than 30 percent of a household income on housing and related expenses. <i>See also Affordable Housing (housing product) and Area Median Income.</i>
<b>Creative Placemaking</b>	The National Endowment for the Arts (NEA) defines creative placemaking as a process that combines arts, culture, and design to strengthen communities. It involves partners from public, private, non-profit, and community sectors using arts and cultural strategies to implement community-led change. It can help address a number of challenges, such as public health—both mental and physical, safety, economic development, bringing attention to community assets and issues, injecting new energy into a place, envisioning new possibilities, and connecting communities. The 40 West ArtLine is one local example of a Creative Placemaking project.

Term	Definition
<b>Decarbonization</b>	Decarbonization is the removal or reduction of carbon dioxide (CO <sub>2</sub> ) emissions into the atmosphere. Decarbonization is achieved by switching to usage of low carbon energy sources.
<b>Embodied Carbon</b>	Embodied carbon refers to the total amount of carbon dioxide (CO <sub>2</sub> e) or carbon dioxide equivalent emissions associated with the entire lifecycle of a material or building. This includes all emissions from the extraction and processing of raw materials, manufacturing, transportation, construction, and even disposal or recycling of the material or structure.
<b>Equity</b>	Equity refers to a state where all people—regardless of individual or group characteristics and background—have the necessary resources, support, opportunity, and environment to lead a happy, healthy, and fulfilling life. Equity is the thoughtful, inclusive, and calibrated action that leads to equal outcomes.
<b>Extended Producer Responsibility</b>	Extended producer responsibility (EPR) is an environmental policy approach that holds producers responsible for product management through the product's lifecycle. EPR supports recycling and materials management goals that contribute to a circular economy and can also encourage product design changes that minimize environmental impacts. (CalRecycle) <i>See also Colorado Extended Producer Responsibility.</i>
<b>Gray Infrastructure</b>	Gray infrastructure is traditional infrastructure in the built environment such as roads, gutters, drains, pipes, culverts, and retention basins (EPA).
<b>Green Infrastructure</b>	Green infrastructure refers to the interconnected network of natural and semi-natural spaces, such as parks, forests, wetlands, and green spaces, designed to provide ecosystem services and support environmental sustainability. Green Infrastructure aims to mitigate the impacts of urbanization, such as flooding, pollution, and heat islands, while also enhancing biodiversity, recreational opportunities, and overall quality of life for communities. Examples include green roofs, rain gardens, permeable pavement, and urban forests. <i>See also Bioswales and Rain Garden.</i>
<b>Greenhouse Gas (GHG) Emissions</b>	The release of any of various gases that contribute to the trapping and buildup of heat in the atmosphere near the Earth's surface. Greenhouse gases include carbon dioxide, methane, nitrous oxide, ozone, and chlorofluouro carbons, among others. According to Lakewood's 2021 GHG inventory, 42% of the city's emissions result from building energy use, 28% result from transportation, 27% result from consumption-based activities (indirect emissions of products and services), and 2% result from solid waste.
<b>Hard-To-Recycle Materials</b>	Items that are difficult to process or manage and are not typically included in curbside or single-stream recycling collection services. Hard-to-recycle materials are often bulky, contain hazardous materials, or are made from materials that are difficult to recycle using traditional means.

Term	Definition
<b>Household Hazardous Waste</b>	Household hazardous waste, or HHW, is any chemical or product that can cause serious illness or pose an environmental or health threat if not properly stored, transported, or disposed of. Items can be purchased at home improvement stores, auto parts stores, supermarkets, yard and landscaping nurseries, and other similar places. This includes products that are corrosive or have the potential to react or combust. Hydrochloric acid, sulfuric acid, mineral spirits, and furniture polish, are examples of substances that contain corrosive or potentially combustible ingredients. (Rooney Road Recycling Center)
<b>Housing Quality Standards (HQS)</b>	Minimum quality standards for housing developed by the U.S. Department of Housing and Urban Development (HUD). This standard applies to projects that are funded with Federal funds, such as the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), and Low Income Housing Tax Credit (LIHTC) programs.
<b>Integrated Pest Management</b>	Integrated Pest Management (IPM) is an effective and environmentally sensitive approach to pest management that relies on a combination of common-sense practices. IPM programs use current, comprehensive information on the life cycles of pests and their interaction with the environment. This information, in combination with available pest control methods, is used to manage pest damage by the most economical means, and with the least possible hazard to people, property, and the environment. (EPA)
<b>Life Cycle Assessment</b>	Life Cycle Assessment (LCA) is a systematic method for evaluating the environmental impacts associated with all stages of a product’s life, from raw material extraction through production, use, and disposal. The goal is to understand the cumulative environmental effects and identify opportunities for improvement.
<b>Market Rate Housing</b>	Privately owned, non-subsidized housing that is rented or sold at fair market value.
<b>Micromobility</b>	Refers to a range of small, lightweight vehicles, driven or operated by users personally. Examples of micromobility devices include bicycles, e-bikes, wheelchairs, scooters, skateboards, strollers, rollerblades, and shared bicycle fleets.
<b>Mixed-Use</b>	Mixed-use development incorporates two or more types of land uses into the same building (vertical), or in the same general area (horizontal). <i>See also the Lakewood Zoning Code.</i>
<b>Modal Hierarchy</b>	As it relates to designing Complete Streets, Modal Hierarchy refers to individual streets within the network that prioritize different modes, depending on their context and purpose. <i>See also Complete Streets.</i>

Term	Definition
<b>Multimodal Transportation</b>	In urban contexts, multimodal transportation typically refers to the integration of various modes of transportation within a city or metropolitan area to provide efficient, sustainable, and accessible options for residents and commuters. There are numerous ways people can move around their city and larger community. Walking, biking, transit, rail, cars and many variations of these methods of travel.
<b>Naturally Occurring Affordable Housing (NOAH)</b>	Naturally occurring affordable housing (NOAH) refers to residential properties that are “affordable” but are not subsidized by any federal programs; the rents are naturally relatively low compared to the regional housing market.
<b>Net Zero Emissions</b>	Net zero refers to a state in which the greenhouse gases going into the atmosphere are balanced by removal out of the atmosphere. Decarbonization efforts are needed to reach net zero.
<b>Opportunity and Mobility</b>	Opportunity and mobility are what allows a community and its residents to achieve social and economic mobility- through the environmental, circumstantial, and programmatic factors that allow residents to develop skills, secure and maintain a job, start a business, find housing, travel between destinations, access healthcare services, and much more.
<b>Patio Home</b>	A single-unit dwelling that is semi-detached or attached to another and typically has a single-story layout.
<b>Rain Garden</b>	Rain gardens are small, shallow, sunken areas of plantings that collect stormwater runoff from roofs, streets, and sidewalks. Also known as <b>Bioretention Cells</b> , they are designed to mimic the natural ways water flows over and absorbs into land to reduce stormwater pollution. <i>See also Stormwater, Stormwater Management, and Bioswale.</i>
<b>Risk</b>	Risk is the estimated impact that a hazard would have on people, services, facilities, and structures in a community. Risk measures the likelihood of a hazard occurring and resulting in an adverse condition that causes injury or damage. Risk is often expressed in relative terms such as a high, moderate, or low likelihood of sustaining damage above a particular threshold due to occurrence of a specific type of hazard. Risk also can be expressed in terms of potential monetary losses associated with the intensity of the hazard. (from HMP). <i>See also Climate Hazards.</i>
<b>Regenerative</b>	Regenerative sustainability is a process that aims to restore and revitalize the environment and communities through systems and practices that renew their own resources.

Term	Definition
<b>Resilience Hub</b>	Resilience Hubs are community-serving facilities augmented to support residents, coordinate communication, distribute resources, and reduce carbon pollution while enhancing quality of life. Resilience Hubs can meet a myriad of physical and social goals by utilizing a trusted physical space such as a community center, recreation facility, or multi-family housing building as well as the surrounding infrastructure such as a vacant lot, community park, or local business. (Urban Sustainability Directors Network)
<b>Rolling</b>	<i>See Micromobility</i>
<b>Science-Based Target</b>	A greenhouse gas (GHG) reduction goal that is aligned with the latest climate science to determine a community’s fair share of emissions reductions needed to meet the Paris Climate Agreement’s goal of limiting global warming to 1.5°C above pre-industrial levels. Lakewood has a Science-Based Target (SBT) commitment to reduce community-wide GHG emissions by 60.7% below 2018 levels by 2030 and achieve net zero GHG emissions by 2050. Interpolating these SBTs to 2040 results in an interim target of reducing emissions by 80.4% below 2018 levels.
<b>Social Vulnerability (Climate Change)</b>	In the context of climate change, social vulnerability is a term describing how resilient a community is when confronted by external stresses on human health. It refers to the social and economic characteristics and situation of a person or group that influence their capacity to anticipate, cope with, resist, or recover from the impact of external stresses, which can range from natural or human-caused disasters to disease outbreaks. Very often, the impacts of climate hazards fall disproportionately on the most underserved or marginalized people in a community—people with lower incomes, children, people who are aging, people with disabilities, and minorities. By reducing social vulnerability, we can decrease both human suffering and economic losses. <i>See also Community Resilience.</i>
<b>Stormwater</b>	The water that is produced in large amounts resulting from large rain and/or snow events. <i>See also Stormwater Management, Bioswale, and Rain Garden.</i>
<b>Stormwater Management</b>	The collection, conveyance, storage, treatment, and disposal of stormwater runoff to prevent accelerated channel erosion, increased flood damage, and degradation of water quality. <i>See also Stormwater, Bioswale, and Rain Garden.</i>
<b>Sustainability</b>	Sustainability means creating a just and rightful balance between the environment, our economy, and an equitable society. Sustainability is not an end goal, but a holistic approach to decision-making that ensures short term needs do not inequitably outweigh the long-term viability of our planet and future generations who will live on it.

Term	Definition
<b>Sustainable Neighborhoods Program</b>	The City of Lakewood’s Sustainable Neighborhoods Program is designed to encourage and support residents in adopting sustainable practices within their neighborhoods. This program focuses on creating a more sustainable and resilient community by leveraging the expertise and passion of residents to implement meaningful projects and programs at the neighborhood level.
<b>Vulnerability</b>	Vulnerability describes how exposed or susceptible an asset is to damage. Vulnerability depends on an asset’s construction, contents, and the economic value of its functions. Like indirect damages, the vulnerability of one element of the community is often related to the vulnerability of another. For example, many businesses depend on uninterrupted electrical power. Flooding of an electric substation would affect not only the substation itself but businesses as well. Often, indirect effects can be much more widespread and damaging than direct effects. (from HMP)
<b>Waste Diversion</b>	Waste diversion refers to strategies and actions aimed at reducing the amount of waste that ends up in landfills or incinerators. A waste diversion rate is a measure of the performance of a waste diversion program as a percentage. It is calculated by dividing total waste diverted by total waste generated.
<b>Zero Emissions Vehicles</b>	Vehicles that produce zero tailpipe exhaust emissions of any criteria pollutant or greenhouse gas under all possible operational modes or conditions. (California Air Resources Board)
<b>Zero Waste</b>	Zero Waste means resource conservation through responsible production, conscious consumption, and optimized recovery; achieving at least 90% waste diversion from landfill or incineration by means of reduction, reuse, recycling, and recovery activities (combination of Zero Waste International Alliance and GBCI TRUE Zero Waste).
<b>Zero Waste Community</b>	A city or town that has adopted a time-limited Zero Waste goal (90% or greater diversion of community wide waste from landfill or incineration) and is measuring its progress towards their goal. In 2024, there are roughly 40 Zero Waste communities in the US.

