

AGENDA
STUDY SESSION MEETING OF THE CITY COUNCIL
VIRTUAL MEETING
CITY OF LAKEWOOD, COLORADO
VIRTUAL MEETING
MARCH 17, 2025
7:00 PM

To watch the Council meeting live, please use either one of the following links:

City of Lakewood Website: [Lakewood.org/CouncilVideos](https://lakewood.org/CouncilVideos)

Lakewood Speaks: Lakewoodspeaks.org

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How to Connect to Provide Public Comment: Online participants may post written comments of any length to LakewoodSpeaks.org, an online forum for public comments.

ITEM 1 – CALL TO ORDER

ITEM 2 – ROLL CALL

ITEM 3 – PRESENTATION FROM JEFFERSON CENTER FOR MENTAL HEALTH

ITEM 4 – PAVEMENT MANAGEMENT PROGRAM

ITEM 5 – COMPREHENSIVE PLAN AND ZONING CODE UPDATE

ITEM 6 – COMMITTEE REPORTS

ITEM 7 – ADJOURNMENT

STAFF MEMO

DATE OF MEETING: MARCH 17, 2025 / AGENDA ITEM NO. 4

To: Mayor and City Council
From: Max Kirschbaum, Director of Public Works
Justin Rickett, Infrastructure Operations Manager
Subject: **Pavement Management Program**

SUMMARY STATEMENT: The Staff presentation will outline program strategies and budget allocations necessary to maintain and improve the City of Lakewood's road network. The program emphasizes a proactive approach to pavement maintenance to maximize roadway lifespan and minimize long-term rehabilitation costs.

BACKGROUND INFORMATION: The City of Lakewood maintains 490 centerline miles and 1,347 lane miles of roadways, including alleys and gravel roads. The Pavement Management Program utilizes a combination of maintenance techniques, budget planning, and a five-year maintenance plan to ensure sustainable roadway conditions. The total 2025 approved budget for street maintenance is \$15.6 million, with \$2.9 million allocated for in-house services and \$12.7 million for contracted maintenance.

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: No City Council action is requested with this update.

ALTERNATIVES: City Council could provide different direction for staff to implement.

PUBLIC OUTREACH: The Public Works Department has utilized various outreach efforts to inform residents about the city's pavement management strategies. Updates have been shared through community meetings, online platforms, and direct communication with affected neighborhoods. This study session has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: City Staff will implement the five-year pavement maintenance plan, including project scheduling, contractor coordination, and public notifications.

ATTACHMENTS: None

REVIEWED BY: Kathleen E. Hodgson, City Manager
Benjamin B. Goldstein, Deputy City Manager
Alison McKenney Brown, City Attorney

STAFF MEMO

DATE OF MEETING: MARCH 17, 2025 / AGENDA ITEM NO. 5

To: Mayor and City Council
From: Travis Parker, Chief of the Sustainability & Community Development Branch
Subject: **Comprehensive Plan and Zoning Code Update**

SUMMARY STATEMENT: This memo provides an update on the three foundational elements of the Comprehensive Plan Draft, including the Vision Elements, Future Land Use Map and Glossary, that will be presented and discussed at an informational City Council Study Session on March 17, 2025.

BACKGROUND INFORMATION: The Sustainability and Community Development department, alongside staff representing all departments in Lakewood, have been working with the community to update the City's previous Comprehensive Plan, which was adopted in 2015. The purpose of the Comprehensive Plan is to define a holistic, shared vision for the future of Lakewood (over the next 15 years) and identify the goals, strategies and policy direction to achieve this vision. The city will use the Comprehensive Plan as the framework for future decision-making regarding land-use, housing, transportation, climate action, neighborhood vitality, equity and more.

PLANNING PROCESS TIMELINE

The multi-year planning process for the Comprehensive Plan update, called Envision Lakewood 2040, includes four phases as outlined below. The first phase, which was primarily internal, launched in late 2022 and was completed in December 2023. The second phase, which launched the public engagement part of the process, started in January 2024 and continued through early 2025. The Planning Commission Study Session on February 19, 2025, kicked off the third phase of the process and includes a series of meetings with the Planning Commission and City Council. The following shows the full planning process phases and timeline.

- Phase 1: Plan for the Plan (Nov. 2022 to Dec. 2023)
- Phase 2: Develop the Plan (started Jan. 2024)
- Phase 3: Refine and Adopt the Plan (beginning in early 2025)
- Phase 4: Implement the Plan (2025-2040)

PROJECT OVERVIEW AND DELIVERABLES

The updated Draft Comprehensive Plan elements being presented on March 17 include three main elements: 1) Vision Elements, 2) Future Land Use (FLU) Elements and 3) a Glossary. Drafts of each are included with this memo and will be discussed during the meeting.

Important note about these drafts: These documents currently just include the draft policy text and the draft future land use map (FLUM). The formatted version of the Plan will bring these core elements together with images and supplemental narrative and this will be shared in the spring prior to the public hearings currently scheduled for April 9 and April 23 with the Planning Commission and May 12 with City Council. The focus of the study sessions is to get final feedback on the policy text and FLUM.

1. **The Draft Vision Elements**, which include the Vision Statement, 5 Guiding Principles, 25 Goals and

160 Strategies, define the shared vision, goals and priorities for the city over the next 15 years.

- **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 over the next 15 years. *The draft Vision Statement is: “Lakewood is a welcoming, safe, inclusive, sustainable, and innovative community with thriving neighborhoods, attainable housing, economic opportunity, inspiring parks, and vibrant cultural amenities.”*
 - **Guiding Principles** are a set of core values that guide all decisions related to implementing the plan. *The five Guiding Principles include Equity; Sustainability and Climate Action; Community Wellness and Vitality; Opportunity and Mobility; and Civic Participation.*
 - **Goals** are statements of desired high-level outcomes by 2040. They are intended to be as clear as possible so that we as a city know what we are working to accomplish. *There are twenty-five draft goals that range from “A Safe Community” to “A Diverse, Affordable, Accessible Housing Market” to “A Sustainable Built and Natural Environment”.*
 - **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. Under each goal there are *Primary Strategies* listed, which are directly related to implementing the goal they are listed under and considered a high priority to implement to advance the goal. Most goals also have *Secondary Strategies* which provide support to the goal but originate under other goal(s). The *Secondary Strategies* demonstrate the interconnected nature of the goals through the Plan. The total number of strategies currently drafted is 160.
2. **The Draft Future Land Use (FLU) Elements**, which include the Future Land Use Map and 9 Future Land Use categories, visualize Lakewood’s future desired land use patterns over the next 15 years. The FLU elements provide guidance for the related zoning text amendments, as well as future zoning map amendments, which will help implement the Comprehensive Plan.
- **Future Land Use Map (FLUM)** is a geographic representation of the Vision Elements, the city’s goals, values and priorities, as they relate directly to land use.
 - **Future Land Use Map Categories**, shown on the FLUM, represent the desired future land use patterns and typical building forms for each area of the city. The nine future land use categories include *Community Hub, Neighborhood Hub, Community Corridor, Neighborhood Corridor, Low Form Residential and Mid-Form Residential, Campus, Production and Innovation and Parks and Open Space.*
 - *The Community Hub, Neighborhood Hub, Community Corridor, and Neighborhood Corridor* categories provide guidance on the spatial arrangement of the mixed-use and commercial areas with the ‘nodal’ Hubs and ‘linear’ Corridors. The scale of the market service areas is also incorporated into the use of Community and Neighborhood.
 - The two residential categories, *Low Form Residential and Mid-Form Residential*, correspond approximately to residential scale and density. These take into account the recent state laws and inform the upcoming Zoning Ordinance updates.
3. The third core element of the Comprehensive Plan Draft, the **Glossary**, defines key terms used throughout the draft documents. While the draft Vision Elements and Future Land Use Elements are written to be as accessible as possible using everyday language, some technical terms are necessary to convey industry-specific concepts. These terms are defined in the Glossary. Additional terms may be added based on feedback received during the study sessions.

Community Engagement

The Vision Elements, Future Land Use Elements and Glossary have been developed with extensive community engagement, staff input, consultant support, and feedback from the Planning Commission and City Council over the past 2 years. The public process launched in January 2024 with the Vision and Values Survey that was mailed to every household in Lakewood (approximately 85,000 addresses). This first survey was intended to cast a wide net to get as many community members involved as possible. After the survey, the project team attended several community meetings, hosted open houses, reached out to the Lakewood Spanish-speaking community, met people where they were at through pop-up events and kept project subscribers informed about updates and ways to get involved through the project website, project newsletter and all other city channels. In addition to these broad community-wide engagement activities, three Council-appointed volunteer Advisory Groups were formed to have in-depth conversations with community members and staff about the Vision Elements and Future Land Use Elements.

Advisory Groups (AG)

The Advisory Group (AG) process began in May, with an application and selection process. The Community Engagement Ad Hoc City Council Committee appointed 51 community members to serve on three Advisory Groups: 1) Community and Quality of Life, 2) Housing and Economy and 3) Transportation, Green Infrastructure and Systems. The Advisory Groups were comprised of the appointed community members and Planning Commission representatives and have received support from city staff and project consultants.

The Lakewood residents who volunteered to serve on the Advisory Groups have dedicated approximately 1,000 hours collectively to attend ten advisory group meetings throughout the last year, reviewing, discussing, and refining several iterations of the Vision Statement, Guiding Principles, Goals, Strategies and Future Land Use Map. An additional three optional virtual meetings were also held to get final feedback on the drafts. Thank you to each AG member for your time, thoughtfulness and dedication to this process. Your contributions to these drafts have helped ensure that they are reflective of the diverse perspectives throughout our city.

Engagement by Numbers:

- 85,000 postcards were 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.
- 268 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 by the appointed community members and Planning Commission Representatives reviewing materials and participating in meetings. An additional three 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.
- 3 Planning Commission informational meetings
- 2 City Council informational meetings

ALIGNMENT WITH RESOLUTION 2024-62

Together, the draft Vision Elements and Future Land Use Elements articulate the shared vision, values and priorities of Lakewood and these closely align with the intentions and top policy priorities City Council outlined

in Resolution 2024-62. The Resolution listed six intentions for the Comprehensive Plan:

- Creation of affordable, attainable, and more inclusionary housing;
- A greater housing diversity;
- Incorporate mixed-use development that supports and expands more walkable and bikeable neighborhoods;
- Prioritize environmental and energy sustainability in land use development;
- Prioritizing conserving water usage in both existing and future land use development and infrastructure; and
- Continue to make vital investments in our local quality of life by investing in our parks and open spaces.

All six of these intentions are explicitly evident in the Draft Vision Elements and Draft Future Land Use Elements.

BUDGETARY IMPACTS: Funding for consultant services to support staff in this effort has been budgeted for 2024 and 2025. No additional funding is requested.

STAFF RECOMMENDATIONS: This is an information item for the City Council. No action is requested.

ALTERNATIVES: None

PUBLIC OUTREACH: Public outreach began in January 2024 and will continue throughout the duration of the project.

NEXT STEPS: The feedback received during the study sessions with the Planning Commission on February 19 and City Council on March 17 will inform the final updates to the draft Vision Elements, Future Land Use Elements and Glossary before they are incorporated into the formatted version of the Plan.

The formatted version of the Plan will include the final policy language as well as formatting, images and supplemental narrative. This version will be shared as part of the materials submitted for the public hearings currently scheduled on April 9 and April 23 with the Planning Commission and May 12 with City Council.

After the Comprehensive Plan is adopted, the implementation strategy will be developed, which is anticipated to include metrics and a way to quantitatively and qualitatively track the progress of implementing the Plan. This is a very important part of the project and will begin in Phase 4 as a next step.

ATTACHMENTS:

1. Draft Vision Elements
2. Draft FLU Category Descriptions
3. Draft Future Land Use Map
4. Draft Glossary

REVIEWED BY: Kathleen E. Hodgson, City Manager
Benjamin B. Goldstein, Deputy City Manager
Alison McKenney Brown, City Attorney



Draft Vision Elements: Vision Statement, Guiding Principles, Goals and Strategies for the Comprehensive Plan

Updated February 2025

Table of Contents

Vision Elements of the Comprehensive Plan	3
Draft Vision Statement	4
Draft Guiding Principles	5
Important Notes for the Goals and Strategies	9
Draft Goals and Strategies	10

Vision Elements of the Comprehensive Plan

The Vision Statement

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 over the next 15 years.

Guiding Principles

Guiding Principles are a set of core values that guide all decisions related to implementing the plan.

Goals

Goals are statements of desired high-level outcomes by 2040. They are intended to be as clear as possible so that we as a city know what we are working to accomplish.

Strategies

Strategies outline specific, vetted approaches to achieve the Comprehensive Plan goals. Because of the interconnected nature of many goals, each strategy is designed to support implementation of one or more goals, serving as a roadmap to guide actions and decisions within the City.

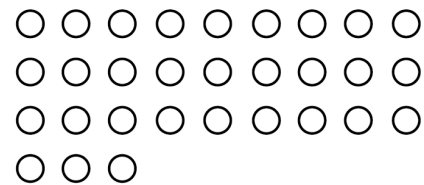
Vision Statement



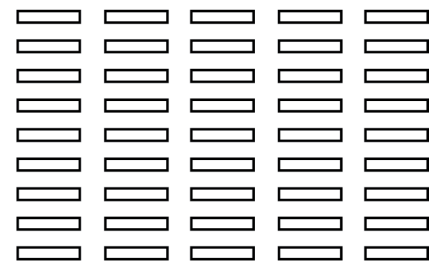
Guiding Principles



Goals



Strategies



Draft Vision Statement

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

Draft Guiding Principles

Guiding Principles are a set of core values that guide all decisions related to implementing the Plan. The five Guiding Principles include Equity; Sustainability and Climate Action; Community Wellness and Vitality; Opportunity and Mobility; and Civic Participation.

Equity

Statement: 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.

Definition: 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.

Sustainability & Climate Action

Statement: 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:

- Protect the environment and prepare for the impacts of climate change.
- Ensure the City is on track to achieve carbon-neutrality by 2050.
- Strengthen affordable and reliable access to clean air, water, and renewable energy for all community members.
- Encourage healthy and regenerative land use and development.
- Conserve natural resources, minimize waste, and enable material circularity.
- Recognize that sustainability is an economic engine that creates jobs, results in long-term cost savings, and yields a net economic benefit.

Definition: 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.

Definition: 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.

Community Wellness and Vitality

Statement: 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.

Definition: 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.

Opportunity and Mobility

Statement: 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.

Definition: Opportunity 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.

Civic Participation

Statement: 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.

Definition: 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.

Important Notes for the Goals and Strategies

1. Under each Goal, there are Primary and Supporting Strategies:

Because of the interconnectedness of the goals within the Comprehensive Plan, each strategy is designed to support implementation of one or more goals. Under each goal, strategies are categorized as either Primary or Supporting Strategies. This is useful in helping to break down silos and further supporting interdepartmental collaboration as many goals and the ways in which they will be implemented are inter-related.

- **Primary Strategies: Strategies marked with a solid bullet** are considered Primary Strategies that are directly related to implementing the goal they're listed under. Because of the inter-related nature of many goals, a strategy may be Primary under more than one goal. The Primary Strategies are considered a high priority to implement to advance the goal.
- **Supporting Strategies: Strategies marked with an open circle bullet** are considered Supporting Strategies. While they help implement the goal where listed, they originated under another goal/s (where marked with a solid bullet). The Supporting Strategies are important elements connected to implementing the goal but are not as high a priority as the Primary Strategies.

It is also important to note that 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 council objectives. This process allows for careful evaluation, stakeholder input, and alignment of resources to achieve the desired outcomes effectively.

2. The Goal and Strategy numbers are a work in progress.

The goal and strategy numbers will change once the drafts are finalized and incorporated into the Plan's table of contents which will involve a reordering of the goals and strategies. For example, Goal 1 is currently "A Healthy Community", but once the table of contents and organization of the Comprehensive Plan is finalized, this could be Goal 8, for example. The same goes for the strategies. Strategy 1 is Regional Collaboration for Public Health currently, but the number may change.

Please also keep in mind that the numbering of the strategies under each goal do not reflect the importance or priority level of each strategy and they will not be listed numerically. The numbers are just meant to be individual ID's for the strategies.

Draft Goals and Strategies

Goal 1: A Healthy Community	11
Goal 2: A Safe Community	14
Goal 3: Centering Equity	16
Goal 4: Meaningful and Inclusive Civic Participation	20
Goal 5: Reduced Homelessness	22
Goal 6: Accessible and Vibrant Arts and Culture:	24
Goal 7: Equitable Access to Parks and Open Space.....	27
Goal 8: High Quality Recreation Opportunities.....	30
Goal 9: Preservation of Lakewood’s Historic and Cultural Resources	32
Goal 10: Community Resilience	34
Goal 11: Ecosystem Health & Environmental Stewardship	37
Goal 12: Creative Placemaking	39
Goal 13: A Diverse, Sustainable and Robust Economy	41
Goal 14: A Diverse, Affordable, and Accessible Housing Market	43
Goal 15: Complete Neighborhoods	45
Goal 16: Thriving Activity Hubs.....	48
Goal 17: Enhanced Corridors	50
Goal 18: Context Sensitive Design and Development	53
Goal 19: A Sustainable Built and Natural Environment	56
Goal 20: A Safe Multimodal Transportation Network	58
Goal 21: A Safe Community for Walking, Biking, and Rolling	62
Goal 22: Sustainable and Climate Resilient Public Infrastructure	64
Goal 23: A Zero Waste Community	67
Goal 24: An Educated Community	68
Goal 25: A Model Municipality.....	70

Goal 1: A Healthy Community

Strengthen partnerships, provide resources, and ensure that City policies and programs support the development of optimum physical, mental, social, and community health.

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 5: 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 6: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.

Supporting Strategies:

- **Strategy 11: 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 22: 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 57: Air Pollution Prevention & 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 91: Mixed-Income Neighborhoods:** Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes.
- **Strategy 92: Create Walkable, Connected Neighborhoods:** Encourage land uses that integrate housing, employment and community amenities within walking distance of each other.
- **Strategy 93: 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: 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 and cycling that incorporate sidewalks, and complete street designs.
- **Strategy 96: Encourage Climate-Conscious Neighborhoods:** Promote sustainable practices throughout neighborhoods, with a focus on energy efficiency, water conservation, green infrastructure, community resilience and zero waste.
- **Strategy 98: 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 106: 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 109: Complete Streets Approach.** Ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements.
- **Strategy 117: 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 133: 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 145: 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 147: Support Programs for Law Enforcement:** Develop and support mental and physical wellness programs for the police department employees and their families.
- **Strategy 151: 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 2: A Safe Community

Create a safe environment for all communities and people in Lakewood.

Primary Strategies:

- **Strategy 7: Law Enforcement Efforts:** Utilize evidence-based crime analysis and the needs of the community to determine areas to direct law enforcement efforts.
- **Strategy 8: 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 9: 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) services and Neighborhood Watch.
- **Strategy 10: Clean and Inviting Public Spaces:** Work with the community to identify and prioritize clean-up projects 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 11: 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 145: 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 146: 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 147: Support Programs for Law Enforcement:** Develop and support mental and physical wellness programs for the police department employees and their families.
- **Strategy 148: 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 149: 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.

Supporting Strategies:

- **Strategy 92: Create Walkable, Connected Neighborhoods:** Encourage land uses that integrate housing, employment and community amenities within walking distance of each other.
- **Strategy 109: Complete Streets Approach.** Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements.
- **Strategy 115: 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 128: Strategies to Reduce Crash Rates:** Consider 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.

Goal 3: Centering Equity

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.

Primary Strategies:

- **Strategy 12: 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 13: 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 14: 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 15: 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 150: 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 151: 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.

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 6: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.
- **Strategy 9: 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) services and Neighborhood Watch.
- **Strategy 10: Clean and Inviting Public Spaces.** Work with the community to identify and prioritize clean-up projects 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 16: 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 17: 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 18: 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 19: 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, volunteering, applying for city grants, joining city boards and commissions, providing public comments,

participating in planning processes, accessing special events, participating in creative placemaking efforts or other public participation processes.

- **Strategy 34: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future versions of the Plan.
- **Strategy 36: 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 38: 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 39: 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 45: Recreation for All:** Provide opportunities for participation in recreation programs and services specific to older adults, teens, and those with disabilities
- **Strategy 46: 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: Assessment of Climate Impacts & 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 communitywide resilience, including a social vulnerability tool that can be used to prioritize program development, provision of services, and city infrastructure projects. Strategically align with Strategy 151: Address Environmental Justice.
- **Strategy 56: 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 program with local partners to support households that are disproportionately impacted.
- **Strategy 76: Accessible Design for Affordable Housing:** Encourage universal accessibility design of affordable units subsidized by the City of Lakewood.
- **Strategy 77: 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 78: 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 ADUs, duplexes, and tandem houses.
- **Strategy 83: Diversity of Housing Types:** Through development regulations, policies, and incentives, encourage a mix of housing types to accommodate different household sizes, income levels, preferences, and needs.
- **Strategy 87: 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 88: 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 91: Mixed-Income Neighborhoods:** Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes.
- **Strategy 98: 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 115: 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.

Goal 4: Meaningful and Inclusive Civic Participation

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.

Primary Strategies:

- **Strategy 17: 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 18: 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 19: 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, volunteering, applying for city grants, joining city boards and commissions, providing public comments, participating in planning processes, accessing special events, participating in creative placemaking efforts or other public participation processes.
- **Strategy 106: 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.

Supporting Strategies:

- **Strategy 63: 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 68: 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.
- **Strategy 90: 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 97: 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 150: 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 146: 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 40: 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 dog activities.

Goal 5: Reduced Homelessness

Make homelessness rare, brief, and singular for any household's experience through early, efficient, and effective connections to housing, health, income, and supportive services.

Primary Strategies:

- **Strategy 16: 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 20: 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 21: 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 22: 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 23: 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 24: Regional Collaboration for Housing Access:** Partner with neighboring communities to identify and connect individuals and families to housing opportunities.
- **Strategy 25: Eviction Prevention:** Explore innovative partnerships and means to identify housing insecurity, prevent eviction, and keep individuals and families in their homes when possible.
- **Strategy 26: 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 27: 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 support continued housing and neighborhood success.

Goal 6: Accessible and Vibrant Arts and Culture:

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.

Primary Strategies:

- **Strategy 28: 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 29: 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 30: Community Art Maintenance:** Identify opportunities to support the maintenance of Lakewood's art and cultural amenities through partnerships, community engagement, and resource optimization.
- **Strategy 31: 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 32: Implementation of the Public Art Plan:** Continue to implement the Public Art Plan and any future updates to the Plan.
- **Strategy 33: 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 34: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.
- **Strategy 35: 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 36: 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 37: Promote Arts and Culture:** Promote Lakewood's arts and cultural programs, events, facilities and resources to attract new businesses, visitors and residents.
- **Strategy 41: 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 condition, 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 46: 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.

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 15: 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 18: 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 64: 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 65: 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 66: 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 67: 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 68: 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.
- **Strategy 48: 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.

Goal 7: Equitable Access to Parks and Open Space

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.

Primary Strategies:

- **Strategy 38: 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 39: 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 40: 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 dog activities.
- **Strategy 41: 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 condition, 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 42: 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 47: Promote Neighborhood Pocket Parks:** Encourage private pocket park development through residential parkland dedication and public/private partnerships to create parks and smaller green spaces in strategic locations in need of park amenities.
- **Strategy 34: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.
- **Strategy 46: 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 48: 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.

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 5: 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 6: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.
- **Strategy 9: 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) services and Neighborhood Watch.
- **Strategy 11: 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 15: 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 18: 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 33: 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 44: Centralized Recreation Center:** Consider opportunities to dream big, including concepts for an accessible and centralized recreation center and community park
- **Strategy 61: 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 64: 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 90: 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 177: 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.

Goal 8: High Quality Recreation Opportunities

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

Primary Strategies:

- **Strategy 43: 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 44: Centralized Recreation Center:** Consider opportunities to dream big, including concepts for an accessible and centralized recreation center and community park.
- **Strategy 45: Recreation for All:** Provide opportunities for participation in recreation programs and services specific to older adults, teens, and those with disabilities.
- **Strategy 48: 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 46: 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 41: 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 condition, 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.

Supporting Strategies:

- **Strategy 34: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.
- **Strategy 40: 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 dog activities.

- **Strategy 42: 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 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 5: 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 6: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.
- **Strategy 11: 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 18: 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.

Goal 9: Preservation of Lakewood’s Historic and Cultural Resources

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.

Primary Strategies:

- **Strategy 49: Implementation of the Historic Preservation Plan:** Continue to implement the Historic Preservation Plan and any future updates to the Plan.
- **Strategy 165: 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 50: 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 152: 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 51: 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 development, and sustainability efforts. Provide information to property owners of potentially significant buildings, structures or landmarks to encourage designation of local landmarks to ensure the continued protection of Lakewood’s historic resources.
- **Strategy 52: 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 53: 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 166: 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 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.

Supporting Strategies:

- **Strategy 33: 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 35: 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 41: 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 condition, 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 15: 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 155: 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.

Goal 10: Community Resilience

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.

Primary Strategies:

- **Strategy 54: Assessment of Climate Impacts & 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 communitywide resilience, including a social vulnerability tool that can be used to prioritize program development, provision of services, and city infrastructure projects. Strategically align with Strategy 151: Address Environmental Justice.
- **Strategy 55: Climate Resilience in All Policies:** Continue to update and integrate climate hazard, risk, resiliency, 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 56: 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 program with local partners to support households that are disproportionately impacted.

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 5: 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 11: 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 27: Support Community Integration of Newly Rehoused Residents:** Expand and refine current programming to provide specialized peer-support that can integrate newly rehoused individuals within communities and support continued housing and neighborhood success.
- **Strategy 90: 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 97: 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 103: 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 Comprehensive Plan.
- **Strategy 104: 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 136: 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 145: 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 148: 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 151: 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 156: 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 177: 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.

Goal 11: Ecosystem Health & Environmental Stewardship

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

Primary Strategies:

- **Strategy 57: Air Pollution Prevention & 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 58: Water Efficient Parks & 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 59: Water Efficient Homes, Buildings, & Landscapes:** Reduce water consumption in Lakewood 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 60: 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 61: 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 177: 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.

Supporting Strategies:

- **Strategy 15: 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 42: 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 103: 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 Comprehensive Plan.
- **Strategy 104: 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 142: 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 144: 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 151: 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 176: 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 goal.

Goal 12: Creative Placemaking

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.

Primary Strategies:

- **Strategy 62: 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 63: 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 64: 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 65: 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 66: 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 67: 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 68: 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.

- **Strategy 30: Community Art Maintenance:** Identify opportunities to support the maintenance of Lakewood’s art and cultural amenities through partnerships, community engagement, and resource optimization.

Supporting Strategies:

- **Strategy 15: 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 28: 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 29: 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 31: 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 32: Implementation of the Public Art Plan:** Continue to implement the Public Art Plan and any future updates to the Plan.
- **Strategy 33: 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 34: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.
- **Strategy 37: Promote Arts and Culture:** Promote Lakewood's arts and cultural programs, events, facilities and resources to attract new businesses, visitors and residents.

Goal 13: A Diverse, Sustainable and Robust Economy

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.

Primary Strategies:

- **Strategy 69: Support Local Business:** Support the development, growth, and retention of local businesses.
- **Strategy 70: Workforce Development:** Cultivate a skilled, diverse and trained workforce and provide access to equitable job opportunities.
- **Strategy 71: 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 72: 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 74: Support Underutilized Commercial Areas:** Identify under-utilized and under-performing commercial areas and assist in their revitalization through the use of state and federal programs, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives.
- **Strategy 75: Economic Innovation:** Support economic growth and innovation through City policy, regulations, tools, and programs.

Supporting Strategies:

- **Strategy 37: Promote Arts and Culture:** Promote Lakewood's arts and cultural programs, events, facilities and resources to attract new businesses, visitors and residents.
- **Strategy 67: 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 89: Opportunities for Diverse Industries:** Continue to encourage a mix of land uses to attract diverse, innovative and sustainable industries.
- **Strategy 92: Create Walkable, Connected Neighborhoods:** Encourage land uses that integrate housing, employment and community amenities within walking distance of each other.
- **Strategy 93: 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 143: 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.
- **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 145: 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.

Goal 14: A Diverse, Affordable, and Accessible Housing Market

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.

Primary Strategies:

- **Strategy 76: Accessible Design for Affordable Housing:** Encourage universal accessibility design of affordable units subsidized by the City of Lakewood.
- **Strategy 77: 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 78: 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 ADUs, duplexes, and tandem houses.
- **Strategy 79: 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 80: 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 81: 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 82: 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.
- **Strategy 83: 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 84: 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 85: 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.
- **Strategy 87: 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 88: 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 154: Assistance for Renters:** Connect renters with legal resources to ensure quality living conditions and prevent evictions.

Supporting Strategies:

- **Strategy 24: Regional Collaboration for Housing Access:** Partner with neighboring communities to identify and connect individuals and families to housing opportunities.
- **Strategy 27: Support Community Integration of Newly Rehoused Residents:** Expand and refine current programming to provide specialized peer-support that can integrate newly rehoused individuals within communities and support continued housing and neighborhood success.
- **Strategy 91: Mixed-Income Neighborhoods:** Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes.
- **Strategy 92: Create Walkable, Connected Neighborhoods:** Encourage land uses that integrate housing, employment and community amenities within walking distance of each other.
- **Strategy 98: 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 99: 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.

Goal 15: Complete Neighborhoods

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

Primary Strategies:

- **Strategy 83: 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 90: 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 91: Mixed-Income Neighborhoods:** Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes.
- **Strategy 92: Create Walkable, Connected Neighborhoods:** Encourage land uses that integrate housing, employment and community amenities within walking distance of each other.
- **Strategy 94: Expand Access to Public Transportation in Neighborhoods:** Expand access to reliable and convenient public transportation options within neighborhoods.
- **Strategy 95: 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 and cycling that incorporate sidewalks, and complete street designs.
- **Strategy 96: Encourage Climate-Conscious Neighborhoods:** Promote sustainable practices throughout neighborhoods, with a focus on energy efficiency, water conservation, green infrastructure, community resilience and zero waste.
- **Strategy 97: 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 98: 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.

Supporting Strategies:

- **Strategy 99: 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 93: 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 31: 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 33: 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 36: 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 64: 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 65: 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 104: 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 11: 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 117: 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.

- o **Strategy 139: 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.
- o **Strategy 140: 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.

Goal 16: Thriving Activity Hubs

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.

Primary Strategies:

- **Strategy 89: Opportunities for Diverse Industries:** Continue to encourage a mix of land uses to attract diverse, innovative and sustainable industries.
- **Strategy 93: 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 74: Support Underutilized Commercial Areas:** Identify under-utilized and under-performing commercial areas and assist in their revitalization through the use of enterprise zones, strategic investment areas, the Reinvestment Authority, and other programs and financial incentives.
- **Strategy 97: 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 99: 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 169: 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.
- **Strategy 170: 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.

Supporting Strategies:

- **Strategy 33: 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 107: 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 109: Complete Streets Approach.** Ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements.
- **Strategy 115: 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 132: 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 133: 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 134: Parking Requirements:** Consider the modification of 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 and vibrant place.
- **Strategy 177: 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.

Goal 17: Enhanced Corridors

Support vibrant, healthy, and equitable corridors along major roadways by thoughtfully balancing commercial and residential uses, natural and wildlife habitat, and multimodal access.

Primary Strategies:

- **Strategy 168: Accessible, Sustainable and Connected Corridors:** Promote sustainable and integrated development along Lakewood’s corridors that enhances safe and multi-modal connectivity, accessibility, and quality of life.
- **Strategy 169: 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.
- **Strategy 170: 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 172: Corridor Types:** Support future efforts to more specifically define and plan for a hierarchy of corridor types in Lakewood.
- **Strategy 97: 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.

Secondary Strategies:

- **Strategy 5: 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 11: 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 64: 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 69: Support Local Business:** Support the development, growth, and retention of local businesses.
- **Strategy 74: Invest in Underutilized Commercial Areas:** Identify under-utilized and under-performing commercial areas and assist in their revitalization through the use of state and federal programs, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives.
- **Strategy 99: 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 107: 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 109: Complete Streets Approach.** Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements.
- **Strategy 110: 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 115: 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 116: Implementation of the Bike Plan:** Continue to implement the Bike Plan and any future updates to the Plan.
- **Strategy 117: 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 118: 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.

- **Strategy 119: Safe Crossings:** Evaluate locations where it is appropriate to install pedestrian and bicycle 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 123: Implementation of Transportation Planning:** Continue to implement transportation related plans and studies, such as the-Sheridan 20 Minute Neighborhood Plan, Downtown Lakewood Connectivity Plan, Union, 40 West ArtLine Framework Plan, and others.
- **Strategy 133: 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 151: 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 177: 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.

Goal 18: Context Sensitive Design and Development

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.

Primary Strategies:

- **Strategy 99: 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 100: 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 173: 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 174: Alignment with Future Land Use Map:** Support zoning and regulatory changes that align with the Future Land Use Map.
- **Strategy 97: 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.

Supporting Strategies:

- **Strategy 5: 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 11: 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: 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, volunteering, applying for city grants, joining city boards and commissions, providing public comments, participating in planning processes, accessing special events, participating in creative placemaking efforts or other public participation processes.
- **Strategy 33: 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 64: 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 72: 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 74: Support Underutilized Commercial Areas:** Identify under-utilized and under-performing commercial areas and assist in their revitalization through the use of state and federal programs, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives.
- **Strategy 101: Incentivize and Support Building Emissions Reductions and Resiliency:** Implement a comprehensive building program that increases energy efficiency and renewable energy and storage, reduces 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 102: 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 sustainable design, resource efficiency, decarbonization, and climate resiliency of buildings.
- **Strategy 103: 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 Comprehensive Plan.
- **Strategy 107: 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 109: Complete Streets Approach.** Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements.
- **Strategy 110: 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 123: Implementation of Transportation Planning:** Continue to implement transportation related plans and studies and any future updates including the Sheridan Station 20-Minute Neighborhood Implementation Strategy, Downtown Lakewood Connectivity and Urban Design Plan, Federal Center/Union Boulevard Corridor Connectivity Plan, Union Area Transportation Study, 40 West ArtLine Framework Plan, 40 West Arts District Urban Design and Mobility Concepts Plan and others.
- **Strategy 133: 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 132: 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 134: Parking Requirements:** Consider the modification of 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 and vibrant places.
- **Strategy 151: 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 155: 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

Goal 19: A Sustainable Built and Natural Environment

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.

Primary Strategies:

- **Strategy 101: Incentivize and Support Building Emissions Reductions and Resiliency:** Implement a comprehensive building program that increases energy efficiency and renewable energy and storage, reduces 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 102: 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 sustainable design, resource efficiency, decarbonization, and climate resiliency of buildings.
- **Strategy 103: 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 Comprehensive Plan.
- **Strategy 104: 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 105: Municipal Decarbonization Plan:** Develop and implement a municipal operations greenhouse gas emissions inventory and decarbonization plan to prioritize actions that minimize climate and health impacts from city buildings, fleet, and operations.
- **Strategy 155: 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 177: 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.

Supporting Strategies:

- **Strategy 52: 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: Water Efficient Homes, Buildings, & Landscapes:** Reduce water consumption in Lakewood 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 11: 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 145: 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 151: 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 170: 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.

Goal 20: A Safe Multimodal Transportation Network

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.

Primary Strategies:

- **Strategy 107: 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 109: Complete Streets Approach.** Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements.
- **Strategy 110: 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 111: 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.
- **Strategy 112: 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 114: Increased Shared Transportation:** Update regulations as necessary to accommodate shared transportation.
- **Strategy 122: 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 123: Implementation of Transportation Planning:** Continue to implement transportation related plans and studies and any future updates including the Sheridan Station 20-Minute Neighborhood Implementation Strategy, Downtown Lakewood Connectivity and Urban Design Plan, Federal Center/Union Boulevard Corridor Connectivity Plan, Union Area Transportation Study, 40 West ArtLine Framework Plan, 40 West Arts District Urban Design and Mobility Concepts Plan and others.

- **Strategy 125: 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 126: 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 128: Strategies to Reduce Crash Rates:** Consider 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 129: 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 130: 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.
- **Strategy 132: 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 133: 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 134: Parking Requirements:** Consider the modification of 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 and vibrant places.
- **Strategy 137: 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.

Supporting Strategies:

- **Strategy 33: 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 94: Expand Access to Public Transportation in Neighborhoods:** Expand access to reliable and convenient public transportation options within neighborhoods.
- **Strategy 95: 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 and cycling that incorporate sidewalks, and complete street designs.
- **Strategy 106: 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 115: 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 116: Implementation of the Bike Plan:** Continue to implement the Bike Plan and any future updates to the Plan.
- **Strategy 117: 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 118: 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.
- **Strategy 119: Safe Crossings:** Evaluate locations where it is appropriate to install pedestrian and bicycle 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 120: 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 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 11: 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.

Goal 21: A Safe Community for Walking, Biking, and Rolling

Improve safety, accessibility, comfort, convenience, and connectivity for people of all ages and abilities walking, biking, and rolling to ensure non-vehicular access to all areas in Lakewood during all seasons.

Primary Strategies:

- **Strategy 115: 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 116: Implementation of the Bike Plan:** Continue to implement the Bike Plan and any future updates to the Plan.
- **Strategy 117: 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 118: 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.
- **Strategy 119: Safe Crossings:** Evaluate locations where it is appropriate to install pedestrian and bicycle 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 120: 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.

Supporting Strategies:

- **Strategy 33: 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 95: 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 and cycling that incorporate sidewalks, and complete street designs.

- **Strategy 114: Increased Shared Transportation:** Update regulations as necessary to accommodate shared transportation.
- **Strategy 110: 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 57: Air Pollution Prevention & 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.

Goal 22: Sustainable and Climate Resilient Public Infrastructure

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.

Primary Strategies:

- **Strategy 136: 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 137: 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 11: 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 157: 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 177: 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.

Supporting Strategies:

- **Strategy 42: 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 54: Assessment of Climate Impacts & 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 communitywide resilience, including a social vulnerability tool that can be used to prioritize program development, provision of services, and city infrastructure projects. Strategically align with Strategy 151: Address Environmental Justice.
- **Strategy 55: Climate Resilience in All Policies:** Continue to update and integrate climate hazard, risk, resiliency, 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 60: 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 61: 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 105: Municipal Decarbonization Plan:** Develop and implement a municipal operations greenhouse gas emissions inventory and decarbonization plan to prioritize actions that minimize climate and health impacts from city buildings, fleet, and operations.
- **Strategy 107: 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 120: 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 145: 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 156: 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.

Goal 23: A Zero Waste Community

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.

Primary Strategies:

- **Strategy 139: 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 140: 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 141: 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 142: 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 143: 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.
- **Strategy 144: 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 176: 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.

Goal 24: An Educated Community

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.

Primary Strategies

- **Strategy 17: 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 34: Implementation of the Arts, Parks and Recreation Master Plan:** Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan.
- **Strategy 50: 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 104: 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 139: 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 160: 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, healthy living, the environment, sustainable practices, arts, parks, recreation and more.
- **Strategy 161: 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 152: 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 148: 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 144: 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 155: 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

Goal 25: A Model Municipality

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.

Primary Strategies:

- **Strategy 6: Health in All Policies:** Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood.
- **Strategy 8: 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 13: 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 19: 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, volunteering, applying for city grants, joining city boards and commissions, providing public comments, participating in planning processes, accessing special events, participating in creative placemaking efforts or other public participation processes.
- **Strategy 28: 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 31: 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 41: 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 condition, 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 42: 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 46: 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 53: 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 55: Climate Resilience in All Policies:** Continue to update and integrate climate hazard, risk, resiliency, 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 58: Water Efficient Parks & 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 75: Economic Innovation:** Support economic growth and innovation through City policy, regulations, tools, and programs.
- **Strategy 90: 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 105: Municipal Decarbonization Plan:** Develop and implement a municipal operations greenhouse gas emissions inventory and decarbonization plan to prioritize actions that minimize climate and health impacts from city buildings, fleet, and operations.
- **Strategy 112: 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 120: 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 141: 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 145: 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 147: Support Programs for Law Enforcement:** Develop and support mental and physical wellness programs for the police department employees and their families.
- **Strategy 151: 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 156: 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 157: 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 163: 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 164: 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 175: 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.

- **Strategy 177: 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.



Draft Future Land Use Map Category Descriptions For the Comprehensive Plan

Updated February 2025

Activity Hubs

Community Hubs (Red)

Intent	Example Uses and Typical Forms	Current Existing Zoning Correspondence
• 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 • See Community Hub descriptions for more detail	• 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. • See Community Hub Descriptions for height limits	Typically MGU, MCU, ME, MRT, MCT, MGT, MNT (Land use categories and zoning do not always align neatly. <i>Changes may be needed to implement the Comprehensive Plan.</i>)

Activity Hubs

Neighborhood Hubs (Pink)

Intent	Example Uses and Typical Forms	Current Existing Zoning Correspondence
• 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	• 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 • Includes low to mid-form with building heights up to 45 feet	Typically MN , MR (Land use categories and zoning do not always align neatly. <i>Changes may be needed to implement the Comprehensive Plan.</i>)

Corridors

Community Corridors (Dark Purple)

Intent	Example Uses and Typical Forms	Current Existing Zoning Correspondence
- 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	- 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) - Up to 90 feet currently allowed under existing zoning	Typically MG-U (urban context), MG-S, CR (suburban context) (Land use categories and zoning do not always align neatly. <i>Changes may be needed to implement the Comprehensive Plan.</i>)

Corridors

Neighborhood Corridors (Light Purple)

Intent	Example Uses and Typical Forms	Current Existing Zoning Correspondence
- 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	- 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 - Up to 60 feet currently allowed in some areas under existing zoning	Typically MN, MG (Land use categories and zoning do not always align neatly. <i>Changes may be needed to implement the Comprehensive Plan.</i>)

Residential

Low Form Residential (Light Orange)

Intent	Example Uses and Typical Forms	Current Existing Zoning Correspondence
- 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	- Single-Dwelling Unit - Patio homes - Cottage Cluster - Duplexes - Tandem homes <i>Limit Overall Size; No Limit on # of Units</i> - Generally limited to 35' in height	Typically R-1, R-2 (Land use categories and zoning do not always align neatly. <i>Changes may be needed to implement the Comprehensive Plan.</i>)

Mid Form Residential (Orange)

Intent	Example Uses and Typical Forms	Current Existing Zoning Correspondence
- 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	- Single-Dwelling Unit - Patio homes - Cottage Cluster - Tandem homes - Duplexes, Triplexes, Quadplexes - Townhomes - Rowhomes - Multifamily housing - Generally up to 45' in height, up to 60' in some areas under existing zoning - Mobile Homes in designated areas - Accessory/ancillary commercial uses	Typically RMF, RMH, MRU,S (Land use categories and zoning do not always align neatly. <i>Changes may be needed to implement the Comprehensive Plan.</i>)

Campus (Blue)

Intent	Example Uses and Typical Form	Current Existing Zoning Correspondence
- 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	- Office, Services (e.g. healthcare) - Research & Development - Tech - Higher Education - Government/Civic Uses - Complementary uses for campus residents/employees/visitors - Form is cohesively designed	Typically ME, MG

Innovation and Production (Grey)

Intent	Example Uses and Typical Forms	Current Existing Zoning Correspondence
- 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	- Office - Research & Development - Warehouse and Distribution - Maker spaces/light industrial uses - Some auto-oriented uses - Residential uses generally not permitted - Building heights up to 60' allowed	Typically LI, LI-RD

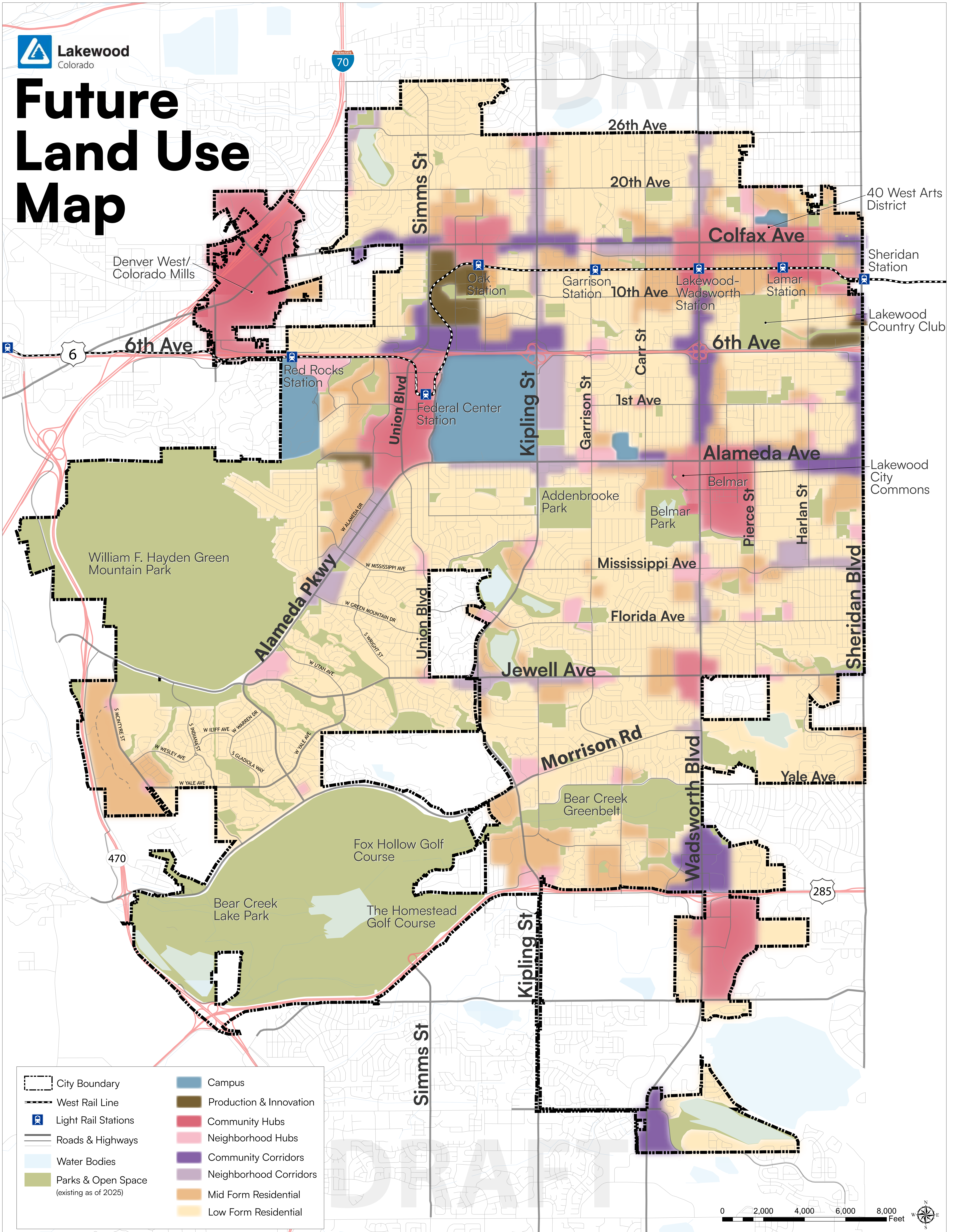
Parks & Open Space (Green)

Intent	Example Uses and Typical Forms	Current Existing Zoning Correspondence
- 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	- Community & Neighborhood Parks - Recreation Centers - Golf Courses - Sports Facilities - Natural Habitat, Conservation land, Wetlands and Waterways	Varies, generally R-1, parks allowed in all districts. (<i>Lakewood does not use an OS designation.</i>)

Generally allowed in all categories

Example Uses (Some may have Limited/SUP requirements depending on zone district)
- 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

Future Land Use Map





Draft Glossary for the Comprehensive Plan

Updated February 2025

Please note: We are continually adding to the terms listed below and refining or clarifying their definitions as we prepare for this Glossary to be included in the updated Comprehensive Plan.

- **Affordable Housing (general)**
 - is considered by the U.S. Department of Housing and Urban Development (HUD) as housing that costs no more than 30 percent of a household's monthly income. *See also Area Median Income (AMI)*
- **Affordable Housing (housing product)**
 - 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.
- **Area Median Income (AMI)**
 - the midpoint of a region's income distribution. For Lakewood, the 2024 AMI for a four-person household is \$130,400. A community's AMI is an important measure because it determines things such as a household's eligibility for assistance, and the relationship affordability has to the community's housing market. *See also Affordable Housing (housing product)*
- **Basic Income Assistance**
 - 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.
- **Beneficial Electrification**
 - 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.
- **Bioswale**
 - 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. *See also Stormwater and Stormwater Management.*

- **Build-to-zone**
 - 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 [zoning ordinance](#), 17.5.1.6)
- **Built Environment**
 - 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.
- **Circular Economy**
 - 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.
- **City Assets**
 - Property that the city of Lakewood owns, operates, or maintains in service to the community.
- **Climate Action**
 - is our way of making changes today to adapt to the future changes in climate that are predicted. enacting mitigation and adaptation strategies to prevent and prepare for future impacts of climate change, making the community more resilient. *See also Climate Adaptation, Climate Mitigation, and Climate Hazards.*
- **Climate Adaptation**
 - means preparing for new conditions, reducing vulnerabilities, and leveraging changes to create new opportunities for growth and sustainability. *See also Climate Action, Climate Mitigation, and Climate Hazards.*
- **Climate Mitigation**
 - means limiting the magnitude and rate of climate change and associated impacts, largely through preventing or reducing GHG emissions. *See also Climate Action, Climate Adaptation, and Climate Hazards.*

- **Climate Hazards**
 - 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. *See also Climate Action, Climate Adaptation, and Climate Mitigation.*
- **Colorado Extended Producer Responsibility Program**
 - 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) *See also Extended Producer Responsibility Program.*
- **Community Resilience**
 - 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.
- **Complete Neighborhood**
 - A planning concept where residents have access to housing, jobs, education, food, essential needs, services, and amenities are all organized around the human scale.
- **Complete Streets**
 - 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.
- **Context- Sensitive**
 - 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.
- **Cost Burdened**
 - Spending more than 30 percent of a household income on housing and related expenses. *See also Affordable Housing (housing product) and Area Median Income.*

- **Creative Placemaking**
 - 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.
- **Decarbonization:**
 - Decarbonization is the removal or reduction of carbon dioxide (CO₂) emissions into the atmosphere. Decarbonization is achieved by switching to usage of low carbon energy sources.
- **Embodied Carbon**
 - Embodied carbon refers to the total amount of carbon dioxide (CO₂e) 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.
- **Equity**
 - 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.
- **Extended Producer Responsibility**
 - 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) *See also Colorado Extended Producer Responsibility.*
- **Gray Infrastructure**
 - Gray infrastructure is traditional infrastructure in the built environment such as roads, gutters, drains, pipes, culverts, and retention basins (EPA).

- **Green Infrastructure**
 - 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. See *also Bioswales and Rain Garden*.
- **Greenhouse Gas (GHG) Emissions**
 - 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 chlorofluoro 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
- **Hard-To-Recycle Materials**
 - 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.
- **Household Hazardous Waste**
 - 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)
- **Housing Quality Standards (HQS)**
 - 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.

- **Integrated Pest Management**

- 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)

- **Life Cycle Assessment**

- 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.

- **Market Rate Housing**

- Privately owned, non-subsidized housing that is rented or sold at fair market value.

- **Micromobility**

- 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.

- **Mixed-Use**

- Mixed-use development incorporates two or more types of land uses into the same building (vertical), or in the same general area (horizontal).

- **Modal Hierarchy**

- 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. *See also Complete Streets.*

- **Multimodal Transportation**

- 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.

- **Naturally Occurring Affordable Housing (NOAH)**
 - Privately owned, non-subsidized housing that is rented or sold at below fair market value. The difference between NOAH and Affordable Housing (housing product) is that subsidies are used to keep Affordable Housing units affordable for a period of 20-30 years. NOAH housing units are more susceptible to market rate turnover since there is no mechanism that requires them to remain affordable.
- **Net Zero Emissions**
 - 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.
- **Patio Home**
 - A single-unit dwelling that is semi-detached or attached to another and typically has a single-story layout.
- **Rain Garden**
 - Rain gardens are small, shallow, sunken areas of plantings that collect stormwater runoff from roofs, streets, and sidewalks. Also known as **Bioretention Cells**, they are designed to mimic the natural ways water flows over and absorbs into land to reduce stormwater pollution. *See also Stormwater, Stormwater Management, and Bioswale.*
- **Risk**
 - 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). *See also Climate Hazards.*
- **Regenerative**
 - Regenerative sustainability is a process that aims to restore and revitalize the environment and communities through systems and practices that renew their own resources.

- **Resilience Hub**
 - 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)
- **Rolling**
 - See Micromobility
- **Science-Based Target**
 - A greenhouse gas 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 commitment to reduce communitywide GHG emissions by 60.7% below 2018 levels by 2030 and achieve net zero GHG emissions by 2050.
- **Social Vulnerability (Climate Change)**
 - 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. *See also Community Resilience.*
- **Stormwater**
 - The water that is produced in large amounts resulting from large rain and/or snow events. *See also Stormwater Management, Bioswale, and Rain Garden.*
- **Stormwater Management**
 - The collection, conveyance, storage, treatment, and disposal of stormwater runoff to prevent accelerated channel erosion, increased flood damage, and degradation of water quality. *See also Stormwater, Bioswale, and Rain Garden.*

- **Sustainability**
 - Sustainability means creating balance among the environment, the economy, and society to ensure that practices and decisions do not compromise the quality of life for future generations. Sustainability is not an end goal, but an approach that recognizes the interplay between natural, economic, and social interests. (2015 Sustainability Plan)
- **Sustainable Neighborhoods Program**
 - 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.
- **Vulnerability**
 - 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)
- **Waste Diversion**
 - 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.
- **Zero Emissions Vehicles**
 - 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)
- **Zero Waste**
 - 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](#)).

- **Zero Waste Community**

- 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.