

AGENDA
REGULAR MEETING OF THE CITY COUNCIL
480 S. ALLISON PARKWAY
CITY OF LAKEWOOD, COLORADO
HYBRID MEETING
JULY 28, 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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In accordance with City Council Policy 5.1(A), all virtual meeting participants are advised that technological issues, whether caused by the City's equipment or the user's equipment, shall not be grounds for canceling a public meeting.

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 – OPENING ITEMS

ITEM A. – PLEDGE OF ALLEGIANCE

ITEM B. – STATEMENT OF CONFLICT OF INTEREST

ITEM C. – PROCLAMATION HONORING FIRE CHIEF DON LOMBARDI

ITEM 4 – INITIAL PUBLIC COMMENT

Anyone who would like to address the Council on any matter other than an agenda item will be given the opportunity. Speakers should limit their comments to three minutes.

**CONSENT AGENDA
ORDINANCES ON FIRST READING**

ITEM 5 – – RESOLUTIONS

ITEM A. – R-2025-41 – APPROVING PARTICIPATION BY THE CITY OF

LAKEWOOD IN A COORDINATED ELECTION TO BE CONDUCTED ON NOVEMBER 4, 2025, BY THE JEFFERSON COUNTY CLERK AND RECORDER

ITEM B. – R-2025-42 – APPROVING THE 2025 APPOINTMENT AND RE-APPOINTMENT NOMINATIONS TO THE BOARD OF DIRECTORS FOR THE ALAMEDA CORRIDOR BUSINESS IMPROVEMENT DISTRICT (BID)

ITEM 6 – – ORDINANCE ON FIRST READING

ITEM A. – O-2025-25 – DECLARING THE INTENT OF THE CITY OF LAKEWOOD TO ACQUIRE INTEREST IN PROPERTY FOR PUBLIC PURPOSES FOR THE CONSTRUCTION OF PEDESTRIAN, DRAINAGE, AND TRAFFIC SIGNAL FACILITIES ALONG THE SOUTH SIDE OF 20TH AVENUE FROM VANCE STREET TO REED STREET AND AUTHORIZING NEGOTIATIONS WITH PROPERTY OWNERS, ACCEPTANCE OF CONVEYANCE INSTRUMENTS AND CONDEMNATION OF REAL PROPERTY INTERESTS (SUBJECT TO FURTHER COUNCIL APPROVAL)

ITEM B. – O-2025-26 – DECLARING THE INTENT OF THE CITY OF LAKEWOOD TO ACQUIRE INTEREST IN PROPERTY FOR PUBLIC PURPOSES FOR THE CONSTRUCTION OF A STORM DRAIN SYSTEM ON WEST 3RD AVENUE, EAST OF DEPEW STREET AND AUTHORIZING NEGOTIATIONS WITH PROPERTY OWNERS, ACCEPTANCE OF CONVEYANCE INSTRUMENTS AND CONDEMNATION OF REAL PROPERTY INTERESTS (SUBJECT TO FURTHER COUNCIL APPROVAL)

ITEM 7 – – MINUTES AND ADDITIONAL ITEMS

ITEM A. – APPROVING MINUTES OF THE CITY COUNCIL MEETINGS

ITEM 8 – – ITEMS REMOVED FROM CONSENT AGENDA

END OF CONSENT AGENDA

**ORDINANCES ON SECOND READING
AND PUBLIC HEARINGS**

ITEM 9 – – PUBLIC HEARINGS — ORDINANCE ON SECOND READING

ITEM A. – O-2025-22 – AUTHORIZING A SUPPLEMENTAL APPROPRIATION OF \$1,270,000 TO THE 2025 REVISED ANNUAL BUDGET, INCLUDING \$870,000 TO BE APPROPRIATED FROM THE OPEN SPACE FUND AND

\$400,000 TO BE APPROPRIATED FROM THE STORMWATER ENTERPRISE FUND, AND AUTHORIZING THE EXPENDITURE OF THESE FUNDS IN PERFORMANCE OF THE IMPROVEMENTS AUTHORIZED BY THE 2023 IGA WITH MILE HIGH FLOOD DISTRICT REGARDING DRY GULCH AND TWO CREEKS PARK

ITEM – R-2025-43 – APPROVING AN AMENDED INTERGOVERNMENTAL AGREEMENT WITH THE MILE HIGH FLOOD DISTRICT FOR DESIGN AND CONSTRUCTION OF DRAINAGE, CHANNEL, AND PARK IMPROVEMENTS FOR DRY GULCH AND TWO CREEKS PARK

ITEM B. – O-2025-23 – DECLARING THE INTENT OF THE CITY OF LAKEWOOD TO ACQUIRE INTEREST IN PROPERTY FOR PUBLIC PURPOSES FOR THE CONSTRUCTION OF THE NORTH DRY GULCH PHASE 4 PROJECT AND AUTHORIZING NEGOTIATIONS WITH PROPERTY OWNERS, ACCEPTANCE OF CONVEYANCE INSTRUMENTS AND CONDEMNATION OF REAL PROPERTY INTERESTS

ITEM C. – O-2025-24 – PROSPECTIVELY ACCEPTING A DEED FROM URBAN DRAINAGE AND FLOOD CONTROL DISTRICT D/B/A MILE HIGH FLOOD DISTRICT TO THE CITY OF LAKEWOOD FOR 170 YUKON STREET, CITY OF LAKEWOOD, COUNTY OF JEFFERSON, STATE OF COLORADO

ITEM 10 – – OTHER PUBLIC HEARINGS

ITEM A. – N/A – PUBLIC HEARING - HOUSING NEEDS ASSESSMENT

ITEM B. – R-2025-44 – PUBLIC HEARING - APPROVING THE CITY OF LAKEWOOD COMPREHENSIVE PLAN, ENVISION LAKEWOOD 2040

ITEM 11 – PUBLIC COMMENT

ITEM 12 – GENERAL BUSINESS

A. CITY COUNCIL REQUESTS

REQUEST FROM COUNCILOR NYSTROM

ITEM 13 – EXECUTIVE REPORT

A. CITY MANAGER

ITEM 14 – MAYOR AND CITY COUNCIL REPORTS

A. COUNCIL MEMBERS BY WARD

B. MAYOR

ITEM 15 – ADJOURNMENT

[MEET_FOOT]

STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 3

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 3C

To: Mayor and City Council
From: Jay Robb, City Clerk
Subject: **Proclamation Honoring Fire Chief Don Lombardi**

SUMMARY STATEMENT: The attached proclamation will be presented to Chief Lombardi to celebrate his 33-year career as a firefighter, including 14 years as Fire Chief, and celebrate his upcoming retirement on August 1st. The City is recognizing his contributions with an official proclamation declaring August 1, 2025, as “Chief Don Lombardi Day” in the City of Lakewood.

BACKGROUND INFORMATION: The proclamation summarizes Chief Lombardi's exemplary career and accomplishments during his service with the West Metro Fire District.

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

ATTACHMENTS: 1. Proclamation Honoring Chief Don Lombardi

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

PROCLAMATION

HONORING THE CAREER AND LEGACY OF FIRE CHIEF DON LOMBARDI

WHEREAS, Fire Chief Don Lombardi has dedicated over three decades to the residents of Lakewood and the West Metro Fire Protection District, joining in 1991 and rising through the ranks of lieutenant, captain, assistant fire chief, deputy chief, and ultimately serving with distinction as Fire Chief for the last 14 years; and

WHEREAS, Chief Lombardi has led West Metro Fire Rescue—one of the largest fire and emergency medical service providers in Colorado—serving a population of nearly 300,000 across 108 square miles, with a commitment to operational excellence, innovation, and community well-being; and

WHEREAS, under his leadership, West Metro earned international accreditation and an ISO Class 1 rating—two of the highest distinctions for a fire department, resulting in increased community safety and reduced insurance costs for district residents; and

WHEREAS, Chief Lombardi served as the sponsoring agency chief for FEMA’s Colorado Task Force 1, contributing to national-level disaster response, and provided steadfast leadership through roles with the Metropolitan Fire Chiefs Association, Colorado State Fire Chiefs, and the Colorado Fallen Firefighters Foundation; and

WHEREAS, throughout his career, Chief Lombardi has been a mentor to countless firefighters, a builder of strong organizational culture, always focused on safety, preparedness, and compassion for the communities in the region; and

WHEREAS, his exemplary service has been recognized with the 2022 Colorado Fire Chief of the Year Award, the Russell E. Sanders Lifetime Achievement Award, and the international Cross of Merit from the Federation of European Fire Officers; and

WHEREAS, after 33 years of devoted service in the fire service—and a lifetime of public service that began in education—Chief Lombardi will retire on August 1, 2025, leaving behind a legacy defined by leadership, integrity, courage, and enduring impact; and

WHEREAS, the City of Lakewood extends the invitation to join us in honoring the career of Chief Don Lombardi and his extraordinary leadership and dedication to public safety.

NOW, THEREFORE, on behalf of the City Council and the people of the City of Lakewood, I, Wendi Strom, Mayor of the City of Lakewood, Colorado, by virtue of the authority vested in me, do hereby proclaim

AUGUST 1ST, 2025, AS CHIEF DON LOMBARDI DAY

GIVEN under my hand and Seal of the City of Lakewood, this 28th day of July 2025.

Wendi Strom, Mayor

STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 4

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 5

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 5A

To: Mayor and City Council
From: Jay Robb, City Clerk
Subject: **IGA to Participate in the November 4, 2025 Coordinated Election**

SUMMARY STATEMENT: This resolution approves participation in the coordinated election and an IGA with the Jefferson County Clerk and Recorder's Office to provide election services for the November 4, 2025, Regular Municipal Election.

BACKGROUND INFORMATION: Section 6.3 of Article VI of the Lakewood Home Rule Charter requires that regular municipal elections must be held in each odd-numbered year on the first Tuesday in November.

Coordinated Elections are defined and administered pursuant to C.R.S. 1-7-116, which is attached. To summarize, C.R.S. 1-7-116: November 4, 2025, is a designated coordinated election date under state law; the Jefferson County Clerk and Recorder is the coordinated election official responsible for conducting the election on behalf of any political subdivisions that wish to participate; and any political subdivisions that want to coordinate with a county must enter into an agreement with the county clerk and recorder no later than seventy days prior to the scheduled election.

BUDGETARY IMPACTS: Final election costs are not known until after the election is held due to several costs being shared among the participating entities and the number of registered voters within each entity. The City Clerk's Office has budgeted \$150,000 for this election.

STAFF RECOMMENDATIONS: Staff recommends approval of the resolution to coordinate with Jefferson County for the November 4, 2025, City Council election.

ALTERNATIVES: The alternative is to have the City conduct its own City Council election.

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: If approved, staff will finalize the agreement with Jefferson County and take the necessary steps to administer the City's portion of the November 4, 2025, Coordinated Election.

For the City's portion of the Coordinated Election, candidate petitions will be available for signature gathering and submission to the City Clerk between Tuesday, August 5th through Monday, August 25th, 2025. Here is a list of the important dates and deadlines of the Coordinated Election:

- Tuesday, August 5: First day to circulate candidate petitions;
- Monday, August 25: Last day to circulate candidate petitions (must be submitted by 5:00 p.m.);
- Saturday, September 20: Military and overseas ballots mailed;
- Friday, October 10: Local ballots mailed, drop boxes open;

- Monday, October 27: Vote centers open; last day to mail your ballot; and
- Tuesday, November 4: **Election Day** (must vote at a County vote center or drop box by 7:00 p.m.).

ATTACHMENTS:

1. Resolution R-2025-41
2. 2025 Election IGA - JeffCO and City of Lakewood
3. C.R.S. 1-7-116 - Coordinated Elections

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

2025-41

A RESOLUTION

APPROVING PARTICIPATION BY THE CITY OF LAKEWOOD IN A COORDINATED
ELECTION TO BE CONDUCTED ON NOVEMBER 4, 2025, BY THE JEFFERSON
COUNTY CLERK AND RECORDER

WHEREAS, November 4, 2025, is a designated coordinated election date under state law and the date of Lakewood's regular municipal election;

WHEREAS, the Jefferson County Clerk and Recorder (the "Jefferson County Clerk") is the coordinated election official responsible for conducting the coordinated election on behalf of the participating governmental jurisdictions;

WHEREAS, Jefferson County and the City of Lakewood must enter into an intergovernmental agreement to provide for coordinated election services and for formal approval for participation in the coordinated election (the "IGA"); and

WHEREAS, the City Council hereby finds and determines that execution of the IGA and participation in the coordinated election are and shall be in the best interest of the residents of the City.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. Participation by the City of Lakewood in the coordinated election to be held on November 4, 2025, is hereby approved.

SECTION 2. The City Clerk is hereby authorized to execute with the Jefferson County Clerk an IGA approved as to form by the City Attorney and to take all appropriate action to hold the election, including compliance with applicable election laws.

SECTION 3. This Resolution shall become effective immediately upon adoption.

INTRODUCED, READ AND ADOPTED by a vote of ____ for and ____ against at a hybrid regular meeting of the City Council on July 28th, 2025, at 7 o'clock p.m., at the Lakewood Civic Center, 480 South Allison Parkway, Lakewood, Colorado.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

APPROVED AS TO FORM:

Alison McKenny Brown, City Attorney

INTERGOVERNMENTAL AGREEMENT FOR ELECTION COORDINATION

THIS INTERGOVERNMENTAL AGREEMENT FOR ELECTION COORDINATION (this “Agreement”), dated for reference purposes only this 4th day of June 2025, is by and between the CLERK AND RECORDER FOR THE COUNTY OF JEFFERSON, STATE OF COLORADO (“County Clerk”) and the CITY OF LAKEWOOD (the “Jurisdiction,” and together with the County Clerk, the “Parties.”)

RECITALS

- A. The County Clerk and the Jurisdiction are authorized to conduct elections under Colorado law;
- B. The Parties wish to coordinate the administration of their respective election matters at the upcoming election to be held on November 4, 2025 (the “Election”); and
- C. This Agreement sets forth the Parties’ respective duties and responsibilities in connection with the preparation for, and conduct of, the Election.

AGREEMENT

In consideration of the foregoing recitals and the mutual covenants and promises herein contained, the Parties agree as follows:

1. **Definitions.** Capitalized terms not otherwise defined herein shall have the meanings set forth below:
 - a. “Applicable Law” means all law applicable to the Election, including, without limitation, the Colorado Constitution, the Uniform Election Code (as defined below), UOCAVA (as defined below) and the Rules (as defined below).
 - b. “Ballot Box” means a locked and secured container meeting the requirements of Applicable Law in which ballots may be deposited.
 - c. “Ballot Issue” shall have the meaning ascribed to that term in C.R.S. § 1-1-104(2.3).
 - d. “Ballot Issue Notice” shall have the meaning ascribed to that term in C.R.S. § 1-1-104(2.5).
 - e. “Ballot Measure” means any Ballot Issue or Ballot Question.
 - f. “Ballot Question” shall have the meaning ascribed to that term in C.R.S. § 1-1-104(2.7).
 - g. “DEO” means Designated Election Official, the person designated by the Jurisdiction as the person who is responsible for the conduct of the Jurisdiction’s election in accordance with C.R.S. § 1-1-104(8).
 - h. “Election Audit” means a risk-limiting audit performed in accordance with the requirements of C.R.S. § 1-7-515.
 - i. “Election Canvass” means the process of reconciling the ballots cast in the Election to the ballots counted, which is performed in accordance with the requirements of C.R.S. § 1-10-101, et seq.

- j. “Precinct” means an area with established boundaries within the Jurisdiction used to establish election districts.
 - k. “Rules” means the current rules and regulations governing election procedures adopted by the Colorado Secretary of State, including any amendments adopted after execution of this Agreement.
 - l. “Shared Election Costs” means all costs incurred by the County Clerk in connection with the Election that are eligible to be shared between the County Clerk and the Jurisdiction. Shared Election Costs include, without limitation, costs incurred by the County related to temporary election staff (such as election judges), including training and onboarding costs, regular County Clerk employee overtime costs related to the Election, the cost of printing ballots, costs for non-routine support, maintenance, handling and delivery of Election equipment, hardware and software, the cost of preparing minority language sample ballots and TABOR Books, costs of Election forms, materials, supplies and postage, VSPC rental and setup costs, and costs of Election Day meals.
 - m. “TABOR Book” means a booklet containing Ballot Issue Notices prepared and mailed to eligible voters in accordance with Applicable Law and the terms of this Agreement.
 - n. “Uniform Election Code” means Articles 1 to 13 of Title 1 of the Colorado Revised Statutes.
 - o. “UOCAVA” means the Uniformed and Overseas Citizens Absentee Voting Act, 52 U.S.C. § 20301, et seq., as incorporated in Colorado pursuant to C.R.S. 1-8.3-101, et seq.
2. **Term.** The term of this Agreement shall commence on the date it is validly executed by both Parties and shall continue until all obligations of both Parties under the Agreement have been completed.
3. **Designation of Coordinated Election Official.** The Parties agree that the County Clerk shall serve as the “Coordinated Election Official” for the Election. As the Coordinated Election Official, the County Clerk shall conduct the Election on behalf of the Jurisdiction and shall be responsible for performing such duties as are assigned to a Coordinated Election Official under Applicable Law, except to the extent specifically modified herein.
4. **Designation of Liaisons.**
- a. Each Party designates the individuals listed below as its liaison and alternate liaison hereunder.
- | | |
|--|---|
| <p><u>County Clerk Liaison</u></p> <p>Cynthia Rasor
 Jefferson County Elections Division
 3500 Illinois Street, Suite 1100
 Golden, CO 80401
 Direct Phone: (303) 271-8115
 Office Phone: (303) 271-8111
 Email: logistics@jeffco.us</p> | <p><u>Alternate County Clerk Liaison</u></p> <p>Geneice Murphy
 Jefferson County Elections Division
 3500 Illinois Street, Suite 1100
 Golden, CO 80401
 Office Phone: (303) 271-8111
 Email: gmurphy@jeffco.us</p> |
|--|---|

Jurisdiction Liaison (DEO)

Alternate Jurisdiction Liaison

Name

Name

Title/Office

Title/Office

Address

Address

City, State, Zip Code

City, State, Zip Code

Direct Phone Number

Direct Phone Number

Office Phone Number

Office Phone Number

Email

Email

- b. The County Clerk Liaison shall act as the County Clerk's primary liaison with the Jurisdiction for the Election and shall have primary responsibility for performance of the County Clerk's obligations hereunder. In the event the Jurisdiction needs immediate assistance and the Election Liaison is unavailable, the Jurisdiction shall contact the Alternate County Clerk Liaison.
 - c. The Jurisdiction Liaison shall act as the Jurisdiction's primary liaison with the County Clerk for the Election and shall have primary responsibility for the performance of the Jurisdiction's obligations hereunder. In the event the County Clerk needs immediate assistance and the Jurisdiction Liaison is unavailable, the County Clerk shall contact the Alternate Jurisdiction Liaison. The Jurisdiction Liaison can be updated by notice to the County Clerk.
5. **Notices.** Except as otherwise provided herein, all correspondence and notices required to be given under this Agreement shall be delivered to the Parties' respective liaisons identified above at the addresses listed above and shall be deemed received: (1) three days after the notice or correspondence is mailed by first class, certified mail; (2) immediately upon hand delivery; or (3) upon confirmation of receipt of email transmission.
6. **Mail Ballot Election.** The Election shall be held on November 4, 2025 ("Election Day") and shall be conducted as a mail ballot election in accordance with the procedures of the Mail Ballot Election Act, C.R.S. § 1-7.5-101, et seq.

7. **Jurisdictional Limitation.**

- a. If the Jurisdiction encompasses territory outside of Jefferson County, Colorado, this Agreement shall be construed to apply only to that portion of the Jurisdiction that falls within Jefferson County.
- b. Notwithstanding the foregoing, if the Jurisdiction encompasses territory outside of Jefferson County, the County Clerk will coordinate with the designated election official(s) of such other territories for the purpose of assigning ballot numbers/letters, certifying TABOR Book content, and other matters appropriate under Applicable Law, in accordance with the Rules governing “controlling counties.”

8. **No Use of Instant Runoff Voting.** The Jurisdiction has not provided notice to the County Clerk that any of the Jurisdiction’s races or contests will use instant runoff voting pursuant to C.R.S. § 1-7-118. Accordingly, instant runoff voting will not be used for any of the Jurisdiction’s races or contests.

9. **Responsibilities of the Parties.** The Jurisdiction and County Clerk shall perform the following responsibilities in connection with the preparation for, and conduct of, the Election, in accordance with the terms of this Agreement and Applicable Law:

- a. **Execution and Documentation of Authority.** On or before 12:00 pm on August 26, 2025, the Jurisdiction shall email the County Clerk (logistics@jeffco.us):
 - i. a PDF of this Agreement validly executed by the Jurisdiction; and
 - ii. a copy of a duly-passed resolution stating that the Jurisdiction will coordinate with the County Clerk in the Election in accordance with the terms of this Agreement and Applicable Law and authorizing the Jurisdiction to enter into this Agreement.
- b. **Maps and Legal Descriptions.**
 - i. If there were any changes to the boundaries of the Jurisdiction since January 1, 2025, the Jurisdiction shall provide the County Clerk with the Jurisdiction’s current shapefiles (point-to-point geometry using points, lines and area features to define the Jurisdiction’s boundaries) or updated address library files, including each Precinct, district/ward and the voting jurisdiction. promptly upon execution of this Agreement, but no later than August 18, 2025.
- c. **Election Preparation and Support**
 - i. VSPCs. The County Clerk shall establish, staff, equip and operate all Voter Service Polling Centers.
 - ii. Election Judges. The County Clerk shall engage, train and coordinate the scheduling of all election judges.
 - iii. Equipment and Supplies. The County Clerk shall obtain all necessary equipment and supplies to conduct the Election, including all voting equipment, ballots and forms.
 - iv. Ballot Boxes. The County Clerk shall establish, maintain, and collect ballots from all Ballot Boxes.

- 1) The Jurisdiction shall not take any action that would prevent voters from accessing any Ballot Box twenty-four hours per day during the period beginning October 10, 2025 through and including Election Day.
- v. **Ballot Counting Process.** The County Clerk shall (1) establish, staff, equip and operate a centralized ballot counting location for the Election, (2) establish ballot counting procedures for the Election; and (3) establish backup ballot counting procedures and sites for ballot counting in the event its ballot counting equipment fails during the Election.
- vi. **Voter Support.** The County Clerk shall provide telephone and in-person support to voters during the in-person voting period and from 7:00 a.m. to 7:00 p.m. on Election Day.
- vii. **Election Notices.** The County Clerk shall publish all Election notices required by Applicable Law.
 - 1) The Jurisdiction shall not publish any notice related to the Election without first obtaining the approval of the County Clerk. To request approval to publish a notice the Jurisdiction shall provide the County Clerk with all relevant information related to the proposed publication, including a copy of the proposed notice, at least one (1) week prior to the Jurisdiction's deadline for submitting the proposed notice to the publisher. The Jurisdiction shall bear full responsibility for any Election notices published without the County Clerk's approval and shall comply with all instructions issued by the County Clerk to remedy any incorrect or improper notices.
- d. **Logic and Accuracy Test.** The County Clerk shall prepare for and conduct the Logic and Accuracy Test ("LAT").
 - 1) The County Clerk will notify the Jurisdiction of the date and time of the LAT, once it has been scheduled, and request confirmation as to whether the Jurisdiction intends to attend the LAT. If the Jurisdiction wishes to attend and witness the LAT, the Jurisdiction Liaison must submit the name of the Jurisdiction's attendee in writing to the County Clerk within seventy-two (72) hours of its receipt of the above-described notice. If the Jurisdiction fails to meet this deadline, the County Clerk shall deem the failure to be a decision by the Jurisdiction not to witness the LAT and will act on behalf of the Jurisdiction, as appropriate.
- e. **Property Owner Lists.** If the Jurisdiction is a Special District or allows property owners to vote regarding the Jurisdiction's Ballot Measures or candidates, the procedures and deadlines in Exhibit B of this Agreement detail the Jurisdiction's additional responsibilities with regard to the Election.
- f. **Candidate Voice Messages.** The Jurisdiction shall inform any candidates running for office in the Jurisdiction to call the County Clerk at (303) 271-8115 between August 29, 2025 and 12:00 p.m. on September 5, 2025 and leave a message containing the following information:
 - i. The proper pronunciation of the candidate's name;

- ii. The title of the office that the candidate is running for; and
 - iii. The name of the Jurisdiction that the office is part of.
- g. Certification of Jurisdiction Ballot Measures. The Jurisdiction shall be responsible for certifying, and for taking all actions required by Applicable Law to certify, any Ballot Measures included on the Jurisdiction's ballot certification (including both Ballot Measures referred by the Jurisdiction itself and citizen-initiated Ballot Measures affecting the Jurisdiction).
- h. Ballot Preparation
- i. No later than 12:00 p.m. on September 5, 2025, the Jurisdiction shall electronically submit its ballot certification to the County Clerk via text document (preferably Microsoft Word – no PDF). If the Jurisdiction fails to submit the ballot certification by the above deadline, the ballot certification may not be accepted by the County Clerk.
 - 1) The Jurisdiction shall submit its ballot certification using the ballot certification template provided by the County Clerk.
 - 2) The Jurisdiction's ballot certification shall include all of the races, candidates and contests that will be presented to the Jurisdiction's voters in the Election, including the text of all Ballot Measures, in the exact order that they need to appear on the ballot.
 - 3) The ballot certification shall not be embedded in an email and shall not contain any extraordinary (unique) formatting. Examples of extraordinary (unique) formatting not permitted in the ballot certification include, but are not limited to: (a) text boxes; (b) charts; (c) spreadsheets; (d) strikeouts; (e) bolding; and (f) symbols.
 - 4) The Jurisdiction shall proofread the language of any Ballot Measures that appear in the ballot certification prior to sending it to the County Clerk for initial text layout. The Jurisdiction shall be solely responsible for ensuring the legality and accuracy of all Ballot Measure language.
 - 5) The Jurisdiction shall ensure the correct spelling of the name of each candidate running for Jurisdiction office, if applicable.
 - 6) The Jurisdiction shall not assign a ballot number to any Ballot Measure. The County Clerk shall determine the numbering of all Ballot Measures in accordance with Applicable Law and will provide the Jurisdiction with the ballot number after ballot certification.
 - ii. Upon receipt of the ballot certification from the Jurisdiction, the County Clerk will:
 - 1) Consolidate the ballot certification content received from all Jurisdictions and organize it into the structure in which it will appear on the printed ballot(s);
 - 2) Determine the numbering of all Ballot Measures; and

- 3) Provide a document containing the Jurisdiction's final draft ballot printing layout and text to the Jurisdiction, with instructions to perform a final review and provide final approval by a date set forth in the instructions.
 - 4) The County Clerk reserves the right to change the content of the Jurisdiction's ballot certification (other than candidate name/ballot question content) in order to ensure ballot consistency.
- iii. Upon receipt of the final draft ballot layout from the County Clerk, the Jurisdiction Liaison or Alternate Jurisdiction Liaison shall be available to perform a final review and proofread of the ballot layout and provide final approval to the County Clerk by the deadline included in the instructions sent to the Jurisdiction. Once approved, the ballot layout cannot be changed.
 - iv. Between October 10, 2025 and October 17, 2025 , the County Clerk shall print and mail ballots to each active eligible Jefferson County voter, together with voter instructions, outgoing envelope, return envelope and any other items required by Applicable Law.
 - v. From October 14, 2025 through the 8-day mailing cutoff, the County Clerk shall mail supplemental ballots to eligible Jefferson County voters who were not included in the initial mailing.
- i. Preparation of Spanish Language Ballot
 - i. In accordance with Applicable Law, the County Clerk will prepare an in-person Spanish language ballot containing all of the same content that is on the English language ballot and make the Spanish language ballot accessible to Jefferson County voters on the County Clerk's public website, at Voter Service Polling Centers, and at such other locations as the County Clerk determines. The County Clerk reserves the right to determine whether the in-person Spanish language ballot is made available to voters in printed or electronic form.
 - ii. The Jurisdiction shall be responsible for preparing a Spanish language translation of the title and text of all Ballot Measures included on the Jurisdiction's ballot certification (including both Ballot Measures referred by the Jurisdiction itself and citizen-initiated Ballot Measures affecting the Jurisdiction) and all Jurisdiction offices on the ballot.
 - 1) The Jurisdiction's Spanish language ballot translation shall be prepared in accordance with Applicable Law including, without limitation, all applicable requirements of the Ballot Access for All Citizens Act, C.R.S. §§ 1-5-901 et seq., and the Secretary of State's rules promulgated thereunder. Without limiting the generality of the foregoing, the Jurisdiction (a) shall have the Spanish language ballot translation prepared by a "qualified translator or interpreter," as that term is defined in C.R.S. § 1-5-903(4) and Secretary of State Rule 4.8.9; and (b) shall provide a Spanish language ballot translation that is linguistically accurate, culturally appropriate, and technically consistent with the original documents.
 - iii. No later than 12:00 pm on September 5, 2025, the Jurisdiction shall electronically submit its Spanish language ballot translation to the County Clerk via text document (preferably Microsoft Word – no PDF).

- 1) The Jurisdiction's Spanish language ballot translation shall include the text of all Jurisdiction offices and Ballot Measures on the Jurisdiction's ballot certification, in the exact order that they will appear on the ballot (matching order of the English language ballot certification submitted at the same time).
- iv. The County Clerk shall be responsible for providing Spanish language translations of all voter instructions and voter information in the TABOR Book, and other ballot content not required to be provided by the Jurisdiction or other participating jurisdictions. The Jurisdiction agrees to release the County Clerk from all claims it may have relating to the County Clerk's translation of such content (including, without limitation, all claims relating to the accuracy of the translation) provided that the County Clerk (a) has had the translation performed by a qualified translator or interpreter; and (b) otherwise complies with Applicable Law. The County Clerk is under no obligation to re-translate voter instructions, section headers, or voter information that has not changed from prior years.
- j. Ballot Issue Notice Preparation
 - i. On or before 12:00 p.m. on September 22, 2025, the Jurisdiction shall provide the County Clerk with the full text of the Ballot Issue Notice covering all of the Jurisdiction's Ballot Issue(s). The Ballot Issue Notice shall include all information required by Applicable Law, including without limitation the following:
 - 1) The name of the Jurisdiction;
 - 2) The identity and contact information of the Jurisdiction contact person;
 - 3) The text of each Ballot Issue in the form finally certified and accepted by the County Clerk;
 - 4) All other required Ballot Issue language, including but not limited to:
 - a) A fiscal impact statement, if required; and
 - b) Summaries of all comments for and against each Ballot Issue validly received by the Jurisdiction, or a statement that no comments were filed by the constitutional deadline.
 - i) The Jurisdiction shall be responsible for accepting, filing, summarizing and retaining comments concerning the Jurisdiction's Ballot Issues and shall ensure that all requirements of Applicable Law are complied with, including, without limitation, ensuring that all comments submitted to the Jurisdiction include a signature and a physical address where the signor is registered to vote.
 - ii. Delivery and Formatting Requirements
 - 1) The Jurisdiction shall electronically deliver the Ballot Issue Notice to the County Clerk via text document (preferably Microsoft Word – no PDF).
 - 2) The Jurisdiction shall use the TABOR Ballot Issue Notice template provided by the County Clerk.
 - 3) The text of the Ballot Issue shall be in all UPPERCASE.

- 4) All other text in the Ballot Issue Notice (including the identity and contact information of the Jurisdiction contact person, the fiscal impact statement, if required, and the summaries of comments for and against each Ballot Issue), shall be in upper and lower case.
 - 5) The Ballot Issue Notice shall not be embedded in an email and shall not contain any extraordinary (unique) formatting.
 - a) Examples of extraordinary (unique) formatting not permitted in the Ballot Issue Notice includes, but are not limited to: (a) text boxes; (b) charts; (c) spreadsheets; (d) strikeouts; (e) bolding; and (f) symbols.
 - 6) The Jurisdiction shall be solely responsible for ensuring the legality and accuracy of all Ballot Issue Notice language.
- iii. TABOR Book Layout. Upon receipt of the Ballot Issue Notice from the Jurisdiction, the County Clerk shall:
- 1) Consolidate the Ballot Issue Notice content received from all Jurisdictions and organize it into the structure in which it will appear in the TABOR Book;
 - 2) Add a list of County VSPCs and Ballot Boxes, and any other information required by Applicable Law, to the TABOR Book; and
 - 3) Provide a final draft layout of the TABOR Book to the Jurisdiction with instructions to perform a final review of their portion of the TABOR Book and provide final approval by a date set forth in the instructions.
 - 4) The County Clerk reserves the right to change the content of the Jurisdiction's Ballot Issue Notice (other than the ballot question content) in order to ensure consistency.
- iv. Final Review and Proofread. On September 22, 2025, the Jurisdiction Liaison or Alternate Jurisdiction Liaison shall be available to perform a final review and proofread of the Jurisdiction's portion of the TABOR Book and provide final approval of such portion to the County Clerk by the deadline included in the instructions sent to the Jurisdiction. Upon completion of the Jurisdiction's review and proofread of their portion of the TABOR Book, the Jurisdiction Liaison or Alternate Jurisdiction Liaison shall send approval of its content via electronic transmission to the County Clerk. Once approved, Ballot Issue Notice text cannot be changed.
- 1) The Jurisdiction shall have no more than 2 hours from the time the County Clerk sends the TABOR Book to perform the final review and proofread. If the Jurisdiction fails to meet this deadline, the County Clerk shall deem the failure to be a decision by the Jurisdiction to approve the Jurisdiction's portion of the TABOR book in the form transmitted by the County Clerk (including any modifications proposed by the County Clerk).
- v. Printing and Mailing. On or before October 3, 2025, the County Clerk shall print and mail the TABOR Book to each address in Jefferson County at which one or more active, registered Jefferson County voter resides.
- 1) Nothing herein shall preclude the County Clerk from including ballot issue notices for more than one jurisdiction in the TABOR Book if doing so arises from the

County Clerk's efforts to mail the TABOR Book at "least cost" and such mailing conforms with Applicable Law.

- vi. TABOR Books for Non-Jefferson County Voters. The Jurisdiction shall be solely responsible for preparing and mailing TABOR Books to voters who reside outside of Jefferson County.
 - 1) Notwithstanding the foregoing, the County Clerk will make a PDF of the final TABOR Book available on its website, which the Jurisdiction may print and mail copies of to voters who reside outside of Jefferson County at its sole expense.
 - 2) If the Jurisdiction wishes to print and mail extra TABOR Books for non-Jefferson County residents, the Jurisdiction shall be solely responsible for its acts or omissions in connection therewith.
 - 3) The County Clerk will not agree to prepare special TABOR Books for non-Jefferson County residents.
- k. Ballot Counting / Result Reporting
 - i. The County Clerk shall process all ballots received during the Election voting period according to Applicable Law.
 - ii. Between 7:00 p.m. and 7:30 p.m., and at approximately 9:00 p.m., on Election Day, the County Clerk shall upload unofficial Election results to the Election Night Reporting ("ENR") system (unless the Secretary of State waives or modifies these deadlines or the ENR system is offline or otherwise unavailable).
 - iii. The County Clerk shall have the right, but not the obligation, to upload unofficial Election results to its public website on or after Election Day.
 - iv. Upon completion of the Election Canvass no later than November 26, 2025, the County Clerk shall upload a Jurisdiction-wide summary of the official Election results to the ENR system.
 - v. If there is not a recount affecting the County, the County Clerk shall upload the official Precinct or District-level Election results and Cast Vote Record to its public website and make these results available to the Jurisdiction upon request on December 5, 2025. If there is a recount affecting the County, the County Clerk shall upload the official Precinct or District-level results and Cast Vote Record to its public website and make these results available to the Jurisdiction upon request within three (3) business days following completion of the recount.
- l. Election Audit. On or before November 25, 2025, the County Clerk, in collaboration with the Election audit board(s), shall conduct, assist and oversee the Election Audit.
 - i. The County Clerk will notify the Jurisdiction of the date and time of the Election audit, once it has been scheduled, and request confirmation as to whether the Jurisdiction intends to attend the audit. If the Jurisdiction wishes to attend and witness the audit, the Jurisdiction Liaison must submit the name of the Jurisdiction's attendee in writing to the County Clerk within seventy-two (72) hours of its receipt of the above-described notice. If the Jurisdiction fails to meet this deadline, the County Clerk shall deem the failure to be a decision by the Jurisdiction not to witness the Election audit and will act on behalf of the Jurisdiction, as appropriate.

- m. Election Canvass. On or before November 26, 2025, the County Clerk shall instruct and oversee the board of canvassers, who are responsible for conducting an Election Canvass and certifying the official abstract of votes cast for all candidates and Ballot Measures in the Election.
 - i. The County Clerk will notify the Jurisdiction of the date and time of the Election canvass, once it has been scheduled, and request confirmation as to whether the Jurisdiction intends to attend the canvass. If the Jurisdiction wishes to attend and witness the canvass, the Jurisdiction Liaison must submit the name of the Jurisdiction's attendee in writing to the County Clerk within seventy-two (72) hours of its receipt of the above-described notice. If the Jurisdiction fails to meet this deadline, the County Clerk shall deem the failure to be a decision by the Jurisdiction not to witness the Election canvass and will act on behalf of the Jurisdiction, as appropriate.
- n. Election Recount. The County Clerk shall conduct an Election recount, if required by Applicable Law. The County Clerk will coordinate additional logistics, cost allocation and information with the Jurisdiction if a recount is required for one of the Jurisdiction's contests, races, or ballot measures.

10. **Duties Subject to Jurisdiction Performance.** The responsibility of the County Clerk to perform the duties set forth above are contingent upon the Jurisdiction's performance of its own duties hereunder. The County Clerk shall not be responsible for failing to meet any deadlines for mailing the TABOR Book if such failure was caused by the Jurisdiction's failure to timely submit the required information in a form required by this Agreement and Applicable Law.

11. **Compliance with Deadlines.** The County Clerk is providing the Jurisdiction with a schedule of Election-related dates and deadlines in Exhibit C of this Agreement. The Jurisdiction shall comply with the deadlines included therein.

12. **Withdrawal/Cancellation**

- a. The Jurisdiction may cancel an election of persons to office or withdraw a Ballot Measure only as permitted by Applicable Law.
- b. If the Jurisdiction resolves to cancel an election to office or withdraw a Ballot Measure, the Jurisdiction shall do the following:
 - i. Provide the County Clerk with written notice of such determination immediately;
 - ii. Provide public notice by publication of such cancellation or withdrawal as required by Applicable Law; and
 - iii. Pay the County Clerk its actual costs incurred in connection with the cancelled election or withdrawn Ballot Measure, which may include costs incurred by the County Clerk both before and after receipt of the Jurisdiction's notice of cancellation or withdrawal. Such payment shall be due within thirty (30) days after the Jurisdiction's receipt of an invoice from the County Clerk for such payment.

- c. The Jurisdiction must provide written notice of a cancelled election or withdrawn Ballot Measure no later than 12:00 p.m. on September 5, 2025 in order to have such election or Ballot Measure removed from the ballot.
- 13. **Recordkeeping.** The County Clerk shall store all Election records, including but not limited to all voted and unvoted ballots, voter affidavits, and Election Canvass and results reports for the required record retention periods under federal and state law.
- 14. **Use and Confidentiality of Voter Records.** The Jurisdiction shall be responsible for ensuring that any voter records received by the Jurisdiction are used for the sole purpose of performing its duties described herein. The Jurisdiction shall ensure that all voter records are maintained in accordance with the requirements of Applicable Law, including, without limitation, the Colorado Open Records Act, C.R.S. §§ 24-72-200.1, et seq.
- 15. **Payment of Shared Election Costs.** The Jurisdiction shall reimburse the County Clerk for the Jurisdiction's pro-rated share of the Shared Election Costs. The Jurisdiction's share of the Shared Election Costs shall be calculated in accordance with the formulas set forth in Exhibit A to this Agreement. The Jurisdiction's payment of its share of the Shared Election Costs shall be due within thirty (30) days after the Jurisdiction's receipt of an invoice from the County Clerk for such payment.
- 16. **Payment of Recount Costs.** In the event of a required or requested Election recount, responsibility for the costs incurred by the County Clerk in connection with such recount shall be determined in accordance with C.R.S. §§ 1-10.5-101 and 1-10.5-106. If the Jurisdiction is responsible for any portion of such costs, those costs will be detailed and added to the invoice provided by the County Clerk for Shared Election Costs after the Election.
- 17. **Miscellaneous Provisions**
 - a. **Amendment.** This Agreement may not be modified or amended except in writing signed by the Parties.
 - b. **Entire Agreement.** This Agreement and its exhibits constitute the entire agreement between the Parties as to the subject matter hereof and supersede all prior or contemporaneous agreements, proposals, negotiations, understandings, representations and all other communications, both oral and written, between the Parties.
 - c. **Liability.** The Parties understand and agree that liability for claims for injuries to persons or property arising out of the acts or omissions of either party is controlled and limited by the Colorado Constitution and the Colorado Governmental Immunity Act (C.R.S. § 24-10-101, et seq.). Each party shall be responsible for any and all claims incurred as a result of any alleged act or omission of the said party and its employees, which occurred or is alleged to have occurred during the performance of their duties within the scope of their employment, except where such acts or omissions are willful and wonton.
 - d. **Conflict with Law.** In the event that any provision in this Agreement conflicts with Applicable Law, this Agreement shall be modified to conform thereto.

- e. Time of Essence. Time is of the essence in the performance of this Agreement. Any deadlines or other time limits set forth in Applicable Law shall apply to completion of the tasks required by this Agreement.
- f. No Third-Party Beneficiaries. Enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement shall be strictly reserved to the Parties, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other person or entity not a party to this Agreement.
- g. Further Assurances. The Parties shall execute any other documents and to take any other action necessary to carry out the intent of this Agreement.
- h. Governing Law; Jurisdiction & Venue. This Agreement and the rights of the Parties under it will be governed by, and construed in accordance with, the laws of the State of Colorado, without regard to the conflicts of laws and rules of Colorado. The courts of the State of Colorado shall have sole and exclusive jurisdiction of any disputes or litigation arising under this Agreement. Venue for any and all legal actions arising under this Agreement shall lie in the District Court in and for the County of Jefferson, State of Colorado.
- i. Headings. The section headings in this Agreement are for reference only and shall not affect the interpretation or meaning of any provision of this Agreement.
- j. Severability. If any provision of this Agreement is declared by a court of competent jurisdiction to be invalid, void or unenforceable, such provision shall be deemed to be severable, and all other provisions of this Agreement shall remain fully enforceable, and this Agreement shall be interpreted in all respects as if such provision were omitted.
- k. Immunities Preserved. It is the intention of the Parties that this Agreement shall not be construed as a contractual waiver of any immunities or defenses provided by the Colorado Governmental Immunities Act, § 24-10-101, C.R.S., et seq.
- l. Execution by Counterparts; Electronic Signatures. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument. The Parties approve the use of electronic signatures for execution of this Agreement. All documents must be properly notarized, if applicable. All use of electronic signatures shall be governed by the Uniform Electronic Transactions Acts, C.R.S. §§ 24-71.3-101 to -121.

[The remainder of this page is intentionally left blank.]

The Parties hereto have signed this Agreement as of the date indicated below.

JURISDICTION:

By:

Name/Title:

Date:

JURISDICTION LEGAL COUNSEL – OPTIONAL

By:

Name/Title:

Date:

COUNTY CLERK:

CLERK AND RECORDER FOR THE
COUNTY OF JEFFERSON,
STATE OF COLORADO

By:

Amanda Gonzalez, Jefferson County Clerk & Recorder

Date:

APPROVED AS TO FORM:

Kurtis Diniz Behn

Assistant County Attorney

EXHIBIT A

Shared Election Costs are divided into “General Election Costs” and “TABOR Election Costs.” General Election Costs are parts of the Shared Election Costs common to the entire election and all jurisdictions participating, such as election judge salaries, mail ballot printing, mailing and postage costs, and vote center costs. General Election Costs are allocated among the County Clerk and all coordinating jurisdictions in accordance with Section I below. TABOR Election Costs include only the costs of printing and mailing TABOR Books and are only allocated among the County Clerk and those jurisdictions that have Ballot Issues subject to TABOR, in accordance with Section II below. If Jefferson County certifies ballot measures, the County shall be considered a coordinating jurisdiction for purposes of allocation of costs in the Exhibit in addition to costs allocated to the County Clerk in accordance with Sections I and II below.

Please note that the dollar amounts used in this Exhibit A are for illustration purposes only and do not reflect actual or estimated costs of the Election.

A) Allocation of General Election Costs

All General Election Costs are allocated among the Colorado Department of State, County Clerk and all coordinating jurisdictions so long as at least one state candidate or ballot measure is certified for the Election. Allocations will be calculated as follows:

1. First, the County Clerk determines the total General Election Costs incurred during the Election by completing the post-election reimbursement submission to the Colorado Department of State.
2. Next, the County Clerk will determine the local portion of the General Election Costs to be allocated between coordinating jurisdictions (the “Local Portion”) pursuant to Applicable Law.
 - a. 45% of the "Total Reimbursable Election Expenses" from the Colorado Department of State submission will be allocated to the state and reimbursed by the Department of State pursuant to state statute.
 - b. 5% of the Total Reimbursable Election Expenses will be allocated to the County Clerk based on their statutory responsibilities.
 - c. The remaining 50% of the General Expenses is the Local Portion that is allocated between coordinating jurisdictions.
3. Next, the County Clerk ascertains (a) the number of active, registered voters plus the number of property owners sent a ballot in each coordinating jurisdiction for the Election; (b) the total number of all active registered voters (and property owners) from all coordinating jurisdictions in the Election and (c) the relative percentage of the total active, registered voters (and property owners) that each coordinating jurisdiction comprises, as of Election Day.
4. Finally, the County Clerk calculates each jurisdiction’s share of the Local Portion of the General Election Costs by multiplying its percentage responsibility by the Local Portion.

B) Allocation of TABOR Election Costs

This section only applies to Jurisdictions with Ballot Issues subject to TABOR.

The costs incurred by County Clerk during the Election for printing and mailing TABOR Books (the “TABOR Election Costs”) are allocated among the County Clerk and jurisdictions that have Ballot Issues subject to TABOR as follows:

1. The County Clerk charges a two-tiered per-page fee based on actual cost information from the most recent election's TABOR Book, with different fees for large and small coordinating jurisdictions. For the Election, the per-page fees are:

Small Jurisdictions (less than or equal to 10,000 active, registered voters as of Election Day)	\$2,600 per page
Large Jurisdictions (more than 10,000 active, registered voters as of Election Day)	\$3,900 per page

2. Each jurisdiction with a Ballot Issue is charged for the number of pages in the TABOR Book that contains information regarding that jurisdiction's Ballot Issues. The front and back covers, table of contents, and any pages containing voter information from the County Clerk's office will be counted as pages allocated to the County Clerk. Partial pages are included in the count for each jurisdiction the same as full pages.
3. The County Clerk calculates each jurisdiction's total share of the TABOR Election Costs by multiplying its number of pages in the TABOR Book by the per page fee appropriate for its jurisdiction size. If the total amount due from all jurisdictions exceeds the actual amount of the TABOR Election Costs incurred, the County Clerk will reduce the per-page fees proportionately. If the total amount due from all jurisdictions is lower than the actual charges, the County Clerk will be responsible for the remainder.

C) Calculation of Total Amount Due

The County calculates the total amount due from each coordinating jurisdiction by adding the Jurisdiction's share of the General Election Costs to the Jurisdiction's share of the TABOR Election costs (if the Jurisdiction had a Ballot Issue subject to TABOR). Each jurisdiction is assessed a minimum of \$1,000, so if this total is less than \$1,000, the jurisdiction would be assessed \$1,000.

Example of calculation under Exhibit A

STEP ONE: GENERAL COSTS

(1) County Clerk's office completes the Colorado Department of State reimbursement submission that calculates costs for the Sample Election. The Total Reimbursable Election Expenses equal **\$750,000**.

(2) Because the Election included State-certified ballot content, the statutory reimbursement from the state applies:

- State Allocation (45% x \$750,000) = \$337,500
- County Clerk Allocation (5% x \$750,000) = \$37,500
- **Local Portion (50% x \$750,000) = \$375,000**

(3) Four coordinating jurisdictions of different sizes are participating in this Sample Election. The active, registered voter and property owner counts for each and calculations of relative percentage of the total count for this Sample Election are as follows:

COORDINATING JURISDICTION	VOTER COUNT	PROPERTY OWNERS	TOTAL COUNT	RELATIVE PERCENTAGE
Civic School District	50,000	0	50,000	69.0%
Clerktown	2,000	500	2,500	3.4%
Ballot City	5,000	10	5,010	6.9%
Voterville	15,000	0	15,000	20.7%
TOTAL			72,510	100%

(4) The Clerk calculates each jurisdiction's share of the Local Portion of General Election Costs by multiplying their percentage against the total Local Portion amount of \$375,000:

COORDINATING JURISDICTION	RELATIVE PERCENTAGE	LOCAL PORTION	TOTAL AMOUNT DUE
Civic School District	69.0%	\$375,000	\$258,750
Clerktown	3.4%	\$375,000	\$12,750
Ballot City	6.9%	\$375,000	\$25,875
Voterville	20.7%	\$375,000	\$77,625
TOTAL	100%		\$375,000

STEP TWO: TABOR ELECTION COSTS

Three of the four jurisdictions in the Sample Election had Ballot Issues with different numbers of pages of Ballot Issue Notice information submitted for publication. The County Clerk included required voting and registration information in the TABOR book under Applicable Law. Small and large jurisdiction categorization is applied according to the voter counts above together with the number of pages for each jurisdiction's submission to calculate total TABOR Election Costs for each:

COORDINATING JURISDICTION	SIZE (PER PAGE COST)	NUMBER OF PAGES	TOTAL TABOR COST
Civic School District	Large Jurisdiction (\$3,900)	3 pages	\$11,700
Clerktown	Small Jurisdiction (\$2,600)	6 pages	\$15,600
Ballot City	Small Jurisdiction (\$2,600)	3 pages	\$7,800
County Clerk	Large Jurisdiction (\$3,900)	6 pages	\$23,400

STEP THREE: TOTAL AMOUNT DUE

The County invoices each coordinating jurisdiction by adding their portion of the General Election Costs to their allocation of TABOR Election Costs (if applicable). For the Sample Election the results are:

COORDINATING JURISDICTION	GENERAL ELECTION COSTS	TABOR ELECTION COSTS	TOTAL AMOUNT DUE
Civic School District	\$258,750	\$11,700	\$270,450
Clerktown	\$12,750	\$15,600	\$28,350
Ballot City	\$25,875	\$7,800	\$33,675
Voterville	\$77,625	\$0	\$77,625
TOTAL	\$375,000	35,100	\$410,100

EXHIBIT B

PROCESS FOR PROPERTY OWNER LISTS

If the Jurisdiction allows property owners to vote in candidate contests or ballot measures that are included in the Coordinated Election, the Jurisdiction must comply with the following provisions:

A) Creation of Property Owner List

1. The Jurisdiction is responsible for requesting DEO voter lookup access from the Colorado Secretary of State.
2. The Jurisdiction is responsible for ordering a list of all property owners in the Jurisdiction from the Jefferson County Assessor's office.
3. The Jurisdiction is responsible for comparing the list of property owners obtained with the state voter registration database using DEO lookup access to generate lists required for the County Clerk below.
4. The Jurisdiction is solely responsible for any other obligations arising under C.R.S § 1-5-304 with respect to property owners list.

B) Property Owner List(s) Provided to the County Clerk

1. No later than October 6, 2025, the Jurisdiction must certify to County Clerk a list of eligible electors who:
 - a. Are registered to vote in the State of Colorado and whose voter records are active (not inactive, incomplete, or cancelled);
 - b. Are or will be at least 18 years of age as of November 4, 2025; and
 - c. Are not already registered to vote within the district boundaries of Entity.
2. The Jurisdiction must provide all property owner lists to the County Clerk in either a Microsoft Excel or CSV (Comma-separate values) file. Each row of the list shall address a single eligible property owner and contain the following separate fields for such owner:
 - a. First Name;
 - b. Middle Name;
 - c. Last Name;
 - d. Colorado Voter Registration ID;
 - e. UOCAVA flag;
 - f. UOCAVA Ballot Delivery Method;
 - g. Mailing Address;
 - h. Mailing City;
 - i. Mailing State;
 - j. Mailing Zip Code; and
 - k. Country.
3. Between October 7 and October 27, 2025, provide to County Clerk the names of newly eligible electors, if any, who meet the same criteria (and in the same format)

EXHIBIT C

SCHEDULE OF ELECTION-RELATED DATES AND DEADLINES*

June, 2025		
June	Notice will be sent to all jurisdictions regarding participating in the November, Coordinated Election. Responses will be due no later than July 25 th .	
July, 2025		
25 - Friday	If a political subdivision has taken formal action to participate in the Coordinated Election, it must notify the county clerk in writing. (100 days before the election)	1-7-116(5) 1-1-106(5)
	Last day for a local government who wants to conduct a ranked voting election in a Coordinated Election to give the county clerk notice. (No later than 100 days before election)	Rule 26.2 1-1-106(5)
August, 2025		
26 - Tuesday	Deadline for the county clerk and coordinating political subdivisions to sign intergovernmental agreements for the 2025 Coordinated Election. (No later than 70 days before the election)	1-7-116(2)
September, 2025		
2 - Tuesday	First day that DEO may cancel election (Close of business on the 63rd day before the election)	1-5-208(1.5) 1-5-208(3)
5 - Friday	Last day for the DEO from each political subdivision that intends to conduct an election to certify the ballot content. (No later than 60 days before the election)	1-5-203(3)(a)
19 - Friday	Last day to file pro/con comments for TABOR Book with the DEO. (By noon the Friday before the 45th day before the election)	1-7-901(4)
22 - Monday	Last day for the DEO to deliver TABOR Book ballot issue notices to the county clerk. (No later than 43 days before the election)	1-7-904
October, 2025		
6 - Monday	Before 12:00 p.m. the DEO will provide the county clerk with property owners list, if any exist.	IGA
6 – 14	LAT will be held on a date between October 6 and October 14.	Rule 11.3.2(a)

* This Exhibit provides highlights of the most important dates and deadlines referenced in the IGA. Please refer to C.R.S. Title 1 for all election-related dates and timeframes.

10 - Friday	First day mail ballots may be sent to voters, except for UOCAVA voters. (No sooner than 22 days before the Election)	1-7.5-107(3)(a)
	Ballot boxes open.	
20 - Monday	Before 12:00 p.m. DEO shall provide the county clerk with a property owner list that contains newly eligible electors, if any..	IGA
24 - Friday	The election notice must be posted in the DEO office. (At least 10 days before the election and until 2 days after the election)	1-5-205(1.3) 1-1-106(5)
27 - October to 4 - November	The minimum number of required voter service and polling centers must be open for the November 4th Coordinated Election. (Beginning at least 8 days before and on election day, except Sundays)	1-7.5-107 (4.5)(a)(III)(c) Rule 7.8.1(b)
November, 2025		
4 - Tuesday	Coordinated Election (Polls open 7:00 am to 7:00 pm First Tuesday in November)	Art. X, Sect. 20(3)(a) 1-1-104(6.5) 1-7-101 1-41-102(1)
14 - Friday	First day that interested parties may request and file for a recount at their own expense. (No sooner than 10 days or later than 22 days after election.)	1-10.5-106(2)
17 - 25	RLA will be held on a date between November 17 – 25.	Rule 25.2.3(a)(1)
19 - 26	Canvass will be held on a date between November 19 – 26.	1-10-102(1) 1-10-103 (1)
26 Wednesday	Last day for interested parties to request and file a recount, at their own expense. (No sooner than 10 days or later than 22 days after election)	1-10.5-106(2)
	Last day for political subdivision that referred a ballot issue or question that failed to waive an automatic recount of that issue or question by giving written notice to clerk and recorder. (Within 23 days after election)	1-10.5-103 1-1-106(5)
March/April 2026		
SOS completes reimbursement process with the County. The County sends invoices to the Jurisdictions.		

C.R.S. 1-7-116

Copy Citation

Statutes current through Chapter 386 of the 2025 Regular Session, effective as of June 3, 2025. The 2025 legislative changes are not final until compared and reconciled to the 2025 work product of the Colorado Office of Legislative Legal Services later in 2025.

Colorado Revised Statutes Annotated Title 1. Elections (§§ 1-1-101 — 1-46-106)

General, Primary, Recall, and Congressional Vacancy Elections (Arts. 1 — 17) Article 7.
Conduct of Elections (Pts. 1 — 10) Part 1. Hours of Voting, Registration, Oaths, and
Assistance to Vote (§§ 1-7-101 — 1-7-119)

1-7-116. Coordinated elections - definition.

(1)

(a) If more than one political subdivision holds an election on the same day in November and the eligible electors for each such election are the same or the boundaries overlap, the county clerk and recorder is the **coordinated election** official and, pursuant to section 1-5-401, shall conduct the elections on behalf of all political subdivisions whose elections are part of the **coordinated election**, utilizing the mail ballot procedure set forth in article 7.5 of this title. As used in this subsection (1), “political subdivision” includes the state, counties, municipalities, school districts, and special districts formed pursuant to title 32, C.R.S.

(b) Paragraph (a) of this subsection (1) does not apply to any political subdivision that conducts a mail ballot election or an independent mail ballot election, as defined in section 1-13.5-1102, using mail ballot procedures set forth in article 7.5 or 13.5 of this title or the “Colorado Municipal Election Code of 1965”, article 10 of title 31, C.R.S., as appropriate. As used in this paragraph (b), “political subdivision” means a municipality as defined in section 31-1-101, C.R.S., or a special district as defined in section 1-13.5-103.

(c) A county clerk and recorder is not required to conduct any election using the procedures set forth in article 13.5 of this title.

(d) On and after January 1, 2023, a statutory city or town or home rule municipality may refer a municipal election using instant runoff voting to be conducted as part of a **coordinated election** in

accordance with section 1-7-118. If required by section 1-7-118, a county clerk and recorder shall conduct the election on behalf of the municipality as part of the **coordinated election** in accordance with this section and section 1-7-118. Failure to receive the notice required by section 1-7-118 in a timely manner does not prohibit the county clerk and recorder from entering into and performing an intergovernmental agreement to conduct the instant runoff voting election as part of the **coordinated election**.

(2) The political subdivisions for which the county clerk and recorder will conduct the **coordinated election** shall enter into an agreement with the county clerk and recorder for the county or counties in which the political subdivision is located concerning the conduct of the **coordinated election**. The agreement shall be signed no later than seventy days prior to the scheduled election. The agreement shall include but not be limited to the following:

(a) Allocation of the responsibilities between the county clerk and recorder and the political subdivisions for the preparation and conduct of the **coordinated election**; and

(b) Provision for a reasonable sharing of the actual cost of the **coordinated election** among the county and the political subdivisions. For such purpose, political subdivisions are not responsible for sharing any portion of the usual costs of maintaining the office of the county clerk and recorder, including but not limited to overhead costs and personal services costs of permanent employees, except for such costs that are shown to be directly attributable to conducting coordinated elections on behalf of political subdivisions. Notwithstanding any other provision of this section, the state's share of the actual costs of the **coordinated election** shall be governed by the provisions of section 1-5-505.5.

(2.5) Notwithstanding any other provision of this section, the scientific and cultural facilities district's share of the actual costs of the **coordinated election** shall be governed by the provisions of section 32-13-107 (5), C.R.S.

(3) Notwithstanding the provision for independent mail ballot elections in subsection (1) of this section, the ballot issue notice shall be prepared and mailed in substantial compliance with part 9 of this article 7, and the preparation and mailing thereof shall be made pursuant to an agreement as provided in subsection (2) of this section. An agreement under this subsection (3) may allow the political subdivision to prepare and mail a separate notice.

(4) (Deleted by amendment, L. 94, p. 1163, § 36, effective July 1, 1994.)

(5) If, by one hundred days before the election, a political subdivision has taken formal action to participate in an election that will be coordinated by the county clerk and recorder, the political subdivision shall notify the county clerk and recorder in writing. Failure to receive such notice in a timely manner does not prohibit the county clerk and recorder from entering into and performing an intergovernmental agreement to conduct the **coordinated election** on behalf of the political subdivision.

History

Source: **L. 92:**Entire article R&RE, p. 737, § 9, effective January 1, 1993. **L. 93:**Entire section amended, p. 1419, § 71, effective July 1. **L. 94:**(1), (2)(b), and (4) amended, p. 1163, § 36, effective July 1. **L. 96:**(3) amended, p. 1746, § 42, effective July 1. **L. 99:**IP(2) amended and (5) added, p. 774, § 50, effective May 20. **L. 2000:**(2)(b) amended, p. 656, § 3, effective August 2. **L. 2001:**(5) amended, p. 1003, § 9, effective August 8. **L. 2005:**IP(2) amended, p. 1404, § 26, effective June 6; IP(2) amended, p. 1439, § 26, effective June 6. **L. 2006:**(2.5) added, p. 1779, § 1, effective June 6. **L. 2013:** (1) amended,(HB 13-1303), ch. 185, p. 720, § 65, effective May 10. **L. 2014:**(1) and (5) amended,(HB 14-1164), ch. 2, p. 4, § 3, effective February 18. **L. 2019:**(3) amended,(HB 19-1278), ch. 326, p. 3028, § 37, effective August 2. **L. 2021:**(1)(d) added,(HB 21-1071), ch. 367, p. 2418, § 9, effective July 1, 2022. **L. 2023:**(2)(b) amended,(SB 23-276), ch. 399, p. 2384, § 27, effective July 1, 2024.

▼ Annotations

Research References & Practice Aids

Hierarchy Notes:

C.R.S. Title 1

C.R.S. Title 1, Art. 7

State Notes

Research References & Practice Aids

Cross references:

(1) In 2013, this section was amended by the "Voter Access and Modernized Elections Act". For the short title and the legislative declaration, see sections 1 and 2 of chapter 185, Session Laws of Colorado 2013.

(2) For the legislative declaration in HB 14-1164, see section 1 of chapter 2, Session Laws of Colorado 2014.

(3) For the short title ("Colorado Votes Act") in HB 19-1278, see section 1 of chapter 326, Session Laws of Colorado 2019.

Content Type: Statutes and Legislation

Terms: "Coordinated Election"

Narrow By: custom: custom Sources: Colorado Revised Statutes Annotated

Date and Time: Jul 16, 2025 12:12:07 p.m. EDT



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STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 5B

To: Mayor and City Council
From: Holly Bjorklund, Chief of the Finance Branch
Subject: **Alameda BID Nominations**

SUMMARY STATEMENT: Business Improvement Districts (BIDs) are primarily self-governing entities with significant authority, including the authority to incur debt and impose fees on commercial property owners within the district. However, Title 31 of the Colorado Revised Statutes grants the City oversight authority and requires the City to review and approve each BID's Board of Directors, Annual Budget and Operating Plan. This oversight role is critical to ensuring a positive public perception of BID activities.

BACKGROUND INFORMATION: Business Improvement Districts (BIDs) fill a significant role in Lakewood's vibrancy. Lakewood is home to two BIDs, the Lakewood-West Colfax Business Improvement District and the Alameda Corridor Business Improvement District. BIDs are defined areas where businesses elect to pay an additional tax to fund projects, only within the BID's boundaries. BIDs are governed by an independent board of directors made up of property and business owners in the defined area. The elected board chooses to distribute the funding for appropriate supplemental services above and beyond what Lakewood provides for that area. Services can include street cleaning, additional security, streetscape enhancements, pedestrian connectivity, and marketing.

The Alameda Corridor Business Improvement District runs along Alameda Blvd. from Sheridan Blvd to Carr St. in Lakewood. The boundary of the Alameda BID includes properties as far north as Cedar Ave. and as far south as Ohio Ave. Managed by an Executive Director and governed by a board of local property owners and businesses, the Alameda Corridor BID elects to spend revenue on streetscape improvements and marketing the Alameda Corridor.

The attached nominations to the BID Board of Directors have been approved by the BID Board.

BUDGETARY IMPACTS: None.

STAFF RECOMMENDATIONS: Staff recommends the approval of Resolution 2025-42, appointing Susan Summers and Teri Romero; and Re-appointing Heidi Westlund and Max de La Bruyere to the Alameda BID Board of Directors.

ALTERNATIVES: The City Council could deny or postpone these appointments to a future date certain.

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council and proper notice of this Council action was given.

The Alameda Corridor Business Improvement District provides public outreach through a variety of

channels including a website, publications, Facebook, & Twitter. The Alameda Corridor BID also holds community meetings and several public events each year. Meetings of the Alameda Corridor BID Board are noticed and open to the public.

NEXT STEPS: None

ATTACHMENTS: 1. Alamed BID 2025 Appointment Resolutions
2. Resolution 2025-42

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

**ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT
Jefferson County, Colorado**

Resolution No. 2025-2

**A RESOLUTION APPROVING THE NOMINATION OF MAX de LA
BRUYERE OF LAFAYETTE PROPERTY COMPANY/ALAMEDA
CROSSING SHOPPING CENTER, FOR RE-APPOINTMENT TO THE
BOARD OF DIRECTORS OF THE ALAMEDA CORRIDOR BUSINESS
IMPROVEMENT DISTRICT**

BE IT RESOLVED by the Board of Directors of the Alameda Corridor Business Improvement District, Jefferson County, Colorado as follows:

Section 1. At a meeting of the Board of Directors held on May 22, 2025, the board voted to submit the nomination of Max de La Bruyere of Lafayette Property Company/Alameda Crossing Shopping Center, to the Lakewood City Council for re-appointment to the Board of Directors for a 3-year term expiring on June 30, 2028.

Section 2. The Board of Directors of the Alameda Corridor Business Improvement District hereby nominates Max de La Bruyere for appointment to the board for a term running through June 30, 2028, and authorizes the submission of this nomination to the City of Lakewood for approval.

ADOPTED AND APPROVED this 22nd day of May 2025.

**ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT
Jefferson County, Colorado**

By: _____

Ed Boyle, President

ATTEST:

By: _____

Clare Johnson, Secretary

**ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT
Jefferson County, Colorado**

Resolution No. 2025-4

**A RESOLUTION APPROVING THE NOMINATION OF HEIDI
WESTLUND FOR RE-APPOINTMENT TO THE BOARD OF DIRECTORS
OF THE ALAMEDA CORRIDOR BUSINESS IMPROVEMENT DISTRICT**

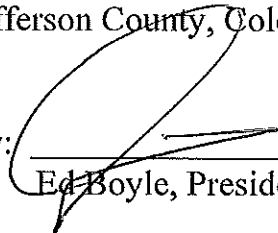
BE IT RESOLVED by the Board of Directors of the Alameda Corridor Business Improvement District, Jefferson County, Colorado as follows:

Section 1. At a meeting of the Board of Directors held on May 22, 2025, the board voted to submit the nomination of Heidi Westlund of Bridge 33 Capital to the Lakewood City Council for re-appointment to the Board of Directors for a 3-year term expiring on June 30, 2028.

Section 2. The Board of Directors of the Alameda Corridor Business Improvement District hereby nominates Heidi Westlund for re-appointment to the board for a term running through June 30, 2028, and authorizes the submission of this nomination to the City of Lakewood for approval.

ADOPTED AND APPROVED this 22nd day of May, 2025.

**ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT
Jefferson County, Colorado**

By: 
Ed Boyle, President

ATTEST:

By: 
Clare Johnson, Secretary

**ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT
Jefferson County, Colorado**

Resolution No. 2025-7

**A RESOLUTION APPROVING THE NOMINATION OF TERI ROMERO
FOR APPOINTMENT TO THE BOARD OF DIRECTORS OF THE
ALAMEDA CORRIDOR BUSINESS IMPROVEMENT DISTRICT**

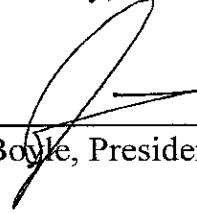
BE IT RESOLVED by the Board of Directors of the Alameda Corridor Business Improvement District, Jefferson County, Colorado as follows:

Section 1. At a special meeting of the Board of Directors held on June 24, 2025, the board voted to submit the nomination of Teri Romero of Kaiser Permanente to the Lakewood City Council for appointment to the Board of Directors for a 3-year term expiring on June 30, 2028.

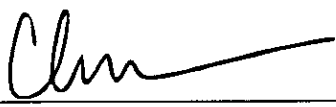
Section 2. The Board of Directors of the Alameda Corridor Business Improvement District hereby nominates Teri Romero for appointment to the board for a 3-year term running through June 30, 2028, and authorizes the submission of this nomination to the City of Lakewood for approval.

ADOPTED AND APPROVED this 24th day of June 2025.

**ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT
Jefferson County, Colorado**

By: 
Ed Boyle, President

ATTEST:

By: 
Clare Johnson, Secretary

**ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT
Jefferson County, Colorado**

Resolution No. 2025-8

**A RESOLUTION APPROVING THE NOMINATION OF SUSAN
SUMMERS FOR APPOINTMENT TO THE BOARD OF DIRECTORS OF
THE ALAMEDA CORRIDOR BUSINESS IMPROVEMENT DISTRICT**

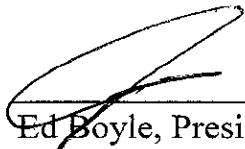
BE IT RESOLVED by the Board of Directors of the Alameda Corridor Business Improvement District, Jefferson County, Colorado as follows:

Section 1. At a special meeting of the Board of Directors held on June 24, 2025, the board voted to submit the nomination of Susan Summers of MDC Realty Advisors to the Lakewood City Council for appointment to the Board of Directors for a 3-year term expiring on June 30, 2028.

Section 2. The Board of Directors of the Alameda Corridor Business Improvement District hereby nominates Susan Summers for appointment to the board for a 3-year term running through June 30, 2028, and authorizes the submission of this nomination to the City of Lakewood for approval.

ADOPTED AND APPROVED this 24th day of June 2025.

**ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT
Jefferson County, Colorado**

By: _____
Ed Boyle, President

ATTEST:

By: _____
Clare Johnson, Secretary

A RESOLUTION

APPROVING THE 2025 APPOINTMENT AND RE-APPOINTMENT
NOMINATIONS TO THE BOARD OF DIRECTORS FOR THE ALAMEDA CORRIDOR
BUSINESS IMPROVEMENT DISTRICT (BID)

WHEREAS, the Board of Directors of the Alameda Corridor Business Improvement District (the "BID") has filed with the City Clerk the BID's nominations for BID board of directors, attached hereto, and requested that the City Council review and approve these nominations; and

WHEREAS, the City Council has reviewed the Alameda Corridor BID Nominations as presented to them by the BID.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. The 2025 Appointments of Susan Summers and Teri Romero to the Board of Directors for the Alameda Corridor Business Improvement District is hereby approved.

SECTION 2. The 2025 Re-appointments of Heidi Westlund and Max de La Bruyere to the Board of Directors for the Alameda Corridor Business Improvement District is hereby approved.

SECTION 3. The City Clerk shall transmit a copy of this Resolution to the Board of Directors of the BID.

SECTION 3. This Resolution shall become effective immediately upon its adoption.

INTRODUCED, READ AND ADOPTED by a vote of ___ for and ___ against at a hybrid regular meeting of the City Council on July 28th, 2025, at 7 o'clock p.m., at the Lakewood Civic Center, 480 South Allison Parkway, Lakewood, Colorado.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

APPROVED AS TO FORM:

Alison McKenny Brown, City Attorney

STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 6

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 6A

To: Mayor and City Council
From: Maria D'Andrea, Director of Public Works
Subject: **West 20th Ave Property Acquisition for Sidewalk, Drainage and Traffic Signal Improvements**

SUMMARY STATEMENT: This ordinance would authorize steps necessary to acquire interests in property to construct portions of the 20th and Teller Intersection Improvements Project.

BACKGROUND INFORMATION: The City of Lakewood has budgeted funds to improve the intersection of 20th Avenue and Teller Street and to provide a 5-foot-wide sidewalk along the south side of 20th Avenue from Vance Street to Reed Street. The project will complete a missing sidewalk section that will allow safer pedestrian travel extending from Wadsworth Blvd. to Pierce Street and improved pedestrian facilities at the intersections.

Two permanent easements and a temporary construction easement are proposed for the property at 7255 West 20th Avenue to construct storm sewer improvements and allow future maintenance access to Sloan's Lake Gulch.

The property owner has already been approached regarding these easements, have shown an interest in the project, and are willing to work with the City to acquire the easements. Previously, they have already signed a Permanent Easement Agreement for the Restorative Drainage Easement in a different location.

BUDGETARY IMPACTS: The project is funded by City Capital Improvement Funds and TABOR funds. Adequate funds for this project are approved in the 2025 budget.

STAFF RECOMMENDATIONS: Approval of the ordinance.

ALTERNATIVES: If this Ordinance is not approved, the City will need to negotiate with the adjacent property owner to use our existing drainage easement. This easement is not preferred as it is too narrow to allow future maintenance of the storm sewer and aligns with existing trees and fences on the property.

A second alternative would be to not install drainage improvements with this project, which will exacerbate existing flooding issues on W 20th Ave

PUBLIC OUTREACH: City staff have contacted the affected property owners seeking to discuss the project. Notification of City Council's consideration of this ordinance has been mailed to the property owner. The notification includes clear language that there could be no discussion of land value at the City Council hearing about this ordinance because this is the very start of the acquisition process and no land values have yet been determined.

This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: If this ordinance is adopted, Staff will begin the acquisition process and complete preparation of construction documents.

ATTACHMENTS: 1. Ordinance O-2025-25
 2. Ordinance O-2025-25 Exhibits

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

O-2025-25
AN ORDINANCE

DECLARING THE INTENT OF THE CITY OF LAKEWOOD TO ACQUIRE INTEREST IN PROPERTY FOR PUBLIC PURPOSES FOR THE CONSTRUCTION OF PEDESTRIAN, DRAINAGE, AND TRAFFIC SIGNAL FACILITIES ALONG THE SOUTH SIDE OF 20TH AVENUE FROM VANCE STREET TO REED STREET AND AUTHORIZING NEGOTIATIONS WITH PROPERTY OWNERS, ACCEPTANCE OF CONVEYANCE INSTRUMENTS AND CONDEMNATION OF REAL PROPERTY INTERESTS (SUBJECT TO FURTHER COUNCIL APPROVAL)

WHEREAS, to enhance the safety of nearby residents and pedestrians and to reduce property damage from flooding issues on West 20th Avenue, the City of Lakewood (the "City") desires to implement the 20th and Teller Intersection Improvements Project (the "Project"), which will install sidewalk improvements to complete a missing sidewalk section along the south side of 20th Avenue from Vance Street to Reed Street, along with associated traffic signal replacement, and will further install drainage improvements to remedy existing flooding issues on West 20th Avenue from Vance Street to Teller Street (the "Improvements");

WHEREAS, in order to install the Improvements, the City must acquire certain property interests from the owners of property adjacent to the Project (the "Property Interests");

WHEREAS, in order to acquire the Property Interests in compliance with State law, the City Council desires to:

- a. Declare the City's intent to acquire the Property Interests for public purposes in fulfillment of the requirements of Section 38-1-121, C.R.S.;
- b. Authorize negotiations for, and acquisitions of, the Property Interests;
- c. Accept the instruments of conveyance for the Property Interests; and
- d. Authorize the City Attorney to initiate condemnation proceedings (subject to further Council approval) to acquire the Property Interests in the event the City is unable to acquire the Property Interests despite good faith efforts to do so;

WHEREAS, approval of this Ordinance on first reading is intended only to confirm that the City Council desires to comply with the Lakewood Municipal Code by setting a public hearing to provide City staff and the public an opportunity to present evidence and testimony regarding the proposal identified herein; and

WHEREAS, approval of this Ordinance on first reading does not constitute a representation that the City Council, or any member of the City Council, supports, approves, rejects or denies any particular proposal related to this proposal identified herein.

NOW THEREFORE, BE IT ORDAINED by the City Council of the City of

Lakewood, State of Colorado:

SECTION 1. The 20th and Teller Intersection Improvements Project (the “Project”) will serve a public purpose by enhancing resident and pedestrian safety by installing sidewalk improvements to complete a missing sidewalk section along the south side of 20th Avenue from Vance Street to Reed Street, along with associated traffic signal replacement, and the Project will further serve a public purpose by installing drainage improvements thereby reducing property damage through collection and conveyance of stormwater flows that have historically caused flooding on 20th Avenue from Vance Street to Teller Street, and it is necessary to acquire certain Property Interests from adjacent property owners further described in Section 2 herein, to advance such public purpose.

SECTION 2. It is the intent of the City of Lakewood to acquire the Property Interests in the form of (i) permanent easements; (ii) temporary construction easements; or (iii) any other interests as may be warranted for the Project, with any improvements contained herein. The property from which the Property Interests are currently anticipated to be acquired is identified in Exhibit A, attached hereto and incorporated herein by this reference. At such time as the City Manager or designee (the “City Manager”) confirms that any or all of those parcels identified on Exhibit A are necessary for the Project, the City Manager shall give notice of intent to acquire such Property Interests in conformance with Section 38-1-121, C.R.S.

SECTION 3. The City Manager is hereby authorized to negotiate in good faith to acquire the Property Interests. Negotiations shall be based upon appraisal reports acquired in conformance with Section 38-1-121, C.R.S. or valuations approved by the City Manager. The City Manager is hereby authorized to make offers to any property owner based upon such appraisal reports or valuations to execute agreements for the acquisition of the Property Interests.

SECTION 4. The City Council hereby accepts on behalf of the City, upon recordation, the instruments of conveyance of the Property Interests acquired pursuant to Section 3 above.

SECTION 5. The City’s Chief Financial Officer is hereby authorized and directed to pay, upon receipt of appropriate documentation, the amounts set forth in the contracts and agreements provided for herein.

SECTION 6. In the event the City Manager is unable to negotiate an agreement for the acquisition of any necessary Property Interest, despite good faith efforts to do so, the City Manager shall bring to the City Council a resolution identifying the Property Interests to be acquired by condemnation, and the City Council shall thereby authorize or deny the exercise of the City’s eminent domain power over such Property Interests pursuant to Section 14.4 of the City of Lakewood home rule charter.

SECTION 7. All interested parties are hereby advised that, in the event the City Council approves the exercise of the City’s eminent domain power over one or more Property Interests identified in such resolution, the City Attorney, on behalf of the City, shall commence condemnation proceedings with respect to such Property Interests and

shall be authorized to apply to the proper court for immediate possession of the Property Interests to be acquired by condemnation, and the City's Chief Financial Officer and all other officers and agents of the City shall cooperate with the City Attorney in the condemnation action, make any deposits and payments as may be necessary for acquisition of the Property Interests, and pay the costs thereof and any condemnation award as it may be finally determined. The City Attorney shall additionally be authorized to employ such expert witnesses, including appraisers, as the City Attorney determines necessary for the purposes of the condemnation authorized by this Ordinance and the aforesaid resolution, and the City's Chief Financial Officer is directed to pay the costs and expenses of employing such expert witnesses and appraisers.

SECTION 8. Nothing herein is intended to authorize the expenditure of monies in excess of the funds appropriated for the Project.

SECTION 9. If any provision of this Ordinance should be found by a court of competent jurisdiction to be invalid, such invalidity shall not affect the remaining portions or applications of this Ordinance that can be given effect without the invalid portion, provided such remaining portions or application of the Ordinance are not determined by the court to be inoperable.

SECTION 10. This Ordinance shall take effect thirty (30) days after final publication.

I hereby attest and certify that within and foregoing Ordinance was introduced and read on first reading at a hybrid regular meeting of the Lakewood City Council on the 28th day of July, 2025; published by title in the Denver Post and in full on the City of Lakewood's website, www.lakewood.org, on the 31st day of July, 2025; set for public hearing to be held on the 11th day of August, 2025; read, finally passed and adopted by the City Council on the 11th day of August, 2025; and signed by the Mayor on the __ day of August, 2025.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

APPROVED AS TO FORM:

Alison McKenney Brown, City Attorney

EXHIBIT A

Property Interests for the following addresses:

39-351-00-051
7255 West 20th Avenue
LAKEWOOD, CO 80214



CITY OF LAKEWOOD ORDINANCE MAP
PROPERTY INTERESTS FOR THE 20TH AVE AND TELLER SIDEWALK PROJECT
JULY 2025



CURRENTLY ANTICIPATED



PERMANENT EASEMENT



TEMPORARY EASEMENT

CITY OF LAKEWOOD ORDINANCE MAP
PROPERTY INTERESTS FOR THE 20TH AVE AND TELLER SIDEWALK PROJECT
JULY 2025

STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 6B

To: Mayor and City Council
From: Maria D'Andrea, Director of Public Works
Subject: **West 3rd Ave Property Acquisition for Drainage Improvements**

SUMMARY STATEMENT: This ordinance would authorize steps necessary to acquire interests in property to construct a local drainage project on W 3rd Avenue, east of Depew Street.

BACKGROUND INFORMATION: The City of Lakewood has budgeted funds to construct a local drainage project on W 3rd Avenue. The project will install a storm drain system with inlets on the north side of W 3rd Avenue and outfall to the south to an existing detention pond. The project will alleviate local drainage flooding problems on W 3rd Avenue.

This ordinance declares the city's intent to acquire property interests necessary for the project and initiates the negotiation process between the City and the property owners for necessary property rights. It also authorizes acceptance of conveyance instruments and, if needed, condemnation of property interests. However, condemnation would not occur prior to additional City Council approval by resolution.

A map is attached that conceptually illustrates the property rights that are anticipated to be needed. A permanent easement is required from one property on the south side of W 3rd Avenue to allow for the storm pipe to outfall into the pond. The property is at 5410 W 3rd Avenue. The permanent easement will be located along the eastern edge of the property to provide future maintenance for the proposed drainage facilities.

BUDGETARY IMPACTS: The costs to obtain property rights will be paid by the Stormwater Enterprise fund. Adequate funds for this project are approved in the 2025 budget.

STAFF RECOMMENDATIONS: Approval of the ordinance.

ALTERNATIVES: If this Ordinance is not approved, the City will not obtain the property rights needed to construct the local drainage project.

PUBLIC OUTREACH: City staff has contacted the affected property owner to present the initiation of the design phase of this project. Notification of City Council's consideration of this ordinance has been mailed to the property owner. The notification includes clear language that there could be no discussion of land value at the City Council hearing about this ordinance because this is the very start of the acquisition process and no land values have yet been determined.

NEXT STEPS: If this ordinance is adopted, Staff will begin the acquisition process and complete preparation of construction documents.

ATTACHMENTS: 1. Ordinance O-2025-26
2. Ordinance O-2025-26 Map Exhibits

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

O-2025-26
AN ORDINANCE

DECLARING THE INTENT OF THE CITY OF LAKEWOOD TO ACQUIRE INTEREST IN PROPERTY FOR PUBLIC PURPOSES FOR THE CONSTRUCTION OF A STORM DRAIN SYSTEM ON WEST 3RD AVENUE, EAST OF DEPEW STREET AND AUTHORIZING NEGOTIATIONS WITH PROPERTY OWNERS, ACCEPTANCE OF CONVEYANCE INSTRUMENTS AND CONDEMNATION OF REAL PROPERTY INTERESTS (SUBJECT TO FURTHER COUNCIL APPROVAL)

WHEREAS, to reduce property damage from flooding issues on West 3rd Avenue, the City of Lakewood (the "City") desires to construct a local drainage project on West 3rd Avenue, east of Depew Street (the "Project"), which will install a storm drain system with inlets on the north side of West 3rd Avenue and outfall facilities to the south to an existing detention pond (the "Improvements")

WHEREAS, in order to install the Improvements, the City must acquire certain property interests from the owners of property adjacent to the Project (the "Property Interests");

WHEREAS, in order to acquire the Property Interests in compliance with State law, the City Council desires to:

- a. Declare the City's intent to acquire the Property Interests for public purposes in fulfillment of the requirements of Section 38-1-121, C.R.S.;
- b. Authorize negotiations for, and acquisitions of, the Property Interests;
- c. Accept the instruments of conveyance for the Property Interests; and
- d. Authorize the City Attorney to initiate condemnation proceedings (subject to further Council approval) to acquire the Property Interests in the event the City is unable to acquire the Property Interests despite good faith efforts to do so;

WHEREAS, approval of this Ordinance on first reading is intended only to confirm that the City Council desires to comply with the Lakewood Municipal Code by setting a public hearing to provide City staff and the public an opportunity to present evidence and testimony regarding the proposal identified herein; and

WHEREAS, approval of this Ordinance on first reading does not constitute a representation that the City Council, or any member of the City Council, supports, approves, rejects or denies any particular proposal related to this proposal identified herein.

NOW THEREFORE, BE IT ORDAINED by the City Council of the City of Lakewood, State of Colorado:

SECTION 1. The local drainage project on West 3rd Avenue (the "Project") will

serve a public purpose by reducing property damage from flooding issues on West 3rd Avenue by installing a storm drain system with inlets on the north side of West 3rd Avenue and outfall facilities to the south to an existing detention pond, and it is necessary to acquire certain Property Interests from adjacent property owners further described in Section 2 herein, to advance such public purpose.

SECTION 2. It is the intent of the City of Lakewood to acquire the Property Interests in the form of (i) permanent easements; (ii) temporary construction easements; or (iii) any other interests as may be warranted for the Project, with any improvements contained herein. The property from which the Property Interests are currently anticipated to be acquired is identified in Exhibit A, attached hereto and incorporated herein by this reference. At such time as the City Manager or designee (the "City Manager") confirms that any or all of those parcels identified on Exhibit A are necessary for the Project, the City Manager shall give notice of intent to acquire such Property Interests in conformance with Section 38-1-121, C.R.S.

SECTION 3. The City Manager is hereby authorized to negotiate in good faith to acquire the Property Interests. Negotiations shall be based upon appraisal reports acquired in conformance with Section 38-1-121, C.R.S. or valuations approved by the City Manager. The City Manager is hereby authorized to make offers to any property owner based upon such appraisal reports or valuations to execute agreements for the acquisition of the Property Interests.

SECTION 4. The City Council hereby accepts on behalf of the City, upon recordation, the instruments of conveyance of the Property Interests acquired pursuant to Section 3 above.

SECTION 5. The City's Chief Financial Officer is hereby authorized and directed to pay, upon receipt of appropriate documentation, the amounts set forth in the contracts and agreements provided for herein.

SECTION 6. In the event the City Manager is unable to negotiate an agreement for the acquisition of any necessary Property Interest, despite good faith efforts to do so, the City Manager shall bring to the City Council a resolution identifying the Property Interests to be acquired by condemnation, and the City Council shall thereby authorize or deny the exercise of the City's eminent domain power over such Property Interests pursuant to Section 14.4 of the City of Lakewood home rule charter.

SECTION 7. All interested parties are hereby advised that, in the event the City Council approves the exercise of the City's eminent domain power over one or more Property Interests identified in such resolution, the City Attorney, on behalf of the City, shall commence condemnation proceedings with respect to such Property Interests and shall be authorized to apply to the proper court for immediate possession of the Property Interests to be acquired by condemnation, and the City's Chief Financial Officer and all other officers and agents of the City shall cooperate with the City Attorney in the condemnation action, make any deposits and payments as may be necessary for acquisition of the Property Interests, and pay the costs thereof and any condemnation

award as it may be finally determined. The City Attorney shall additionally be authorized to employ such expert witnesses, including appraisers, as the City Attorney determines necessary for the purposes of the condemnation authorized by this Ordinance and the aforesaid resolution, and the City's Chief Financial Officer is directed to pay the costs and expenses of employing such expert witnesses and appraisers.

SECTION 8. Nothing herein is intended to authorize the expenditure of monies in excess of the funds appropriated for the Project.

SECTION 9. If any provision of this Ordinance should be found by a court of competent jurisdiction to be invalid, such invalidity shall not affect the remaining portions or applications of this Ordinance that can be given effect without the invalid portion, provided such remaining portions or application of the Ordinance are not determined by the court to be inoperable.

SECTION 10. This Ordinance shall take effect thirty (30) days after final publication.

I hereby attest and certify that within and foregoing Ordinance was introduced and read on first reading at a hybrid regular meeting of the Lakewood City Council on the 28th day of July, 2025; published by title in the Denver Post and in full on the City of Lakewood's website, www.lakewood.org, on the 31st day of July, 2025; set for public hearing to be held on the 11th day of August, 2025; read, finally passed and adopted by the City Council on the 11th day of August, 2025; and signed by the Mayor on the ___ day of August, 2025.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

Alison McKenney Brown, City Attorney

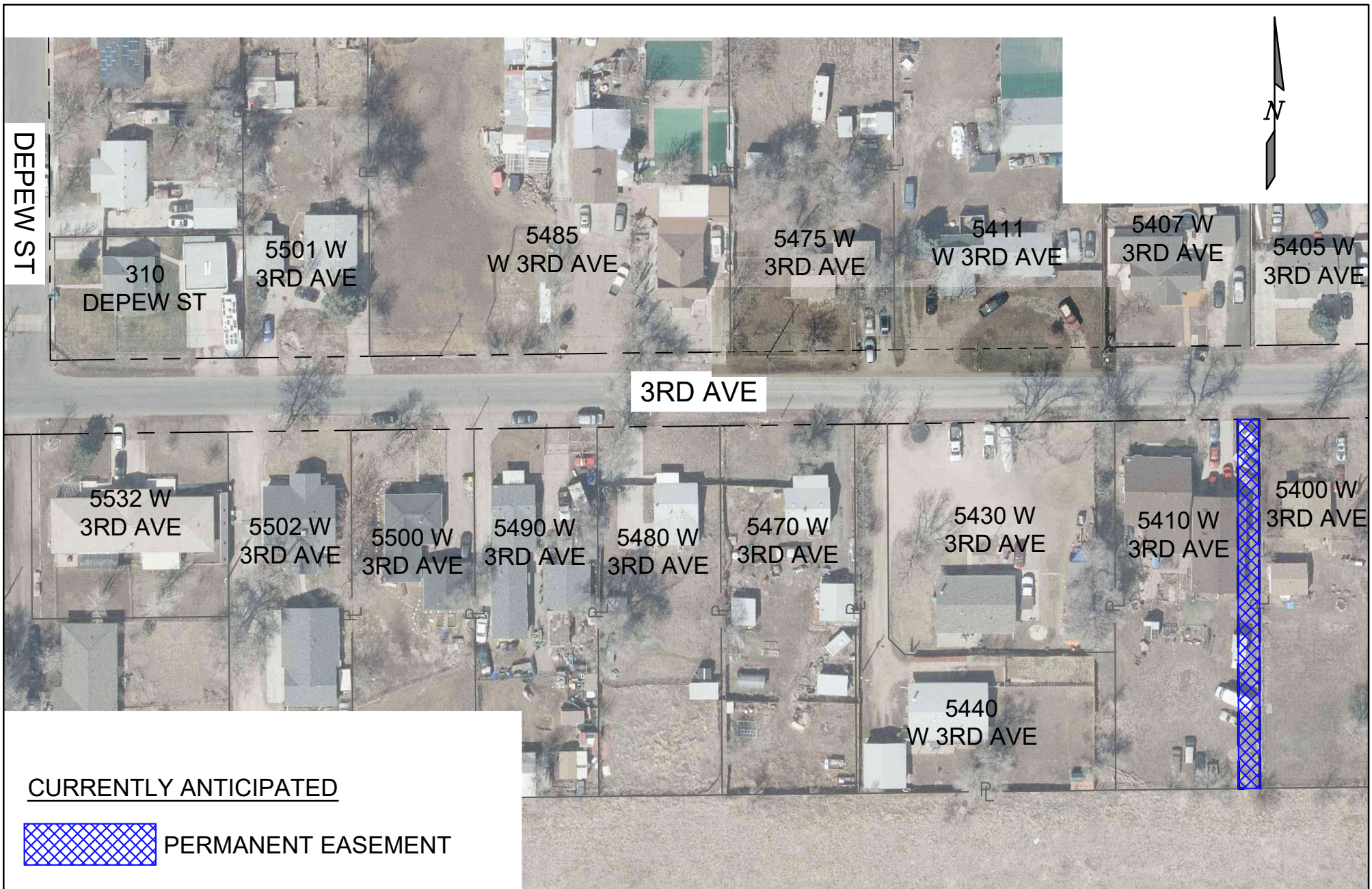
EXHIBIT A

Property Interests for the following addresses:

49-121-12-010
5410 W 3rd Avenue
LAKEWOOD, CO 80226



CITY OF LAKEWOOD PROPOSED DESIGN MAP
FOR 3RD AVENUE DRAINAGE PROJECT
JULY 2025



STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 7

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 8

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 9

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 9A

To: Mayor and City Council
From: Traci Wieland, Director of Community Resources
Subject: **Supplemental Appropriation for Two Creeks Park**

SUMMARY STATEMENT: The Community Resources and Public Works departments respectfully request a supplemental appropriation that would revise the 2025 budget to provide an additional \$1,270,000 to complete phase two of the Two Creeks Park improvement project.

BACKGROUND INFORMATION: Two Creeks Park is located between Wadsworth Boulevard on the west, Vance Street and homes on the east, 10th Avenue on the south and 12th Avenue on the north. Dry Gulch bisects and flows through the park. The Dry Gulch drainage channel originates upstream at roughly West Colfax Avenue and Quail Street and travels eastward through Two Creeks Park until it converges with Lakewood Gulch just upstream of West 12th Avenue and Newton Street.

To meet demand for park space in the Two Creeks neighborhood, the City has been acquiring properties for over twenty (20) years to compile the current 3.7-acre park site. The City collaborated with partners including Jefferson County Open Space and the Colorado Department of Transportation and received donations from adjacent businesses to provide a new park for the Two Creeks neighborhood. The City has also received a grant from the Community Development Block Grant (CDBG) to fund park improvements.

During the public engagement phase of this site plan update, Community Resources and Public Works partnered with Mile High Flood District (MHFD) to fund improvements to the highly incised and erosive stretch of Dry Gulch. Funding was approved by MHFD in November 2022.

The current site plan confirmed, as did the previous plan in 2013, that interaction with Dry Gulch should be an important feature of the new park. The proposed design includes a low-water trail crossing and playful boulder crossings as main features of the park, along with traditional park improvements like trails, shade, playgrounds, and seating. The stream crossings can only be constructed and used safely following necessary channel improvements including exporting 18,500 cubic yards of soil. To deliver the channel improvements and park features in the most efficient manner, the City agreed to combine both projects and partner with MHFD on the park development. This allows the City and MHFD to engage a pre-selected construction team to assist with budget and design. It also allows both parties to streamline workflow and save costs and time by combining two projects into one.

In 2023 Lakewood City Council authorized the City Manager to enter into an intergovernmental agreement (IGA) for phase one of the project with MHFD for design and construction of drainage, channel, and park improvements of Dry Gulch in Two Creeks Park. Funding for this phase is provided by MHFD, the City of Lakewood's Stormwater Management Utility, and the City of Lakewood Open Space Fund. The project team arranged the scope of work for phase one to include the grading, civil work and Dry Gulch realignment in anticipation of additional funding in 2025

to support phase two park amenities.

Since project commencement of phase one in the spring of 2025, the City and MHFD have also identified increased construction costs and site-specific unanticipated costs to meet design requirements and ensure proper removal of hazardous materials for the project's drainage, channel, and park improvements.

The IGA with MHFD was approved by City Council on December 11, 2023, and set a project budget of \$2,600,000. The City desires to amend the 2023 agreement and appropriate additional funds in the amount of \$1,270,000 to complete the drainage improvements and develop the parks portion of the future Two Creeks Park.

BUDGETARY IMPACTS: Supplemental appropriation is required for the second phase and following the project team identifying unanticipated costs to meet design requirements and to ensure proper removal of hazardous materials.

Funds for the supplemental appropriation are available and will be expended from the following sources:

- \$870,000 – Open Space Fund
- \$400,000 – Stormwater Enterprise Fund

Total: \$1,270,000

STAFF RECOMMENDATIONS: Staff recommends installing an AVIS program at intersections for red light violations and automated speed enforcement. Initial deployment is recommended at five (5) intersections covering two (2) directions, each based on collision data (speed and red-light violation to be verified by the vendor before installation). Additionally, staff recommends deploying one (1) mobile unit to be moved throughout the city on a scheduled basis to maintain equitable coverage with an emphasis on school safety zones. To support this system, staff recommends the addition of an AVIS supervisor with an AVIS technician to handle the workload during the initial installation.

ALTERNATIVES: Do not create an automated vehicle identification program for red light violations or speed enforcement.

Create an automated vehicle identification program for speed zones and red-light violations.

Create an automated vehicle identification program for speed zones only.

Create an automated vehicle identification program for red-light violations only.

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: If you confirm the necessary municipal code changes for the official adoption of an AVIS program and devote budgetary resources, staff will work to develop recommended locations and related budgets and initiate a contract with a vendor.

ATTACHMENTS: 1. Ordinance O-2025-22

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

AN ORDINANCE

AUTHORIZING A SUPPLEMENTAL APPROPRIATION OF \$1,270,000 TO THE 2025 REVISED ANNUAL BUDGET, INCLUDING \$870,000 TO BE APPROPRIATED FROM THE OPEN SPACE FUND AND \$400,000 TO BE APPROPRIATED FROM THE STORMWATER ENTERPRISE FUND, AND AUTHORIZING THE EXPENDITURE OF THESE FUNDS IN PERFORMANCE OF THE IMPROVEMENTS AUTHORIZED BY THE 2023 IGA WITH MILE HIGH FLOOD DISTRICT REGARDING DRY GULCH AND TWO CREEKS PARK

WHEREAS, Article XII, Section 8 of the City Charter allows City Council to make supplemental appropriations by ordinance during the fiscal year for unanticipated expenditures required for the operation of the City using monies not anticipated in the adopted budget that are available to the City; and

WHEREAS, Section 3.04.060 of the Lakewood Municipal Code (L.M.C.), requires approval by the City Council for any unbudgeted purchase or any purchase of more than eighty thousand dollars (\$80,000) that has a change in funding source;

WHEREAS, the City of Lakewood (City) entered into an Intergovernmental Agreement (Agreement) with Mile High Flood District (MHFD) in December, 2023 for construction of Dry Gulch drainage, channel, and flood control improvements and adjacent park-related improvements at Two Creeks Park (Project);

WHEREAS, Subsequent to approval of the 2023 IGA the City identified unanticipated costs arising from requirements that serve to ensure proper removal of hazardous materials for the Project's drainage and flood improvements, and increased costs for phase two park improvements to align with design standards, such costs are in the amount of \$1,270,000;

WHEREAS, The 2023 IGA established a project budget not to exceed two million, six hundred thousand dollars (\$2,600,000) and the additional unanticipated project costs are in excess of that previously authorized expenditure;

WHEREAS, Expenditures not previously authorized or established within the City's Budget must be approved by the City Council pursuant to L.M.C. § 3.04.060;

WHEREAS, A portion of these funds shall be provided by the Open Space Fund in the amount of Eight Hundred Seventy Thousand (\$870,000), with the remainder provided by the Stormwater Enterprise Fund in the amount of Four Hundred Thousand (\$400,000);

WHEREAS, approval of this ordinance on first reading is intended only to confirm that the City Council desires to comply with the Lakewood Municipal Code by setting a public hearing to provide City staff and the public an opportunity to present evidence and testimony regarding the proposal; and

WHEREAS, approval of this ordinance on first reading does not constitute a representation that the City Council, or any member of the City Council, supports, approves, rejects or denies the proposal.

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. Appropriation and Expenditure. The City Council hereby appropriates Eight Hundred and Seventy Thousand (\$870,000) from the Open Space Fund and Four Hundred Thousand (\$400,000) from the Stormwater Enterprise Fund for fiscal year 2025 and authorizes the expenditure of such funds by the Community Resources Department and the Public Works Department to complete the Two Creeks Park improvement project as established in the December, 2023 IGA between the City of Lakewood and Mile High Flood District.

SECTION 2. Effective Date. This Ordinance shall take effect thirty (30) days after final publication.

SECTION 3. Severability. If any provision of this Ordinance should be found by a court of competent jurisdiction to be invalid, such invalidity shall not affect the remaining portions or applications of this Ordinance that can be given effect without the invalid portion, provided that such remaining portions or application of this Ordinance are not determined by the court to be inoperable.

I hereby attest and certify that within and foregoing Ordinance was introduced and read on first reading at a hybrid regular meeting of the Lakewood City Council on the 14th day of July, 2025; published by title in the Denver Post and in full on the City of Lakewood's website, www.lakewood.org, on the 17th day of July, 2025; set for public hearing to be held on the 28th day of July, 2025; read, finally passed and adopted by the City Council on the 28th day of July, 2025; and signed by the Mayor on the ___ day of July, 2025.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

APPROVED AS TO FORM:

Alison McKenney Brown, City Attorney

STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 9A

To: Mayor and City Council

From: Traci Wieland, Director of Community Resources
Maria D'Andrea, Director of Public Works

Subject: **Amendment to the IGA with Mile High Flood District for Two Creeks Park**

SUMMARY STATEMENT: This Resolution would authorize the City Manager to amend the intergovernmental agreement (IGA) with The Mile High Flood District (“MHFD”) for design and construction of drainage, channel, and park improvements at Dry Gulch and Two Creeks Park (the “Project”). Funding for this Project is provided by MHFD, the Stormwater Management Utility, and the Community Resources Department Open Space funds.

BACKGROUND INFORMATION: Two Creeks Park is located between Wadsworth Boulevard on the west, Vance Street and homes on the east, 10th Avenue on the south and 12th Avenue on the north. Dry Gulch bisects and flows through the park. The Dry Gulch drainage channel originates upstream at roughly West Colfax Avenue and Quail Street and travels eastward through Two Creeks Park until it converges with Lakewood Gulch just upstream of West 12th Avenue and Newton Street.

To meet demand for park space in the Two Creeks neighborhood, the City has been acquiring properties for over twenty (20) years to compile the current 3.7 acre park site. The City collaborated with partners including Jefferson County Open Space, Great Outdoors Colorado, the Colorado Department of Transportation and received donations from adjacent businesses to provide a new park for the Two Creeks neighborhood.

The current master plan confirmed, as did the previous plan in 2013, that interaction with Dry Gulch should be an important feature of the new park. The proposed design includes a low-water trail crossing and playful boulder crossings as main features of the park, along with traditional park improvements like trails, shade, playgrounds, and seating. The stream crossings can only be constructed and used safely following necessary channel improvements.

To deliver the channel improvements and park features in the most efficient manner, during the public engagement phase of the master plan update, Community Resources and Public Works partnered with MHFD to fund improvements to the highly incised and erosive stretch of Dry Gulch. Funding was approved by MHFD in November 2022. Technical and management representatives from MHFD have been integrated into the Project team. The City is currently in phase one of construction of the approved plans and specifications.

BUDGETARY IMPACTS: Funding for phase two improvements is not to exceed one million, two hundred seventy thousand dollars (\$1,270,000). A supplemental appropriation was also requested for phase two of this project and will be before Council on second reading at the July 28 hearing. Funds for the City’s portion of the contribution will come from the City’s Stormwater Management Utility and Community Resources Open Space funds (\$400,000 and \$870,000) respectively). Use of the funds will be for completion of phase two improvements and to cover unforeseen expenses that occurred

during phase one. This phase will continue to be managed by MHFD in cooperation with City staff from the Public Works and Community Resources Departments.

STAFF RECOMMENDATIONS: Approval of the Resolution

ALTERNATIVES: City Council could choose not to approve the Resolution resulting in a delay or reduced scope of work for the project.

PUBLIC OUTREACH: This item was promoted through the regular communication channels for an item coming before City Council. Additionally, Community Resources engaged with the Two Creeks community and neighborhood at two public events and two neighborhood meetings of the Two Creeks Neighborhood Organization (TCNO) to allow residents to give input for the design their new park. Learn more at LakewoodTogether.org/TwoCreeksParkPlan.

NEXT STEPS: The amended IGA will be executed, and construction activities for the proposed project will continue without interruption in 2025 and 2026.

ATTACHMENTS:

1. Resolution R-2025-43
2. Two Creeks IGA 2025 Amended
3. Dry Gulch at Two Creeks Park Location Map

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

R-2025-43

A RESOLUTION

APPROVING AN AMENDED INTERGOVERNMENTAL AGREEMENT WITH THE MILE
HIGH FLOOD DISTRICT FOR DESIGN AND CONSTRUCTION OF DRAINAGE,
CHANNEL, AND PARK IMPROVEMENTS FOR DRY GULCH
AND TWO CREEKS PARK

WHEREAS, the City of Lakewood (the “City”) enacted floodplain management regulations and regularly reviews areas of the City that may necessitate floodplain improvements;

WHEREAS, the Mile High Flood District (“MHFD”) has expressed its intent to assist the City in the implementation of said regulations and improvements;

WHEREAS, as the result of strategic planning, the City identified an area in Two Creeks Park that necessitates floodplain improvements;

WHEREAS, the City and MHFD entered into an Intergovernmental Agreement (IGA) in December of 2023 to fund the design and construction of drainage, channel, and park improvements for Dry Gulch in Two Creeks Park at West 12th Avenue and Wadsworth Boulevard (the “Project”);

WHEREAS, the IGA included a contribution by the City of up to two million, two hundred thousand dollars (\$2,200,000), and a contribution by MHFD of up to four hundred thousand dollars (\$400,000) to complete phase one of the Project;

WHEREAS, the City’s anticipated contribution was previously approved by the City Council in the 2024 budget;

WHEREAS, the City desires to amend the IGA due to unforeseen hazard mitigation costs and to support phase two Project construction;

WHEREAS, the amended IGA provides for an increased contribution by the City of four hundred thousand dollars (\$400,000) from the Stormwater Enterprise Fund and eight hundred seventy thousand dollars (\$870,000) from the Open Space Fund to complete phase two of the Project; and

WHEREAS, the City Council has approved a supplemental appropriation for the increased contribution by the City of one million, two hundred seventy thousand (\$1,270,000).

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. The City Council hereby authorizes amendment of the Intergovernmental Agreement (IGA) entered into with Mile High Flood District (“MHFD”)

in December of 2023 to fund the design and construction of drainage, channel, and park improvements for Dry Gulch in Two Creeks Park at West 12th Avenue and Wadsworth Boulevard (the "Project"), such amendment authorizing additional funding of one million, two hundred seventy thousand dollars (\$1,270,000) to complete the construction of drainage, channel, and park improvements at Dry Gulch and Two Creeks Park.

SECTION 2. The contribution will serve a public purpose and is in the best interests of the residents of the City.

SECTION 3. The City's Chief Financial Officer is hereby authorized and directed to pay one million, two hundred seventy thousand dollars (\$1,270,000) for phase two of the Project, including four hundred thousand dollars (\$400,000) from the Stormwater Enterprise Fund and eight hundred seventy thousand dollars (\$870,000) from the Open Space Fund.

SECTION 4. The City Manager, or designee, is hereby authorized to execute the amended IGA and any other documents necessary to complete the Project.

SECTION 5. This Resolution shall become effective immediately upon its adoption.

INTRODUCED, READ AND ADOPTED by a vote of ____ for and ____ against at a hybrid regular meeting of the City Council on July 28th, 2025, at 7 o'clock p.m., at the Lakewood Civic Center, 480 South Allison Parkway, Lakewood, Colorado.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

APPROVED AS TO FORM:

Alison McKenney Brown, City Attorney

AMENDMENT TO
AGREEMENT REGARDING CONSTRUCTION
OF DRAINAGE AND FLOOD CONTROL IMPROVEMENTS FOR
DRY GULCH AT TWO CREEKS PARK
CITY OF LAKEWOOD

Agreement No. 23-06.05A
Project No. 109714

THIS FIRST AMENDMENT TO AGREEMENT (hereinafter called "FIRST AMENDMENT"), by and between URBAN DRAINAGE AND FLOOD CONTROL DISTRICT D/B/A MILE HIGH FLOOD DISTRICT (hereinafter called "DISTRICT") and CITY OF LAKEWOOD (hereinafter called "CITY") and collectively known as "PARTIES";

WITNESSETH:

WHEREAS, PARTIES have entered into "Agreement Regarding Construction of Drainage and Flood Control Improvements for Dry Gulch at Two Creeks Park, City of Lakewood" (Agreement No. 23-06.05) dated December 22, 2023 (hereinafter called "AGREEMENT"); and

WHEREAS, PARTIES desire to continue with the construction of drainage and flood control improvements for Dry Gulch at Two Creeks Park (hereinafter called "PROJECT"); and

WHEREAS, PARTIES desire to increase the level of funding by \$1,270,000; and

WHEREAS, the City Council Members of CITY and the Board of Directors of DISTRICT have authorized, by appropriation or resolution, all of PROJECT costs of the respective PARTIES.

NOW, THEREFORE, in consideration of the mutual promises contained herein, PARTIES hereto agree as follows:

1. Paragraph 4. PROJECT COSTS AND ALLOCATION OF COSTS

- A. PARTIES agree that for the purposes of this AGREEMENT, PROJECT costs shall consist of and be limited to the following:
 - 1. Construction of improvements;
 - 2. Contingencies mutually agreeable to PARTIES.
- B. It is understood that PROJECT costs as defined above are not to exceed three million, eight hundred and seventy thousand dollars (\$3,870,000) without amendment to this AGREEMENT. PROJECT costs for the various elements of the effort are estimated as follows:

	<u>ITEM</u>	<u>AS AMENDED</u>	<u>ORIGINAL</u>
1.	Construction	\$ 3,500,000	\$ 2,340,000
2.	Contingency	\$ 370,000	\$ 260,000
	Grand Total	\$ 3,870,000	\$ 2,600,000

This breakdown of costs is for estimating purposes only. Costs may vary between the various elements of the effort without amendment to this AGREEMENT provided the total expenditures do not exceed the maximum contribution by all PARTIES plus accrued interest.

- C. Based on total PROJECT costs, the maximum percent and dollar contribution by each party shall be:

	<u>Percentage Share</u>	<u>Previously Contributed</u>	<u>Additional Contribution</u>	<u>Maximum Contribution</u>
DISTRICT	10.33%	\$400,000	-0-	\$400,000
CITY	89.67%	\$2,200,000	\$1,270,000	\$3,470,000
TOTAL	100.00%	\$2,600,000	\$1,270,000	\$3,870,000

2. Paragraph 5. MANAGEMENT OF FINANCES is deleted and replaced as follows:

5. MANAGEMENT OF FINANCES

- A. As set forth in DISTRICT policy (Resolution No. 11, Series of 1973, Resolution No. 49, Series of 1977, and Resolution No. 37, Series of 2009), the funding of a local body's full share may come from its own revenue sources or from funds received from state, federal or other sources of funding without limitation and without prior DISTRICT approval.
- B. Payment of each PARTY's full share (CITY - \$3,470,000; DISTRICT - \$400,000) shall be made to DISTRICT subsequent to execution of this AGREEMENT and within thirty (30) days of request for payment by DISTRICT. The payments by PARTIES shall be held by DISTRICT in a special fund to pay for increments of PROJECT as authorized by PARTIES, and as defined herein. DISTRICT shall provide a periodic accounting of PROJECT funds as well as a periodic notification to CITY of any unpaid obligations. Any interest earned by the monies contributed by PARTIES shall be accrued to the special fund established by DISTRICT for PROJECT and such interest shall be used only for PROJECT upon approval by the contracting officers (Paragraph 13).
- C. Within one (1) year of completion of PROJECT if there are monies including interest earned remaining which are not committed, obligated, or disbursed, each party shall receive a share of such monies, which shares shall be computed as were the original shares; or at CITY request, CITY share of remaining monies shall be transferred to another special fund held by DISTRICT.

3. All other terms and conditions of this AGREEMENT shall remain in full force and effect.

WHEREFORE, PARTIES hereto have caused this FIRST AMENDMENT to be executed by properly authorized signatories as of the date and year written below.

URBAN DRAINAGE AND
FLOOD CONTROL DISTRICT D/B/A
MILE HIGH FLOOD DISTRICT

By_____

Name Laura A. Kroeger

Title Executive Director

Date

CITY OF LAKEWOOD

By See attached City signature page

Name_____

Title_____

Date_____

Checked By

CITY OF LAKEWOOD

Kathleen E. Hodgson, City Manager

ATTEST:

Jay Robb, City Clerk

Attestation Date

Approved as to form:

Anna Ferriera, Assistant City Attorney

Recommended and approved as to content:

Traci Wieland, Director
Department of Community Resources

Maria D'Andrea, Director
Department of Public Works

Approved as to funding (if \$5,000 or greater)

Holly Björklund, Chief Financial Officer

AGREEMENT REGARDING
CONSTRUCTION
OF DRAINAGE AND FLOOD CONTROL IMPROVEMENTS FOR
DRY GULCH AT TWO CREEKS PARK
CITY OF LAKEWOOD

Agreement No. 23-06.05A
Project No. 109714

Exhibit A



STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 9B

To: Mayor and City Council
From: Maria D'Andrea, Director of Public Works
Subject:

SUMMARY STATEMENT: This ordinance would authorize steps necessary to acquire interests in property to construct portions of the North Dry Gulch Phase 4 Project.

BACKGROUND INFORMATION: The North Dry Gulch 100-year floodplain is generally within one block of Colfax Avenue from Dover Street to Newland Street. There are approximately 150 properties, 130 buildings and 36 residences in the North Dry Gulch 100-year floodplain. The main goal of this project is to mitigate the flooding that has occurred along North Dry Gulch and remove properties and structures from the 100-year floodplain after the entire project is completed.

Existing properties and structures in the floodplain are at risk of flooding and are restricted in their potential use. Storm sewer facilities in this area are inadequate and aging, which prevents improvements upstream of this area.

The North Dry Gulch Project is divided into four major phases:

- Phase 1 is located along West 14th Avenue from Wadsworth Boulevard to Newland Street. Construction is complete for Phase 1.
- Phase 2 is located along Colfax Avenue from the detention pond at Newland Street west to Pierce Street. Construction of Phase 2 is currently under construction.
- Phase 3 is located north of Colfax Avenue along Pierce Street to Lakewood Place, along Lakewood Place from Pierce Street to Reed Street, then along W 16th Avenue to Teller Street. Construction is anticipated in 2025 after the necessary property interests have been obtained.
- Phase 4 (the subject of this ordinance) is located West of Wadsworth Blvd, along W Colfax Ave to Dover Street. Construction is anticipated in 2026.

Refer to the attached conceptual illustration for a depiction of all project phases.

This ordinance declares the City's intent to acquire property interests necessary for the project and initiates the negotiation process between the City and the property owners for necessary property rights. It also authorizes acceptance of conveyance instruments and, if needed, condemnation of property interests. However, condemnation would not occur prior to additional City Council approval by resolution. Also, separate acquisition ordinances will be presented to the City Council for future phases of the North Dry Gulch project.

Three maps are attached that conceptually illustrate the property rights (permanent and temporary easements) that are needed for this project. Property interests are needed on a total of 1 property. One (1) permanent easement is required to allow adequate width to install and maintain the storm

sewer improvements. Two (2) temporary construction easements will be required to perform minor re-grading, make adjustments to existing driveways or parking lots and restore existing landscaping.

BUDGETARY IMPACTS: Design and Construction of North Dry Gulch Project is funded by combined funds from the Mile High Flood District and Lakewood's Stormwater Enterprise Fund. The costs to obtain property rights will be paid for by the Stormwater Enterprise fund for the Storm drain construction. Adequate funds for this project are approved in the 2025 budget.

STAFF RECOMMENDATIONS: Approval of the ordinance.

ALTERNATIVES: If this Ordinance is not approved, the City and the Mile High Flood District cannot proceed with this phase of the North Dry Gulch project. Without these storm sewer improvements, flooding will continue to be a problem and properties and structures will remain in the 100-year floodplain.

PUBLIC OUTREACH: City staff has contacted the affected property owners seeking to discuss the project. Notification of City Council's consideration of this ordinance has been mailed to each property owner. The notification includes clear language that there could be no discussion of land value at the City Council hearing about this ordinance because this is the very start of the acquisition process and no land values have yet been determined.

NEXT STEPS: If this ordinance is adopted, staff will begin the acquisition process and complete preparation of construction documents.

ATTACHMENTS:

1. Ordinance O-2025-23
2. NDG Conceptual Illustration
3. NDG CP4 ROW Ordinance Exhibit

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

O-2025-23
AN ORDINANCE

DECLARING THE INTENT OF THE CITY OF LAKEWOOD TO ACQUIRE INTEREST IN PROPERTY FOR PUBLIC PURPOSES FOR THE CONSTRUCTION OF STORM SEWER FACILITIES FROM WADSWORTH BOULEVARD TO YARROW STREET, NORTH OF COLFAX AVENUE AND AUTHORIZING NEGOTIATIONS WITH PROPERTY OWNERS, ACCEPTANCE OF CONVEYANCE INSTRUMENTS AND CONDEMNATION OF REAL PROPERTY INTERESTS (SUBJECT TO FURTHER COUNCIL APPROVAL).

WHEREAS, to enhance safety of nearby residents and motorists and to reduce property damage, the City of Lakewood (the "City") desires to implement the North Dry Gulch Improvements Project, Construction Package Number 4 (the "Project"), which will install storm sewer improvements that will collect and convey storm flows that have caused flooding from Wadsworth Boulevard to Yarrow Street, north of Colfax Avenue (the "Improvements");

WHEREAS, in order to install the Improvements, the City must acquire certain property interests from the owners of property adjacent to the Project (the "Property Interests");

WHEREAS, in order to acquire the Property Interests in compliance with State law, the City Council desires to:

- a. Declare the City's intent to acquire the Property Interests for public purposes in fulfillment of the requirements of Section 38-1-121, C.R.S.;
- b. Authorize negotiations for, and acquisitions of, the Property Interests;
- c. Accept the instruments of conveyance for the Property Interests; and
- d. Authorize the City Attorney to initiate condemnation proceedings (subject to further Council approval) to acquire the Property Interests in the event the City is unable to acquire the Property Interests despite good faith efforts to do so;

WHEREAS, approval of this Ordinance on first reading is intended only to confirm that the City Council desires to comply with the Lakewood Municipal Code by setting a public hearing to provide City staff and the public an opportunity to present evidence and testimony regarding the proposal identified herein; and

WHEREAS, approval of this Ordinance on first reading does not constitute a representation that the City Council, or any member of the City Council, supports, approves, rejects or denies any particular proposal related to this proposal identified herein.

NOW THEREFORE, BE IT ORDAINED by the City Council of the City of Lakewood, State of Colorado:

SECTION 1. The North Dry Gulch Improvements Project, Construction Package Number 4 (the "Project") will serve a public purpose by enhancing resident and motorist safety and reducing property damage through collection and conveyance of stormwater flows that have historically caused flooding from Wadsworth Boulevard to Yarrow Street, north of Colfax Avenue, and it is necessary to acquire certain Property Interests from adjacent property owners further described in Section 2 herein, to advance such public purpose.

SECTION 2. It is the intent of the City of Lakewood to acquire the Property Interests in the form of (i) permanent easements; (ii) temporary construction easements; or (iii) any other interests as may be warranted for the Project, with any improvements contained herein. The property from which the Property Interests are currently anticipated to be acquired is identified in Exhibit A, attached hereto and incorporated herein by this reference. At such time as the City Manager or designee (the "City Manager") confirms that any or all of those parcels identified on Exhibit A are necessary for the Project, the City Manager shall give notice of intent to acquire such Property Interests in conformance with Section 38-1-121, C.R.S.

SECTION 3. The City Manager is hereby authorized to negotiate in good faith to acquire the Property Interests. Negotiations shall be based upon appraisal reports acquired in conformance with Section 38-1-121, C.R.S. or valuations approved by the City Manager. The City Manager is hereby authorized to make offers to any property owner based upon such appraisal reports or valuations to execute agreements for the acquisition of the Property Interests.

SECTION 4. The City Council hereby accepts on behalf of the City, upon recordation, the instruments of conveyance of the Property Interests acquired pursuant to Section 3 above.

SECTION 5. The City's Chief Financial Officer is hereby authorized and directed to pay, upon receipt of appropriate documentation, the amounts set forth in the contracts and agreements provided for herein.

SECTION 6. In the event the City Manager is unable to negotiate an agreement for the acquisition of any necessary Property Interest, despite good faith efforts to do so, the City Manager shall bring to the City Council a resolution identifying the Property Interests to be acquired by condemnation, and the City Council shall thereby authorize or deny the exercise of the City's eminent domain power over such Property Interests pursuant to Section 14.4 of the City of Lakewood home rule charter.

SECTION 7. All interested parties are hereby advised that, in the event the City Council approves the exercise of the City's eminent domain power over one or more Property Interests identified in such resolution, the City Attorney, on behalf of the City, shall commence condemnation proceedings with respect to such Property Interests and shall be authorized to apply to the proper court for immediate possession of the Property Interests to be acquired by condemnation, and the City's Chief Financial Officer and all other officers and agents of the City shall cooperate with the City Attorney in the condemnation action, make any deposits and payments as may be necessary for

acquisition of the Property Interests, and pay the costs thereof and any condemnation award as it may be finally determined. The City Attorney shall additionally be authorized to employ such expert witnesses, including appraisers, as the City Attorney determines necessary for the purposes of the condemnation authorized by this Ordinance and the aforesaid resolution, and the City's Chief Financial Officer is directed to pay the costs and expenses of employing such expert witnesses and appraisers.

SECTION 8. Nothing herein is intended to authorize the expenditure of monies in excess of the funds appropriated for the Project.

SECTION 9. If any provision of this Ordinance should be found by a court of competent jurisdiction to be invalid, such invalidity shall not affect the remaining portions or applications of this Ordinance that can be given effect without the invalid portion, provided such remaining portions or application of the Ordinance are not determined by the court to be inoperable.

SECTION 10. This Ordinance shall take effect thirty (30) days after final publication.

I hereby attest and certify that within and foregoing Ordinance was introduced and read on first reading at a hybrid regular meeting of the Lakewood City Council on the 14th day of July, 2025; published by title in the Denver Post and in full on the City of Lakewood's website, www.lakewood.org, on the 17th day of July, 2025; set for public hearing to be held on the 28th day of July, 2025; read, finally passed and adopted by the City Council on the 28th day of July, 2025; and signed by the Mayor on the ___ day of July, 2025.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

APPROVED AS TO FORM:

Alison McKenney Brown, City Attorney

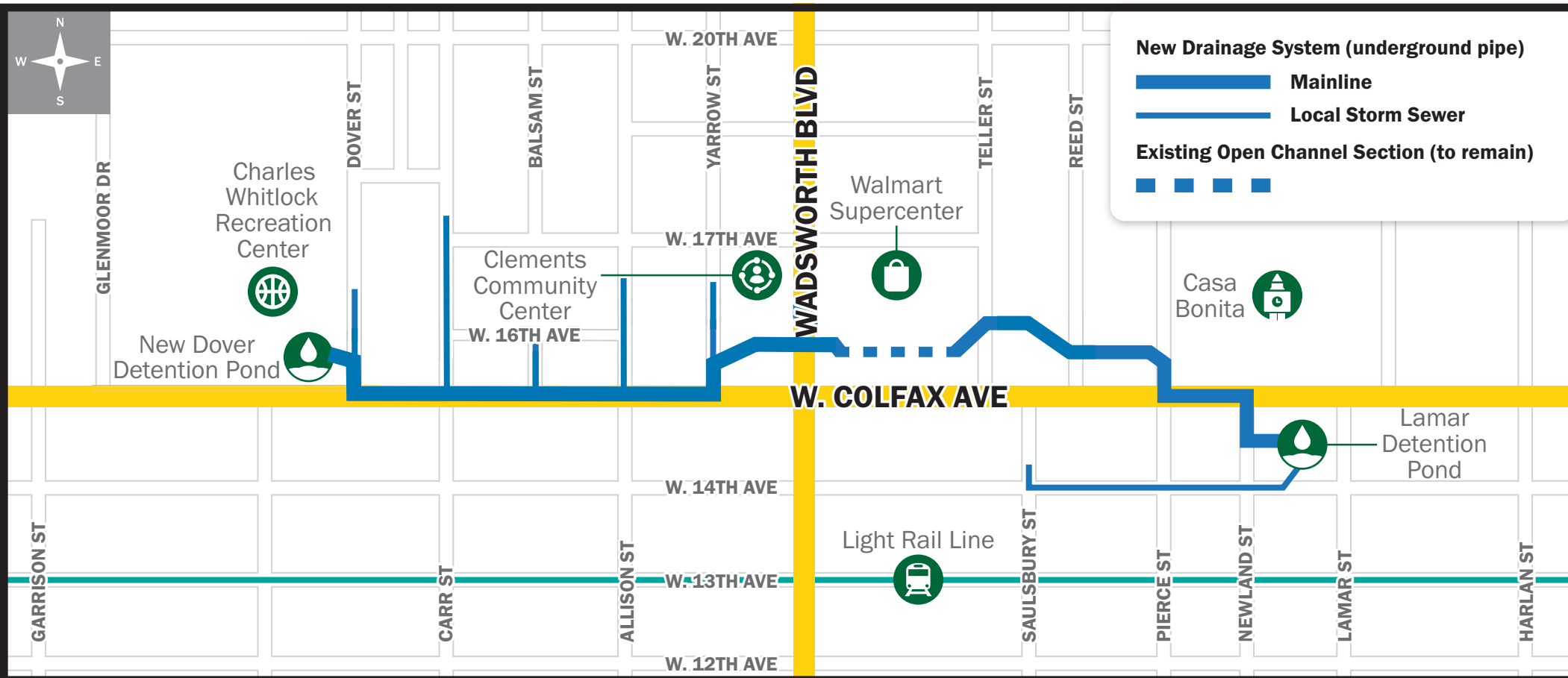
EXHIBIT A

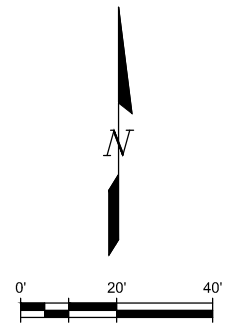
Property Interests for the following addresses:

39-353-18-033
7611 W COLFAX AVE
LAKEWOOD, CO 80226

NORTH DRY GULCH IMPROVEMENTS

Conceptual Illustration



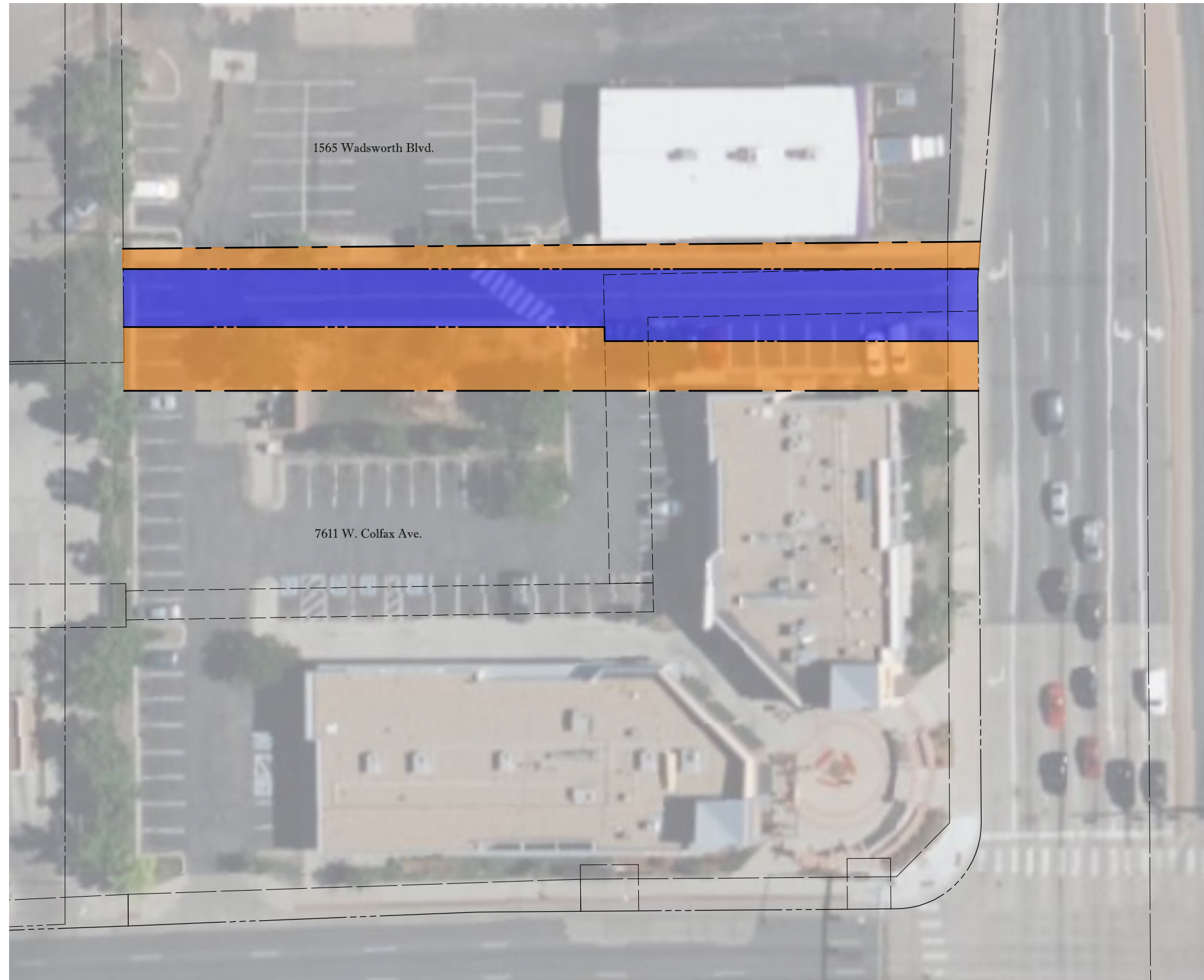
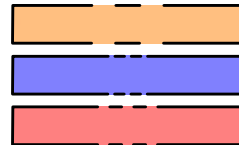


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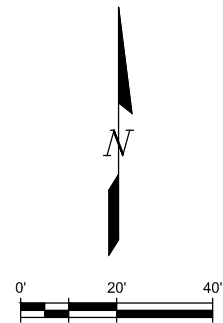
TE = TEMPORARY EASEMENT

PE = PERMANENT EASEMENT

RW = RIGHT OF WAY



CITY OF LAKEWOOD ORDINANCE MAP
NORTH DRY GULCH IMPROVEMENTS CP#4 - REACH 4 - WADSWORTH TO YARROW PROJECT
JUNE 2025

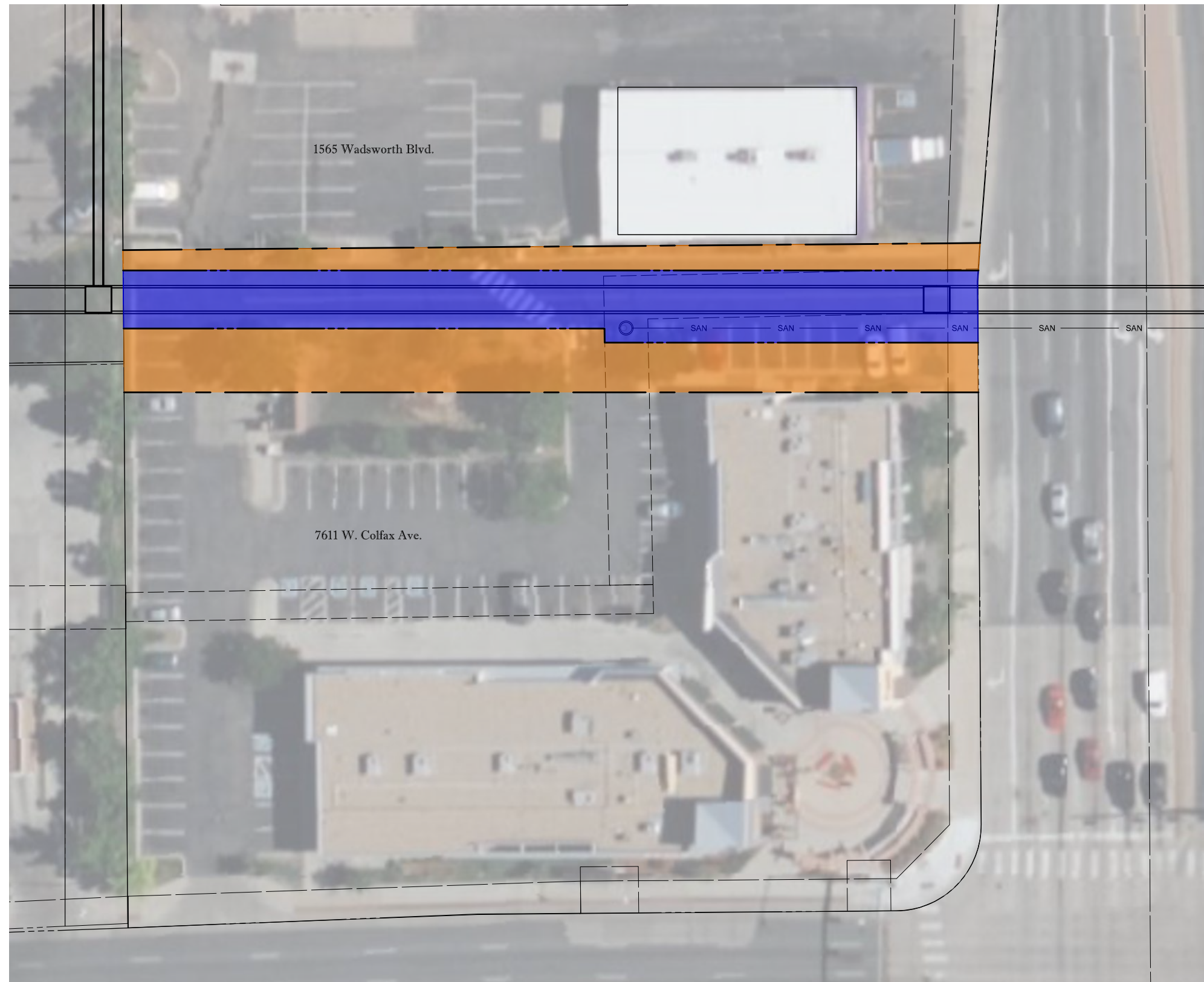
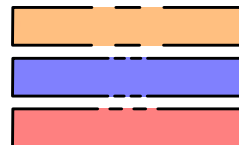


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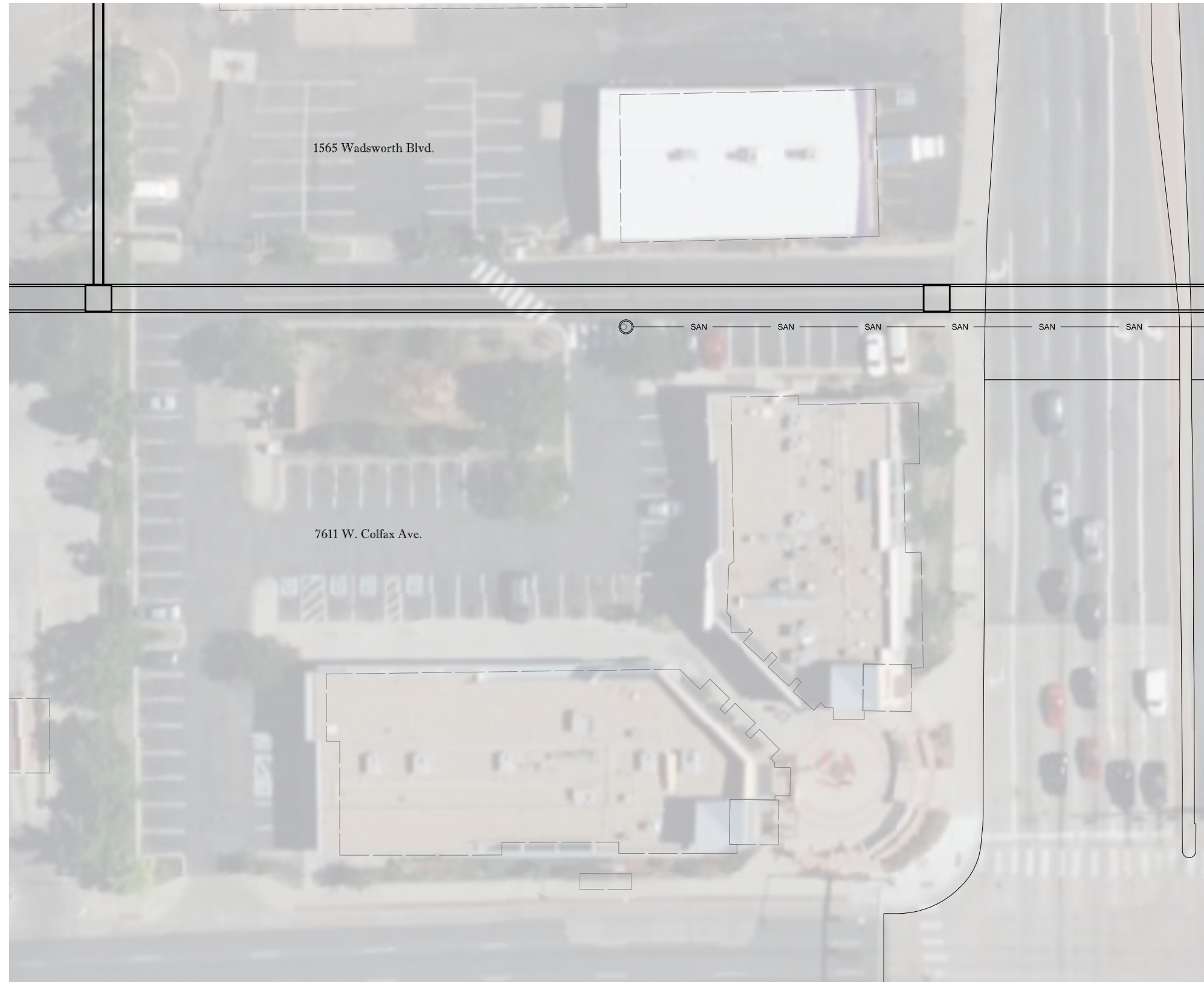
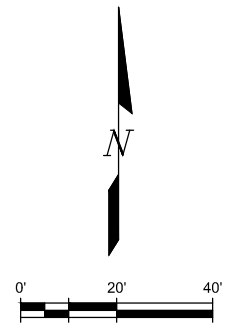
TE = TEMPORARY EASEMENT

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CITY OF LAKEWOOD
NORTH DRY GULCH IMPROVEMENTS CP#4 - REACH 4 - WADSWORTH TO YARROW PROJECT
JUNE 2025



**CITY OF LAKEWOOD
NORTH DRY GULCH IMPROVEMENTS CP#4 - REACH 4 - WADSWORTH TO YARROW PROJECT
JUNE 2025**

STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 15

To: Mayor and City Council

From: Maria D'Andrea, Director of Public Works

Subject: Intergovernmental Agreement with Mile High Flood District for Property Acquisition at 170 Yukon Street

SUMMARY STATEMENT: City staff requests that the City Council approve an ordinance authorizing the city to accept a deed for real property located at 170 Yukon Street. The acquisition of this property is important to the city because the land is in line with South Lakewood Gulch and it is identified as an area of future improvements in the Lakewood Gulch Master Drainage Plan (1978). This ordinance also authorizes staff to enter into an Intergovernmental Agreement (IGA) between the City of Lakewood and the Mile High Flood District (MHFD) to purchase the property.

BACKGROUND INFORMATION: The property at 170 Yukon Street is a vacant lot located within the South Lakewood Gulch floodplain. This property was identified in 2024 and placed on the MHFD Property Acquisition request list for purchase. MHFD is able to acquire the property through their Property Acquisition policy & associated funding in 2025. This policy allows for the acquisition of property to preserve critical floodways and floodplains (see attached fact sheet). 82% of the vacant site at 170 Yukon Street is impacted by the floodplain. Per MHFD's policy, they will pay for that portion of the property acquisition. Thus, the city would be responsible for the remaining 18% of the cost to acquire the property. An environmental assessment was completed for and approved by the City of Lakewood.

BUDGETARY IMPACTS: The total purchase price is \$275,000. Therefore, the cost breakdown is: MHFD \$225,500 (82%) and City of Lakewood \$49,500 (18%). This amount is included in the 2025 approved budget.

STAFF RECOMMENDATIONS: Staff recommends approval of the ordinance to accept a deed for the property located at 170 Yukon Street and enter into an IGA with MHFD for the purchase.

ALTERNATIVES: If this ordinance is not adopted, the property will not be purchased.

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: If the ordinance is adopted, City Staff would enter into the IGA with MHFD and MHFD would purchase the land, then City Staff would accept and record the deed for the land at 170 Yukon Street.

ATTACHMENTS:

1. Ordinance O-2025-24
2. Final IGA for 170 Yukon Street
3. Property Location Map
4. Floodplain Preservation Fact Sheet

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

AN ORDINANCE

PROSPECTIVELY ACCEPTING A DEED FROM URBAN DRAINAGE AND FLOOD CONTROL DISTRICT D/B/A MILE HIGH FLOOD DISTRICT TO THE CITY OF LAKEWOOD FOR 170 YUKON STREET, CITY OF LAKEWOOD, COUNTY OF JEFFERSON, STATE OF COLORADO

WHEREAS, the City of Lakewood (the "City") and Urban Drainage and Flood Control District d/b/a Mile High Flood District ("MHFD") cooperated in preparation of the "South Lakewood Gulch Major Drainageway Planning Study," dated August 1978, which identified certain flood-prone properties within the City;

WHEREAS, MHFD has a "Preservation Policy" that enables it to acquire certain flood-prone properties on behalf of local jurisdictions in order to preserve them in their natural state;

WHEREAS, the City and MHFD identified several flood-prone properties within the City, one of which is located at 170 Yukon St. (the "Property");

WHEREAS, the City and MHFD negotiated a tentative acquisition price of two hundred seventy-five thousand dollars (\$275,000.00) for the Property;

WHEREAS, MHFD has agreed to pay for eighty-two percent of the cost to acquire the Property and the City will pay the remaining eighteen percent (18%)

WHEREAS, the City's 18% contribution of \$49,500 was previously appropriated in the 2025 budget for the Stormwater Management Utility fund;

WHEREAS, MHFD agrees to acquire the Property on behalf of the City and then deed the Property to the City;

WHEREAS, MHFD's Board of Directors approved Resolution No. 79, Series of 2024, allowing MHFD to acquire the Property on behalf of the City and to expend \$225,500.00 for such acquisition;

WHEREAS, the purpose of acquiring this Property is to preserve the South Lakewood Gulch in and around the Property;

WHEREAS, MHFD wishes to convey, and the City wishes to acquire, the Property for this purpose;

WHEREAS, approval of this ordinance on first reading is intended only to confirm that the City Council desires to comply with the City's Charter by setting a public hearing

to provide City staff and the public the opportunity to present evidence and testimony regarding the proposal; and

WHEREAS, approval of this ordinance on first reading does not constitute a representation that the City Council, or any member of the City Council, supports, approves, rejects or denies the proposal.

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. The City Council hereby accepts a deed which will convey the property at 170 Yukon St. from MHFD to the City of Lakewood after MHFD purchases the Property from its current owner;

SECTION 2. The City's Chief Financial Officer is hereby authorized and directed to pay amounts not exceeding forty-nine thousand, five hundred dollars (\$49,500.00) for the City's share of acquiring the Property;

SECTION 3. The City Manager or designee is hereby authorized to accept the deed after the Property is acquired by MHFD and to execute all documents necessary related to the acquisition of the Property, including all necessary intergovernmental agreements.

SECTION 4. Approval of this Ordinance is contingent upon MHFD acquiring the Property for the anticipated amount; the City agreeing to regulate and control any defined floodplains on South Lakewood Gulch in accordance with the National Flood Insurance Program regulations; the City agreeing to maintain the Property in a manner acceptable to MHFD; and the City agreeing not to make any changes to the Property without MHFD's approval.

SECTION 5. This Ordinance shall take effect thirty (30) days after final publication.

[Remainder of this page intentionally left blank, signatures to follow]

I hereby attest and certify that the within and foregoing ordinance was introduced and read on first reading at a regular meeting of the Lakewood City Council on the 14th day of July, 2025; published by title in the Denver Post and in full on the City of Lakewood's website at www.lakewood.org, on the 17th day of July, 2025; set for public hearing to be held on the 28th day of July, 2025; read, finally passed and adopted by the City Council on the 28th day of July, 2025; and signed by the Mayor on the ____ day of July, 2025.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

APPROVED AS TO FORM:

Alison McKenney Brown, City Attorney

AGREEMENT REGARDING
PROPERTY ACQUISITION OF
170 YUKON STREET, LAKEWOOD, COLORADO

Agreement No. 25-01.36
Project No. 110380

THIS AGREEMENT, by and between URBAN DRAINAGE AND FLOOD CONTROL DISTRICT D/B/A MILE HIGH FLOOD DISTRICT (hereinafter called "DISTRICT") and CITY OF LAKEWOOD (hereinafter called "PROJECT SPONSOR") and collectively known as "PARTIES";

WITNESSETH:

WHEREAS, DISTRICT, in a policy statement previously adopted, (Resolution No. 14, Series of 1970 and Resolution No. 11, Series of 1973) expressed an intent to assist public bodies which have heretofore enacted floodplain regulation measures; and

WHEREAS, DISTRICT, in a policy statement previously adopted, (Resolution No. 88, Series of 2021) outlined DISTRICT policy 'Regarding Preservation of Floodways and Floodplains and the Purchase of Land for Future Improvements' intended to assist public bodies acquire flood prone properties (hereinafter called "POLICY"); and

WHEREAS, PROJECT SPONSOR has enacted floodplain regulations; and

WHEREAS, PARTIES participated in a joint planning study titled "'South Lakewood Gulch Major Drainageway Planning Study," dated August 1978 by Sellards & Grigg, Inc., (hereinafter called "PLAN"); and

WHEREAS, PARTIES now desire to proceed with the acquisition of 170 Yukon Street, located in the City of Lakewood, Jefferson County as shown in Exhibit A (hereinafter called "PROJECT"); and

WHEREAS, the estimated total cost for acquisition of PROJECT is \$275,000; and

WHEREAS, PROJECT SPONSOR has requested DISTRICT funding assistance for PROJECT; and

WHEREAS, DISTRICT has adopted a Preservation Fund Budget for floodplain preservation for calendar year 2025 subsequent to public hearing (Resolution No. 79, Series of 2024) from which \$225,500 has been allocated for the acquisition of PROJECT; and

WHEREAS, DISTRICT's Board of Directors has authorized DISTRICT's financial participation for PROJECT (Resolution No. 25, Series of 2025); and

NOW, THEREFORE, in consideration of the mutual promises contained herein, PARTIES hereto agree as follows:

Part 1

1.01 SCOPE OF AGREEMENT

This Agreement defines the responsibilities and financial commitments of PARTIES with respect to PROJECT.

1.02 PUBLIC NECESSITY

PARTIES agree that the work performed pursuant to this Agreement is necessary for the health, safety, comfort, convenience, and welfare of all the people of the State, and is of particular benefit to the inhabitants of PARTIES and to their property therein.

1.03 PROJECT COSTS AND ALLOCATION OF COSTS

A. PARTIES agree that for the purposes of this Agreement PROJECT costs shall consist of and be limited to the following:

1. Acquisition costs;
2. Contingencies mutually agreeable to PARTIES.

B. It is understood that PROJECT costs as defined above are estimated not to exceed \$275,000.

Project costs for the various elements of the effort are estimated as follows:

ITEM	AMOUNT
1. Acquisition	\$275,000
2. Appraisal costs, title work, demolition, and/or relocation, etc.	\$0
Grand Total	\$275,000

This breakdown of costs is for estimating purposes only. Costs may vary between the various elements of the effort without amendment to this Agreement provided the total expenditures do not exceed the maximum contribution by all PARTIES plus accrued interest, if applicable.

C. DISTRICT shall contribute \$225,000 toward PROJECT costs and PROJECT SPONSOR shall contribute the remainder of PROJECT costs. Based on total PROJECT costs, the maximum cost to each party shall be:

	Participation
DISTRICT share	\$225,500
PROJECT SPONSOR share	\$49,500
TOTAL	\$275,000

1.04 MANAGEMENT OF FINANCES

As set forth in DISTRICT policy (Resolution No. 11, Series of 1973, Resolution No. 49, Series of 1977, and Resolution No. 37, Series of 2009), the funding of a PROJECT SPONSOR's share may come from its own revenue sources or from funds received from state, federal or other sources of funding without limitation and without prior DISTRICT approval.

Payment of each party's full share (PROJECT SPONSOR - \$49,500; DISTRICT - \$225,500) shall be made to DISTRICT subsequent to execution of this Agreement and within 30 days of request for payment by DISTRICT. The payments by PARTIES shall be held by DISTRICT in a special fund to pay for increments of PROJECT as authorized by PARTIES, and as defined herein. DISTRICT shall provide accounting of PROJECT funds as well as a notification to PROJECT SPONSOR of any unpaid obligations upon request. Any interest earned by the monies contributed by PARTIES shall be

accrued to the special fund established by DISTRICT for PROJECT and such interest shall be used only for PROJECT upon approval by the contracting officers (Paragraph 2.06).

Within one year of completion of PROJECT if there are monies including interest earned remaining which are not committed, obligated, or disbursed, each party shall receive a share of such monies, which shares shall be computed as were the original shares; or, at PROJECT SPONSOR request, PROJECT SPONSOR share of remaining monies shall be transferred to another special fund held by DISTRICT.

1.05 ACQUISITION OF PROJECT LAND, INTERESTS IN LAND AND/OR RIGHT-OF-WAY

DISTRICT, with PROJECT SPONSOR'S assistance, shall be responsible for acquiring, subject to approval of PROJECT SPONSOR, such land, interests in land, and/or right-of-way needed to implement and acquire PROJECT as defined herein. The cost to be shared by PARTIES for acquiring PROJECT land, land interests, and/or right-of-way may include relocation costs of existing occupants. Appraisal costs will also be considered a PROJECT cost. Acquisition of PROJECT land, land interests, and/or right-of-way by negotiation and / or the exercise of eminent domain shall be in full compliance with the laws of the State of Colorado. In addition, the PROJECT land, land interests, and/or right-of-way acquired shall be in the name of the DISTRICT and the conveyancing document shall be promptly recorded in the records of the Clerk and Recorder of the county in which PROJECT SPONSOR is located. DISTRICT shall then transfer title to such acquired PROJECT land, land interests, and/or right-of-way to PROJECT SPONSOR in such manner and on such forms as approved by PROJECT SPONSOR.

- A. Coordination of Acquisition of PROJECT land, interests in land, and/or Right-of-Way. Cost sharing by PARTIES will be based on supporting documentation such as formal appraisals, reasonable relocation cost settlements, legal description of the property, and other information deemed appropriate to the acquisition. Furthermore, cost sharing by DISTRICT will be only for the property or portions thereof, approved by PARTIES consistent with conditions outlined in POLICY. DISTRICT shall purchase the PROJECT land, interests in land, and/or right-of-way only after receiving prior approval of PROJECT SPONSOR and such purchases shall be made with PROJECT funds.
- B. Payment for Acquisition of PROJECT land, interests in land, and/or Right-of-Way. Following purchase or receipt of executed memorandum of agreement between DISTRICT and property owner for the property owner to sell property to DISTRICT at a price certain and on a date certain, DISTRICT shall so advise PROJECT SPONSOR and request payment as provided above. PROJECT SPONSOR will make payment within 30 days of receipt of request accompanied by the information set forth above.
- C. Ownership of Property and Limitation of Use. PARTIES acknowledge that PROJECT SPONSOR shall ultimately own the PROJECT property on which a future PROJECT may be constructed either in fee or non-revocable easement and shall be responsible for same. It is specifically understood that the right-of-way is being used for purposes consistent with

POLICY. The properties upon which a future PROJECT may be constructed shall not be used for any purpose that shall diminish or preclude its use for drainage and flood control purposes. PROJECT SPONSOR may not dispose of or change the use of the properties to diminish or preclude its use for drainage and flood control purposes without approval of DISTRICT, which shall not be unreasonably withheld.

If, in the future, PROJECT SPONSOR disposes of any portion of or all of the PROJECT properties acquired hereunder; changes the PROJECT property's use to diminish or preclude its use for drainage and flood control purposes upon any portion or all of the PROJECT properties; or modifies any of the improvements located on any portion of the PROJECT properties acquired under this agreement to diminish or preclude its use for drainage and flood control purposes pursuant to this Agreement; and PROJECT SPONSOR has not obtained the written approval of DISTRICT prior to such action, PROJECT SPONSOR shall take any and all action necessary within their legal authority to reverse said unauthorized activity and return the properties and improvements thereon, acquired and constructed pursuant to this Agreement, to the ownership and condition they were in immediately prior to the unauthorized activity at no expense to DISTRICT. However, PROJECT SPONSOR shall not be responsible for the actions of third parties that would violate the provisions of this Paragraph who may have legal rights in the property as long as PROJECT SPONSOR has taken reasonable action to stop those actions. In the event PROJECT SPONSOR breaches the terms and provisions of this Paragraph 1.05.C and does not voluntarily cure as set forth above, DISTRICT shall have the right to pursue a claim against PROJECT SPONSOR for specific performance of this portion of the Agreement. DISTRICT may, subsequent to the recording by PROJECT SPONSOR of any document transferring title or another interest to property acquired pursuant to this Agreement to PROJECT SPONSOR, record a memorandum of this Agreement (Exhibit B), specifically a verbatim transcript of Paragraph 1.05C. Ownership of Property and Limitation of Use except for this sub-paragraph which shall not be contained in the memorandum. The memorandum shall reference by legal description the property being acquired by PROJECT SPONSOR and shall be recorded in the records of the Clerk and Recorder of Jefferson County immediately following the recording of the document transferring title or another interest to PROJECT SPONSOR. PROJECT SPONSOR authorizes the recording of that memorandum and acknowledges that the same is meant to encumber the property with its restrictions.

1.06 RESPONSIBILITIES OF PARTIES

DISTRICT shall be responsible for coordinating with PROJECT SPONSOR the information developed by the various consultants hired by DISTRICT and for obtaining all concurrences from PROJECT SPONSOR needed to complete the PROJECT in a timely manner. PROJECT SPONSOR agrees to

review any associated documents; and to provide comments within 21 calendar days after the drafts have been provided by DISTRICT to PROJECT SPONSOR.

1.07 PUBLIC RELATIONS

It shall be at PROJECT SPONSOR's sole discretion to initiate and to carry out any public relations program to inform the residents in PROJECT area as to the purpose of PROJECT and what impact it may have on them. Technical information shall be presented to the public by the selected engineer, if requested by PROJECT SPONSOR. In any event DISTRICT shall have no responsibility for a public relations program but shall assist PROJECT SPONSOR as needed and appropriate.

1.08 EXECUTION IN COUNTERPARTS – ELECTRONIC SIGNATURES

Electronic signatures shall be permitted to bind the PARTIES to this Agreement, and all subsequent documents requiring the signatures of the PARTIES to this Agreement. Documents requiring notarization may also be notarized by electronic signatures. All use of electronic signatures shall be governed by the Uniform Electronic Transactions Act, CRS §§ 24-71.3-101 to 121. However, the PARTIES agree that only electronic signatures created by electronic signature software including but not limited to DocuSign shall be permitted.

Part 2

2.01 FLOODPLAIN REGULATION

PROJECT SPONSOR agrees to regulate and control the floodplain of South Lakewood Gulch within their jurisdiction in the manner prescribed by the National Flood Insurance Program and prescribed regulations thereto as a minimum.

PARTIES understand and agree, however, that PROJECT SPONSOR cannot obligate itself by contract to exercise its police powers. If PROJECT SPONSOR fails to regulate the floodplain of South Lakewood Gulch within their jurisdiction in the manner prescribed by the National Flood Insurance Program and prescribed regulations thereto as a minimum, DISTRICT may exercise its power to do so and PROJECT SPONSOR shall cooperate fully.

2.02 TERM OF AGREEMENT

The term of this Agreement shall commence upon execution and shall terminate three (3) years after the final payment is made to any construction contractor for any future work performed on PROJECT property and the final accounting of funds on deposit at DISTRICT is provided to all PARTIES pursuant to Paragraph 1.05 herein, except for Paragraph 2.01. FLOODPLAIN REGULATION and Paragraph 1.05C. OWNERSHIP OF PROPERTY AND LIMITATION OF USE.

2.03 LIABILITY

Each party hereto shall be responsible for any suits, demands, costs or actions at law resulting from its own negligent or wrongful acts or omissions and may insure against such liabilities as appropriate.

2.04 CONTRACTING OFFICERS

A. The contracting officer for PROJECT SPONSOR shall be the City Manager, 480 Allison Parkway. Civic Center South, Lakewood, CO 80226.

- B. The contracting officer for DISTRICT shall be the Executive Director, 12575 W. Bayaud Avenue, Lakewood, Colorado 80228.
- C. The contracting officers for PARTIES each agree to designate and assign a PROJECT representative to act on the behalf of said PARTIES in all matters related to PROJECT undertaken pursuant to this Agreement. Each representative shall coordinate all PROJECT-related issues between PARTIES, shall attend all progress meetings, and shall be responsible for providing all available PROJECT-related file information to the engineer upon request by DISTRICT or PROJECT SPONSOR. Said representatives shall have the authority for all approvals, authorizations, notices or concurrences required under this Agreement. However, in regard to any amendments or addenda to this Agreement, said representative shall be responsible to promptly obtain the approval of the proper authority.

2.05 AMENDMENTS

This Agreement contains all of the terms agreed upon by and among PARTIES. Any amendments to this Agreement shall be in writing and executed by PARTIES hereto to be valid and binding.

2.06 SEVERABILITY

If any clause or provision herein contained shall be adjudged to be invalid or unenforceable by a court of competent jurisdiction or by operation of any applicable law, such invalid or unenforceable clause or provision shall not affect the validity of the Agreement as a whole and all other clauses or provisions shall be given full force and effect.

2.07 APPLICABLE LAWS

This Agreement shall be governed by and construed in accordance with the laws of the State of Colorado. Jurisdiction for any and all legal actions regarding this Agreement shall be in the State of Colorado and venue for the same shall lie in the PROJECT SPONSOR where PROJECT is located.

2.08 ASSIGNABILITY

No party to this Agreement shall assign or transfer any of its rights or obligations hereunder without the prior written consent of the other party or parties to this Agreement.

2.09 BINDING EFFECT

The provisions of this Agreement shall bind and shall inure to the benefit of PARTIES hereto and to their respective successors and permitted assigns.

2.10 ENFORCEABILITY

PARTIES hereto agree and acknowledge that this Agreement may be enforced in law or in equity, by decree of specific performance or damages, or such other legal or equitable relief as may be available subject to the provisions of the laws of the State of Colorado.

2.11 TERMINATION OF AGREEMENT

This Agreement may be terminated upon thirty (30) days' written notice by any party to this Agreement, but only if there are no contingent, outstanding contracts. If there are contingent, outstanding contracts, this Agreement may only be terminated upon the cancellation of all

contingent, outstanding contracts. All costs associated with the cancellation of the contingent contracts shall be shared between PARTIES in the same ratio(s) as were their contributions.

2.12 NO DISCRIMINATION IN EMPLOYMENT

In connection with the performance of work under this Agreement, PARTIES agree not to refuse to hire, discharge, promote or demote, or to discriminate in matters of compensation against any person otherwise qualified because of race, color, ancestry, creed, religion, national origin, gender, age, military status, sexual orientation, gender identity, marital status, or physical or mental disability and further agree to insert the foregoing provision in all subcontracts hereunder.

2.13 APPROPRIATIONS

Notwithstanding any other term, condition, or provision herein, each and every obligation of the PARTIES stated in this Agreement is subject to the requirement of a prior appropriation of funds therefore by the appropriate governing body of the respective PARTIES.

2.14 NO THIRD-PARTY BENEFICIARIES

It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to PARTIES, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other or third person on such Agreement. It is the express intention of PARTIES that any person or party other than PARTIES receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

2.15 GOVERNMENTAL IMMUNITIES

PARTIES hereto intend that nothing herein shall be deemed or construed as a waiver by any party of any rights, limitations, or protections afforded to them under the Colorado Governmental Immunity Act (§ 24-10-101, *et seq.*, C.R.S.) as now or hereafter amended or otherwise available at law or equity.

2.16 INTENT OF AGREEMENT

Except as otherwise stated herein, this Agreement is intended to describe the rights and responsibilities of and between PARTIES and is not intended to and shall not be deemed to confer rights upon any person or entities not named as PARTIES, nor to limit in any way the powers and responsibilities of PROJECT SPONSOR, DISTRICT or any other entity not a party hereto.

WHEREFORE, PARTIES hereto have caused this instrument to be executed by properly authorized signatories as of the date and year first above written.

URBAN DRAINAGE AND FLOOD CONTROL
DISTRICT D/B/A
MILE HIGH FLOOD DISTRICT

By _____

Name Laura A. Kroeger

Title Executive Director

Date _____

Checked By

CITY OF LAKEWOOD

Kathleen E. Hodgson, City Manager

ATTEST:

Jay Robb, City Clerk

Attestation Date

Approved as to form:

Gus Schenck, Senior Assistant City Attorney

Recommended and approved as to content:

Maria D'Andrea, Director Department
of Public Works

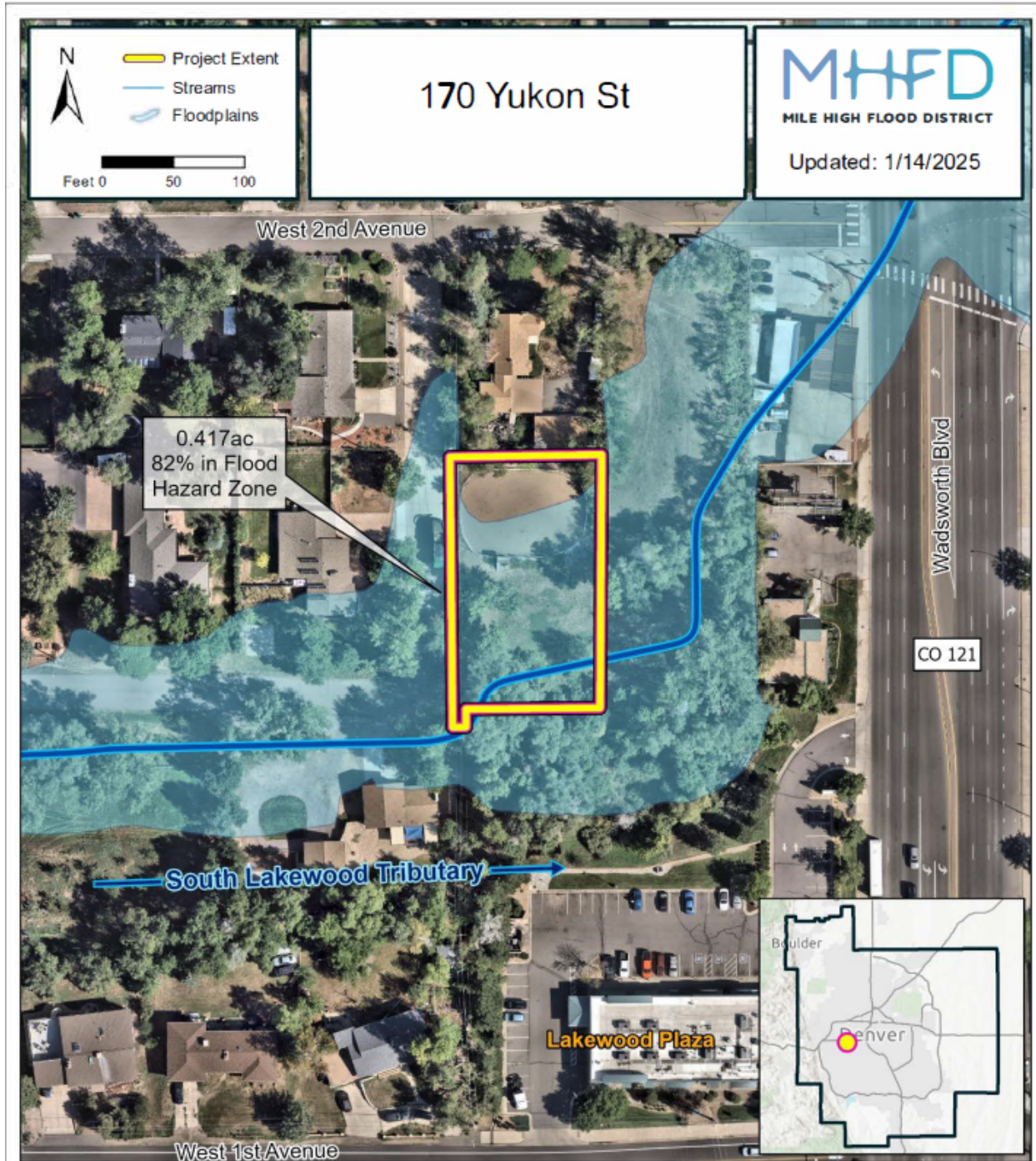
Approved as to funding (if \$5,000 or greater):

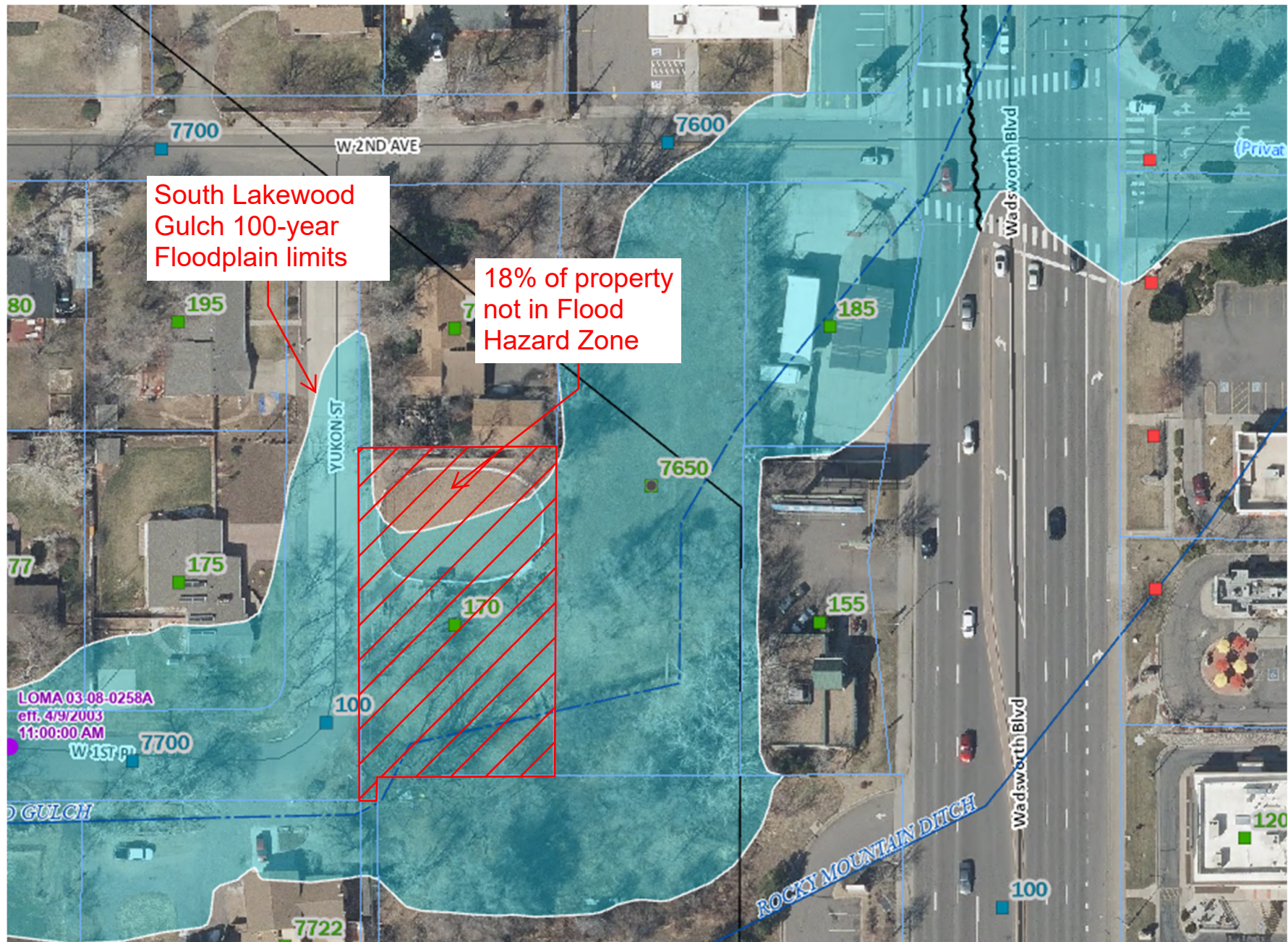
Holly Björklund, Chief Financial Officer

AGREEMENT REGARDING
PROPERTY ACQUISITION OF
170 YUKON STREET, LAKEWOOD, COLORADO

Agreement No. 25-01.36
Project No. 110380

Exhibit A





To: District Staff

From: David Bennetts
Engineering Services Manager

Date: February 10, 2020

Subject: Fact Sheet - Policy Regarding Preservation of Floodways and Floodplains, and the Purchase of the Land for Future Improvements

The purpose of this fact sheet is to provide some insight on the District's Policy regarding the preservation of floodways and floodplains through the District's Property Acquisition Reserve.

History

In 1979, the Colorado State Legislature assigned the District four-tenths of a mill to be used for "maintenance and preservation of floodways and floodplains." The District's Board of Directors initially adopted this policy in 1989, which stated that property acquisition is an important tool, for use in specific cases, to ensure the maintenance and preservation of floodplains and floodways. The intent was also to reserve land for future drainage and flood mitigation improvements. In 1989, an identified preservation account was created in the Maintenance Fund, and through the years, a number of properties have been acquired using this policy and these maintenance funds.

The Policy has been amended a number of times over the years, resulting in some conflicting language and implementation problems. In addition, the level of funding was not able to keep up with the rising cost of property, which did not allow for effective use of the policy. The Board addressed this by adopting Resolution No. 69, Series of 2019, which updated the language of the existing Policy, and providing a sufficient reserve moving forward. In order to use the funds in this reserve, the District's Board of Directors must approve each proposed property acquisition by resolution.

Funding

The Board has set the new funding limit for this Property Acquisition Reserve at 3% of the District's annual revenue moving forward. Beginning in 2020, the reserve shall be administered with the intent that each county's expenditures are pro rata to the District's revenue share from that county over the history of the Reserve. If it becomes apparent that certain counties are not benefitting from the Property Acquisition Reserve, increases may be made to those counties' maintenance budgets until pro rata equity is achieved, under the guidance of the Board of Directors.

Use of the Funds

The Property Acquisition Reserve may be used for the following purposes only when other existing methods of preserving the floodplain or floodway, such as floodplain regulations, subdivision regulations, public land dedication requirements, etc., have been exhausted:

- As a last resort to prevent unsafe development from occurring in floodplains and floodways
- To preserve right-of-way for future drainage and flood mitigation improvements, identified in masterplans, when the right-of-way is in danger of being developed
- To prevent unsafe development downstream of detention facilities
- To purchase severely damaged properties after flooding as a part of a planned recovery efforts
- To preserve channel and floodplain storage when called for in a master plan
- When available for purchase from a willing seller, to acquire property and remove structures from the floodplain or floodway when called for in a master plan or final design
- To obtain right-of-way necessary to perform maintenance of floodplains and floodways
- To preserve flood routing capabilities of inadvertent detention facilities, when agreement for such preservation has been made between the District and the affected local governments
- To purchase properties in imminent danger of flood or flood-related damage
- Other similar purposes where preservation is in the best interests of the goals and objectives of the District and the local government

When the Property Acquisition Reserve is used to preserve right-of-way for a future flood mitigation project listed in the District's current five-year Capital Improvement Plan (CIP), that project may be required to reimburse the Property Acquisition Reserve when the project commences, subject to a decision by the Board. This reimbursement rate will be subject to the percentages set in the IGA with the local government for the CIP project, typically 50% -50% split, requiring the local government to reimburse 50% of the acquisition cost.

The Property Acquisition Reserve may also be used to acquire undeveloped floodplains in order to preserve them in their natural state. For such acquisitions, the District may contribute funds in an amount up to the lesser cost of 100% of the delineated floodplain portion of the floodplain property, or 50% of the entire floodplain property. All property acquired for purposes other than future construction right-of-way shall be utilized in a manner beneficial to the public, and consistent with the flood hazard such as recreation and open space. The District will attempt to work with appropriate agencies, such as parks and recreation departments and districts to provide for beneficial utilization of the acquisitions.

Once a property is acquired, Property Acquisition Reserve can be used for removal of any structures that remain on the property, site cleanup and grading, revegetation, and any fencing that may be required to secure the property. Once this work is complete, it is the responsibility of the local government receiving the property to maintain the property moving forward.

Process

Once a property has been identified, the District will work with the local government to determine the market value of the property, provide an environmental assessment (as needed) of the property to ensure it is free from contaminants, and negotiate the conditions of the sale. The District will typically look to the local government to lead this process through their established procedures for property acquisition, and provide support as requested. In the case that the local government is not able to do this, the District will take the lead, working closely with the local government.

Once the acquisition is complete, the local government, of whom has jurisdiction, shall own the acquired property either in a fee or in a non-revocable easement, of which they shall be responsible for as well. For each property acquired under this Policy, District will enter into an agreement with the local government having jurisdiction to ensure that the property shall not be used for any purpose that will diminish or preclude its natural state as a preserved floodplain or its use for drainage and flood mitigation purposes. The agreement will also ensure that the local government having jurisdiction shall not dispose of or change the use of the property without approval of, and reimbursement to District.

STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 10

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 10A

To: Mayor and City Council
From: Christopher Conner, Housing and Livable Communities Manager
Subject: **Public Hearing - Housing Needs Assessment**

SUMMARY STATEMENT: This presentation is a review of a Regional Housing Needs Assessment completed by Denver Regional Council of Governments (DRCOG). Review of this assessment before the City Council, or completion of a local assessment by 2026, is required for compliance with the State of Colorado's Sustainable Affordable Housing Assistance law, SB24-174, passed in May 2024. Comments will be tracked and provided to DRCOG as part of the City's compliance requirements.

BACKGROUND INFORMATION: DRCOG published the Regional Housing Needs Assessment in July 2024. Use of this assessment for compliance with Sustainable Affordable Housing Assistance law does not preclude Lakewood from using other housing analytics in local or state planning, such as is provided in Lakewood's local Strategic Housing Plan. No official action is required by City Council beyond recording comments and questions in a public hearing at a meeting of council.

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: Staff recommends providing DRCOG comments from the public hearing for compliance to Sustainable Affordable Housing Assistance Law

ALTERNATIVES: The City of Lakewood could comply with the Sustainable Affordable Housing Assistance law by completing a local Housing Needs Assessment. However, the analytics provided as an appendix to our current local Strategic Housing Plan do not satisfy requirements. The DRCOG Housing Assessment fully satisfies state requirements.

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: Upon completion of the public hearing city staff will document any comments or questions on the Regional Housing Needs Assessment and provide them to DRCOG for full compliance. If the hearing proceeds without comment city staff will notify DRCOG of "no comments" and will remain in compliance.

ATTACHMENTS:

1. Regional Housing Need Assessment
2. DRCOG Housing Needs Assessment

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

Regional Housing Needs Assessment

Local context of the 2024 Regional Housing Needs Assessment completed by Denver Regional Council of Governments (DRCOG)

Introduction



This presentation will detail key findings of the [Regional Housing Needs Assessment](#) published by DRCOG in July, 2024.



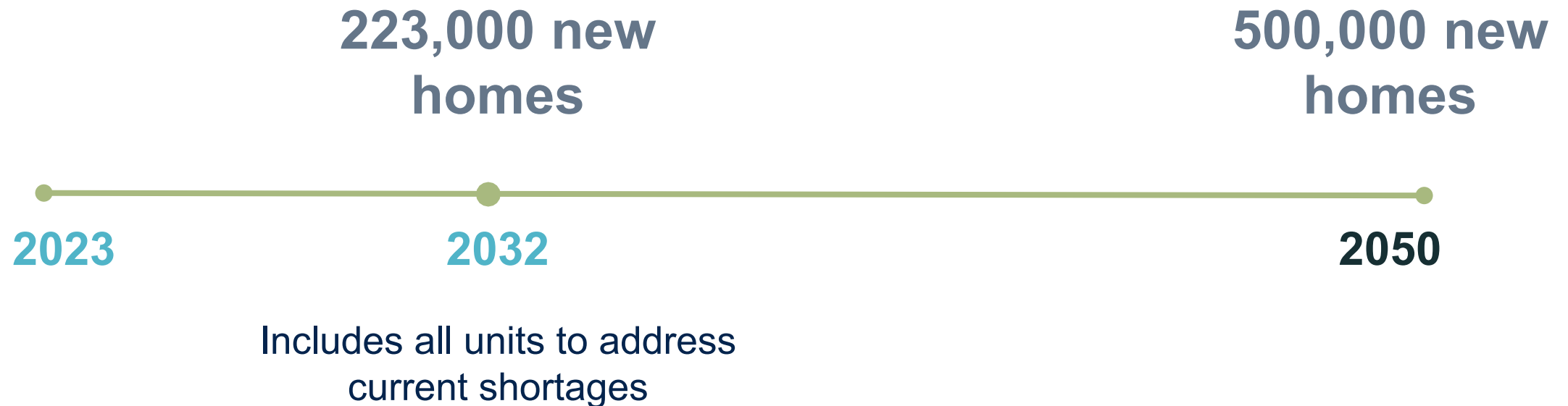
The regional area of the needs assessment involves 9 county jurisdictions and 49 cities and towns



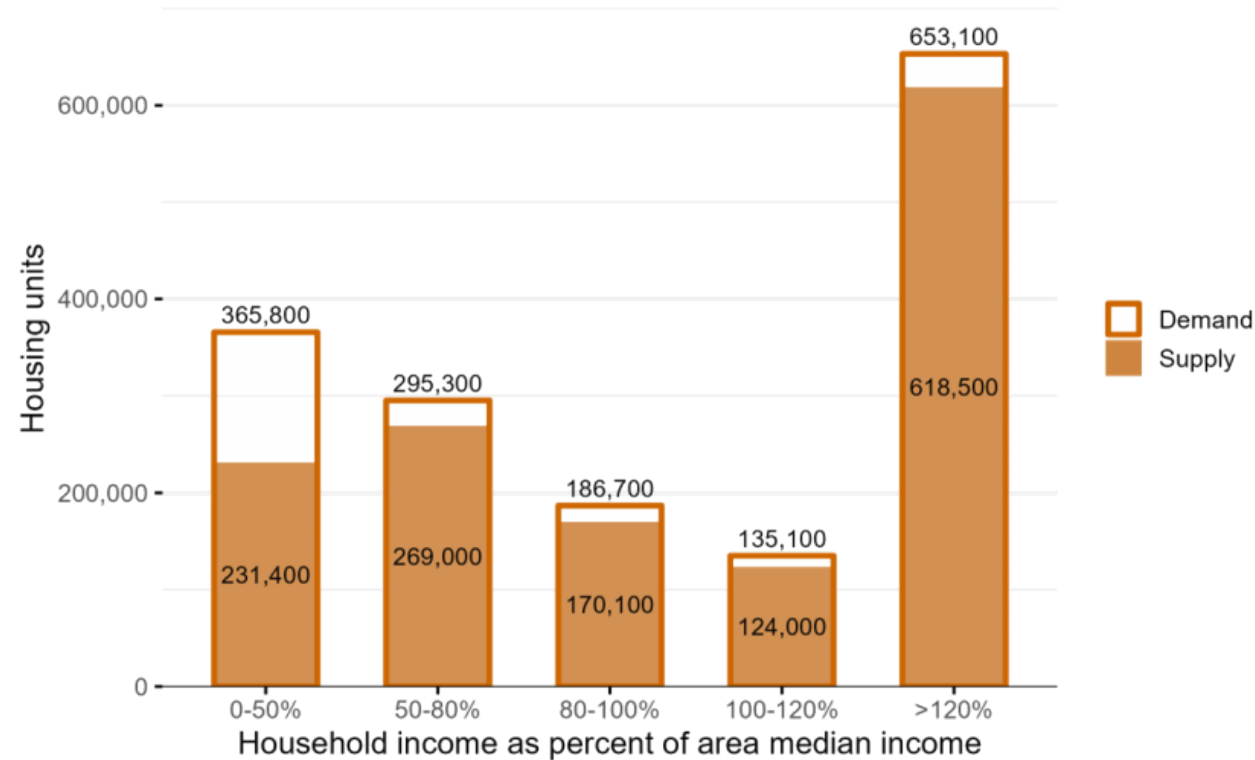
The presentation will then consider Lakewood's local housing need within the region, as identified through the larger regional assessment

Regional Housing Need

The Housing Need Assessment suggests the Denver Metro Region will require over 511,000 additional housing units to meet housing needs across the income spectrum between 2023 and 2050. Nearly 44% of those units need to appear by 2032.



Regional Housing Need by Income



Source: ECONorthwest analysis; DRCOG small-area forecast, 2025; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

Of the 223,000 units that need to be built throughout the region by 2032, over 60%, or about 135,000 need to meet households earning 0-50% AMI

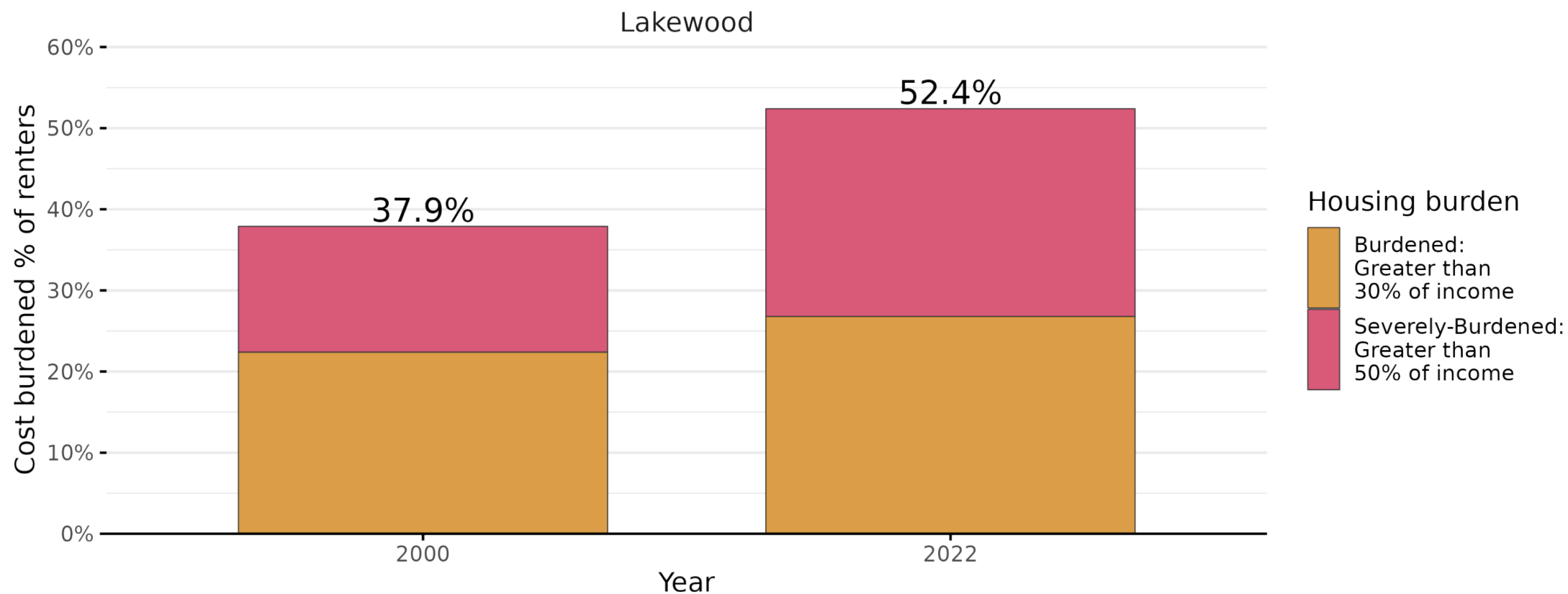


Identifying Lakewood's Housing Need

Housing markets are regional issue, but the distribution of housing need throughout a region may differ.

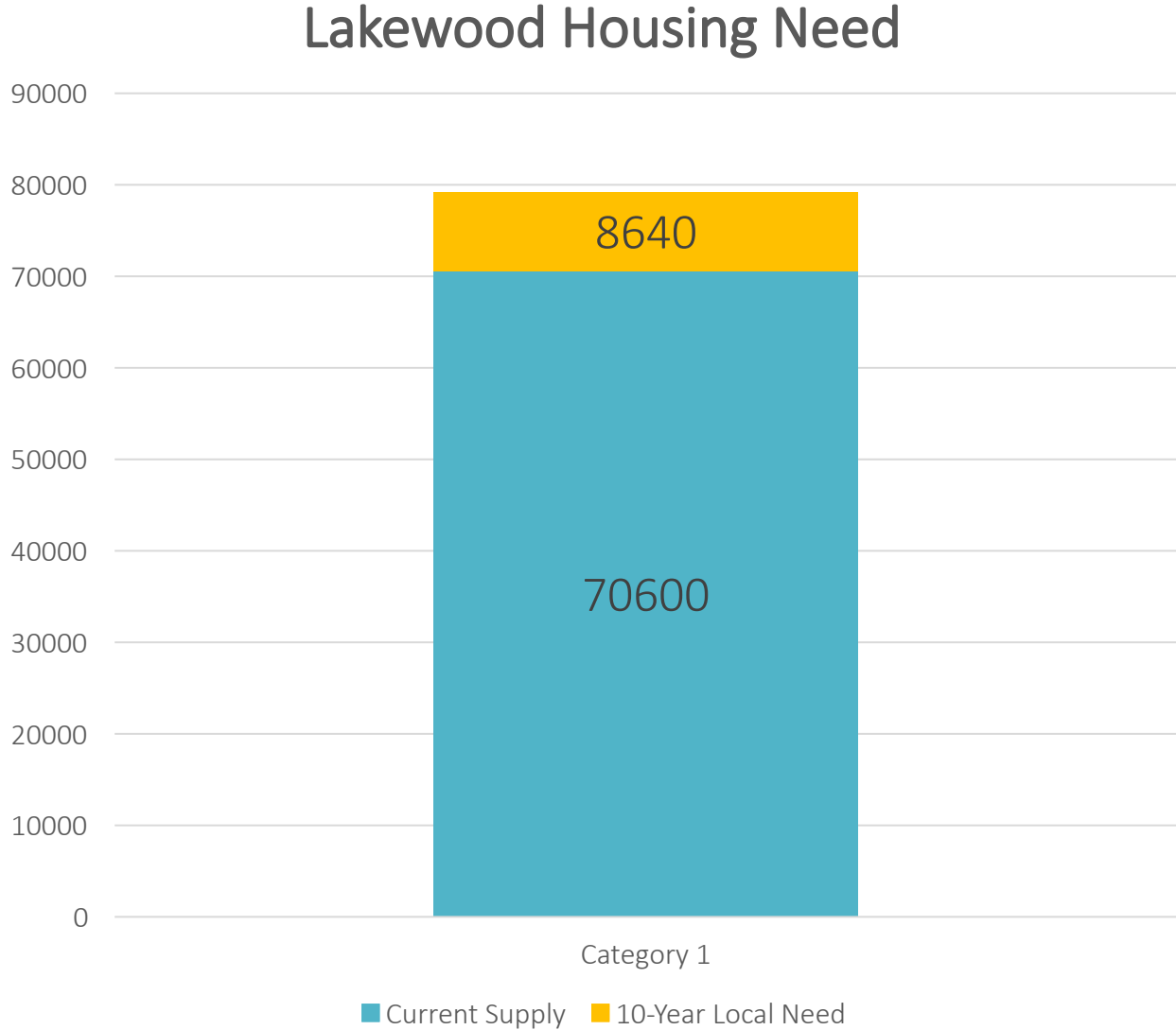
The Regional Assessment distributed local need across municipalities based on four variables. Each variable was considered through current, and future projected impact.

Lakewood Housing Cost Burdened



Source: Decennial Census 2000, ACS 2022 5-Year 2022

Identifying Lakewood's 10-Year Housing Need



- 70,600 housing units existed in City of Lakewood at the time of the Regional Housing Need Assessment
- The Assessment estimates Lakewood needs to identify 8640 additional units by 2032 to meet their portion of housing need across the region
 - This is 6.4% of the total housing need across the region

Lakewood Housing Unit Need 2023-2032

Lakewood Housing Unit Need 2023-2032 by Income Level and Type

■ For Sale ■ For Rent



Takeaways

Some key takeaways from Lakewood's position in the Regional Housing Need Assessment:

- Lakewood needs 8640 units identified by 2032
- The majority of these units need to target 0-50% AMI. The housing need for renters at this income is 184% of the housing need for all for-sale units.
- At the time of the Regional Housing Need Assessment over half of Lakewood residents were cost-burdened by their housing arrangement. 1 in 4 Lakewood residents were spending half of their income or more on housing alone.
- Similar housing challenges endure throughout the 9 county region considered by DRCOG's Regional Housing Assessment

Questions or Comments...

Questions and comments will be tracked, recorded, and presented to Denver Regional Council of Governments to comply with State of Colorado's Sustainable Affordable Housing Assistance Law.



July 2024

Regional Housing Needs Assessment

Denver Regional Council of Governments

DRAFT

Prepared for: Denver Regional Council of Governments (DRCOG)

ECOnorthwest

222 SW Columbia Street • Suite 1600 • Portland, OR 97201 • 503-222-6060

Acknowledgments

ECONorthwest prepared this report with support from, guidance and input of several partners, including staff, and leadership of the Denver Regional Council of Governments (DRCOG), Community Planning Collaborative and MIG. We are especially grateful to participants in the project Advisory Group composed of representatives from DRCOG member governments, state agencies, environmental advocacy groups transportation planning professionals, private housing developers, mission driven housing developers, housing finance professionals, consultant land use attorneys, nonprofit housing advocates, economists and data scientists.

That assistance notwithstanding, ECONorthwest is responsible for the content of this report. The staff at ECONorthwest prepared this report based on their general knowledge of the economics of housing and regional economies. ECONorthwest also relied on information derived from government agencies, private statistical services, the reports of others, interviews of individuals, or other sources believed to be reliable. ECONorthwest has not independently verified the accuracy of all such information and makes no representation regarding its accuracy or completeness. Any statements nonfactual in nature constitute the authors' current opinions, which may change as more information becomes available.

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Executive Summary

Denver's past and future growth requires more housing

The Denver region has experienced rapid growth in recent years, with a 17 percent increase in residents since 2010 and a 33 percent increase in jobs. Many of the region's 3.4 million residents struggle to find affordable and accessible housing in their location of choice as home prices and rents have increased far faster than incomes.

The Regional Housing Needs Assessment provided the opportunity for local governments, non-profits, industry representatives and other organizations involved in housing preservation and production across the Denver region to better understand the scope, scale, and nature of housing issues in the region. The Denver region while interconnected through jobs and transportation, has historically approached housing policy at the town, city, and county level.

Addressing the regional housing needs will require greater coordination across local jurisdictions as many of the barriers are too complex and broader than one local community can take on alone and there is tremendous opportunity to more efficiently address barriers collaboratively.

➤ Overview

The region needs to build 511,000 units by 2050 to meet current and future housing needs.

Despite periodic building booms, the region has not produced enough housing to keep pace with population and job growth.

Much of the new housing in the region does not support the diversity of housing needs across all income levels and household types.

Diverse factors create barriers to housing production.

A regional housing strategy is critical to coordinate efforts across sectors and align housing development with broader regional goals for transportation and economic development.

Measuring regional housing need

DRCOG conducted this Regional Housing Needs Assessment to establish an objective, data-driven understanding of the baseline housing need for both the current and future population.

Using a methodology shaped by best practices and the guidance of a local Advisory Group, the Regional Housing Needs Assessment estimates that 511,000 units are needed across the region by 2050 to meet both the needs of the current population and to accommodate projected population growth and changing demographics. Just over 300,000 of these housing units will need to be affordable to households earning 60 percent or less of the



median income. Older adults will make up a greater share of the population, shaping trends around housing needs, such as income and mobility.

Understanding barriers to housing production

The barriers to producing more housing—and at a higher rate than past trends— vary significantly depending on the unique characteristics of each community and evolve over time in response to changing circumstances. The interplay between factors such as market conditions, the regulatory environment, infrastructure availability, community consensus, and financial resources can hinder the delivery of new housing. These barriers are especially challenging to creating housing affordable at low and moderate incomes—either by preventing them from moving forward altogether or by resulting in the development of fewer units than what might be allowed or desired under current conditions.

Moving toward a regional housing strategy

Addressing regional issues requires regional partnership. Many stakeholders in the region, including DRCOG’s member governments, have long identified the need for coordinating regional housing efforts to address the overall housing supply and affordability challenges. Local communities, however, often struggle with access to consistent and reliable data, or staff capacity, to develop and implement strategic and effective housing policy.

A regional strategy is intended to foster shared understanding, collaboration, and actions to help member governments, in partnership with other stakeholders, make progress toward addressing the region's housing needs. As part of this Regional Housing Needs Assessment, DRCOG collaborated with public and private sector partners across the region to develop a framework that will serve as the foundation for creating a regional housing strategy starting in late 2024. By working collaboratively to develop a comprehensive regional housing strategy and integrate it with other key planning efforts, DRCOG and its partners can take a significant step toward fostering more equitable, resilient, and livable communities for all residents of the Denver region. The Regional Housing Needs Assessment aims to provide a thorough analysis of housing needs and to develop a better understanding of barriers related to housing production, creating a strong foundation for developing the regional housing strategy. The forthcoming regional housing strategy will build upon the findings and insights presented in this report.



1. Introduction and context

The Denver region has experienced substantial growth over the last decade. Since 2010, the population has increased by 17 percent to 3.4 million residents, while the number of jobs increased by 33 percent. However, housing production has failed to keep pace with population growth. As vacancy rates hit historic lows, home prices and rents have soared. The median home sale price in Denver reached \$550,000 as of December 2023, increasing by 180 percent over the last decade while incomes increased by 55 percent during the same period.¹ Home sale prices and rents are out of reach for median income earners, and over 51 percent of renters cost-burdened across the region.² Moreover, the most recent Point-in-Time count showed the highest number of unsheltered homeless people in the region since 2008.^{3,4} These trends grow more acute within local communities, particularly when disaggregated by race, income, age, and other demographic factors, exacerbating issues of housing access, displacement, and inequity.

Housing markets are regional

People make choices about where to live based on access to jobs, affordability, schools, amenities, childcare and other factors that often transcend jurisdictional boundaries. Despite this shared regional market, housing policy and planning in the Denver region has primarily occurred at the town, city or county level, resulting in fragmented efforts that have struggled to adequately account for and address regional dynamics that shape housing demand, supply, and ultimately, affordability. Greater efforts for coordinated policy and planning are needed to better address housing barriers that local communities cannot take on alone.

DRCOG supports regional planning and coordination

The Denver Regional Council of Governments (DRCOG) is a planning organization in which local governments collaborate to set policies, guidelines, and funding priorities across key areas including transportation, growth and development, aging, and disability resources. DRCOG's member governments include 9 counties and 49 cities and towns as shown in Exhibit 1. Representatives from these governments work together to make life better for those who call the region home.

¹ Redfin; Zillow, 2023

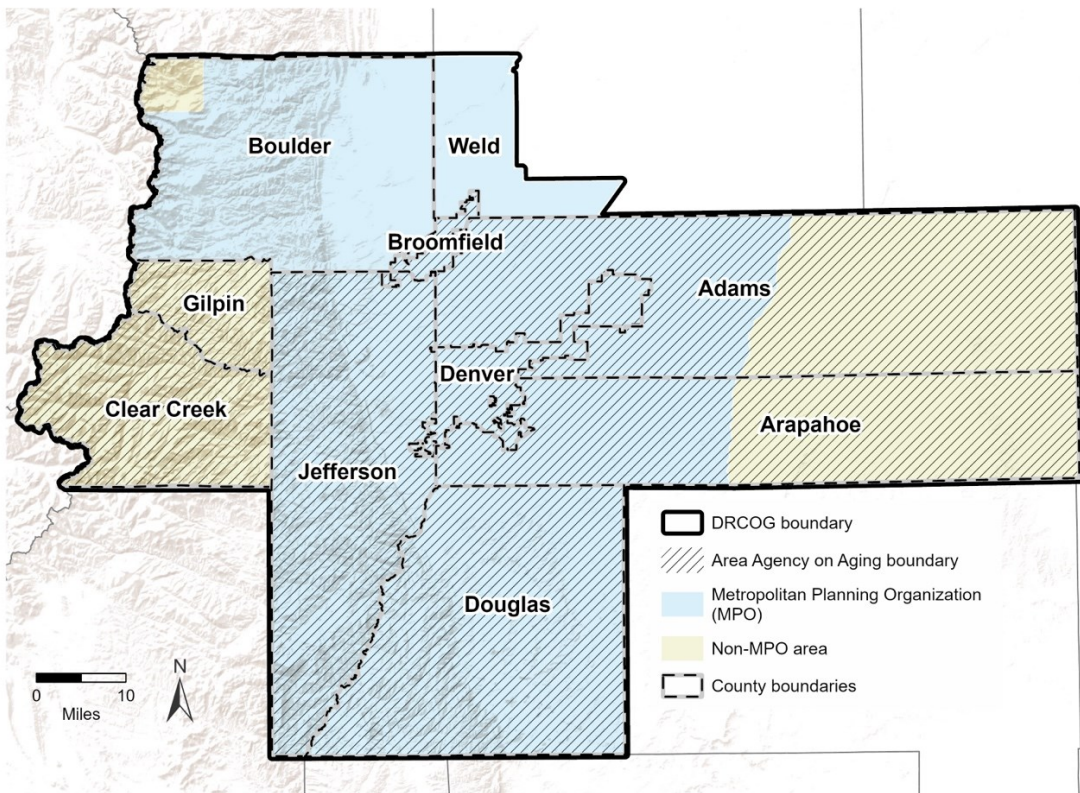
² Denver County Median Family Income 2023

³ Metro Denver Homelessness Initiative

⁴ Point-In-Time Count is an annual survey conducted in the United States to assess homelessness. The Point-In-Time Count serves as a snapshot of homelessness in a community by providing an estimate of the overall scope of homelessness on a single night. It includes both sheltered (those in emergency shelters and transitional housing) and unsheltered (those without shelter) populations.



Exhibit 1: DRCOG Planning Area



Source: DRCOG

In 2017, DRCOG adopted Metro Vision, which is the long-range plan for growth and development across the Denver region. The plan provides guidance and coordination between counties and municipalities on regional land use, transportation, and a variety of other government policies. It is centered around promoting sustainable, managed growth for the Denver region, with implementation occurring through local initiatives aligned with Metro Vision's overall framework. The plan recognizes that many of the effects associated with growth—such as traffic, air quality and housing costs—cross jurisdictional boundaries and local governments must work collaboratively to address them.

Metro Vision recognizes the interconnections between DRCOG's traditional planning focus on transportation, growth, and aging and disability needs with housing, economic development, community health, and resilience. One of Metro

REGIONAL PLANNING PROCESS

New Role for Housing in Transportation Planning

In 2021, the federal Infrastructure Investment and Jobs Act amended the scope of the metropolitan transportation planning process, related to the factors a Metropolitan Planning Organization must consider, adding *housing*, alongside *transportation improvements*, and *state and local planning growth and economic development patterns*.



Vision’s overarching themes is “healthy, inclusive, and livable communities” with desired outcomes related to increased housing diversity to meet the needs of residents of all ages, incomes, and abilities. To this end, Metro Vision outlines specific objectives to diversify the region’s housing stock, increase the regional supply of housing attainable for a variety of households, and increase opportunities for diverse housing accessible by multimodal transportation.

As the designated metropolitan planning organization for the Denver region, DRCOG is well-positioned to convene member governments and regional stakeholders, provide consistent guidance, data, and tools to help advance Metro Vision and encourage collaboration to meet the diverse housing needs across the region. This support from DRCOG allows local jurisdictions to focus on how they can influence development—by managing and encouraging new housing in ways that are consistent within a community’s specific vision. Ultimately, increasing housing options relies on local policy, but regional coordination enables strategic and consistent action toward creating more equitable access and housing affordability across the Denver region.

Building toward a regional strategy

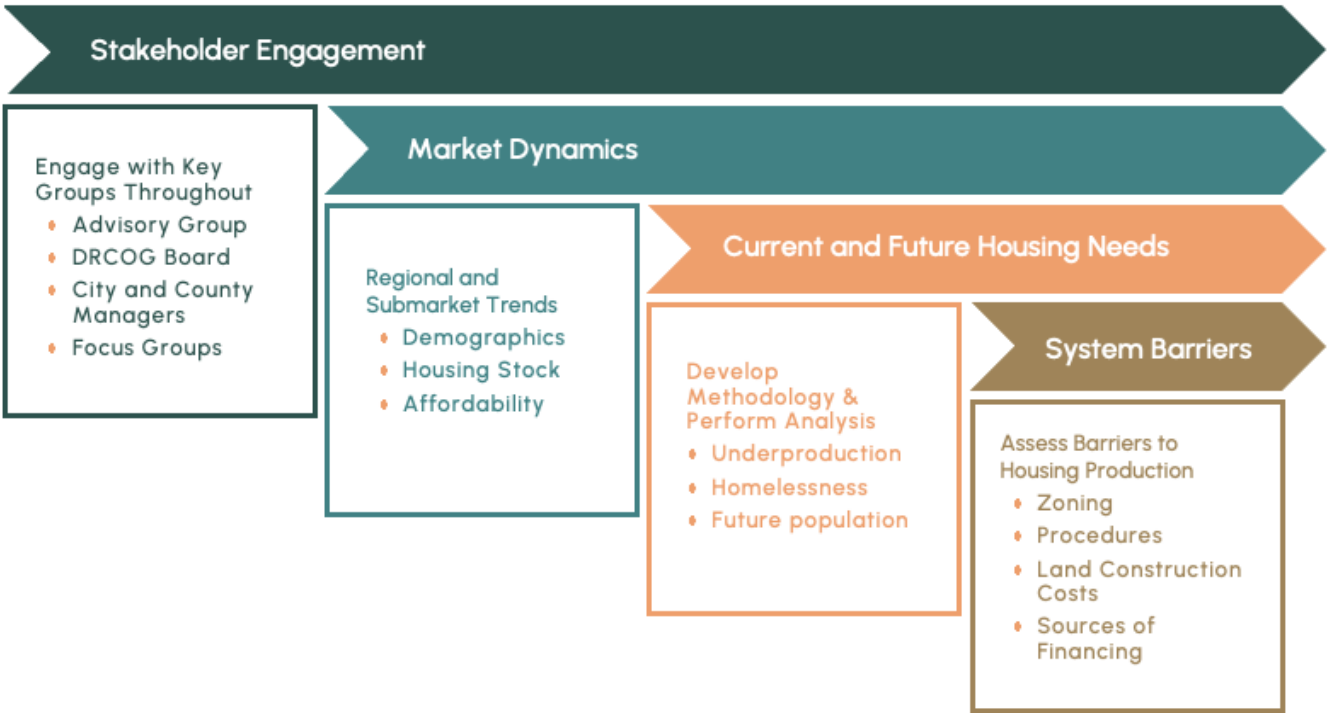
DRCOG is approaching regional housing planning in two distinct pieces over the next two years. The first piece is a Regional Housing Needs Assessment, which developed a methodology and conducted an analysis to quantify housing needs across the region through 2050, as represented in Exhibit 2. This analysis helps provide a baseline understanding of the scope and scale of housing issues across the region and identifies key barriers to housing production.

Throughout the development of the Regional Housing Needs Assessment, the project team engaged key groups whose work touches on regional housing issues from different perspectives. An Advisory Group composed of representatives from local government, state agencies, housing developers, service providers, and advocates met six times throughout the project to provide feedback and guidance on the approach, methods, and key barriers to producing more needed housing in the Denver region. This group also helped establish the framework for a regional housing strategy.

In addition to the Advisory Group, the project team convened multiple focus groups and individual stakeholder meetings representing an array of interests and perspectives across approximately 200 participants. These conversations gathered critical information about municipal planning, infrastructure and utilities, the homebuilding sector, affordable housing, regional economic development, housing finance, aging services, and climate and sustainability issues. Input from this wide range of participants helped illuminate the challenges faced by public and private sector actors working to increase opportunity in the region and identify how a coordinated housing strategy could support those efforts. See Appendix A for a more detailed summary of stakeholder engagement activities.



Exhibit 2. Regional Housing Needs Assessment Process



The Regional Housing Strategy, expected to begin in late 2024, will involve working with local governments and housing partners across the region to develop a strategy to collectively address these identified housing needs.

What is a regional housing needs assessment?

Regional Housing Needs Assessments are critical tools for quantifying housing needs at a regional level. A housing needs assessment uses data on key demographic factors, housing stock characteristics, market trends, and forecasted population and job growth to understand the number of housing units an area will need to produce to meet current and future housing need over a specified planning period. With thoughtful design, these assessments offer planners and policymakers a more comprehensive and nuanced understanding of housing need for people across the income spectrum and with different household characteristics, which allows for a more targeted and effective approach to meeting diverse needs.



2. Regional housing needs

DRCOG conducted this Regional Housing Needs Assessment to establish an objective, data-driven understanding of the baseline housing need for both the current and future population. Understanding the total need and affordability gaps at all income levels will critically inform local, regional and statewide efforts to address housing need. In addition, this housing needs assessment will serve as a foundation for the development of a regional housing strategy which will articulate what we can do collectively as a region. Throughout this Regional Housing Needs Assessment development, the following guiding principles were identified by DRCOG staff, the consultant team, and the Advisory Group to inform the process.

» This chapter summarizes DRCOG's approach, methodology, results and key findings for regional housing needs.



Proactively determine housing need for the region.



Develop a data-driven approach to policy and planning.



Maintain transparency around data sources, limitations, and methodological choices.



Align with Metro Vision planning areas and goals.



Align future strategy development with subregional and local needs.

Key Findings

The key findings section summarizes important takeaways about regional housing needs. Further context and discussion follow.

- » **The region needs to build 511,000 units by 2050 to meet current and future housing needs. While housing is needed at all income levels, housing that is affordable to households earning less than 60 percent of Area Median Income represents the largest share. The market will not deliver this type of housing on its own, particularly at the volume needed. Government subsidies and creative partnerships with private market actors will be required to meet housing needs.**
- » **Adults aged 65 and older will comprise a larger share of the population by 2050 and household sizes are shrinking. These shifts in household composition along with forecasted housing need by income category shows that jurisdictions and the region**



will need to plan for more diverse housing options for a broader range of household incomes to meet current and future housing needs.

- » The Denver region has seen booms and busts in housing production over the past several decades. Yet new housing has not kept pace with overall population growth over the same period. A steep decline in construction during the Great Recession contributes to the shortage of needed housing today. As an additional challenge, the existing housing stock does not support the diversity of housing needs across all income levels and household types.
- » The differences in need and supply across submarkets highlight the range of housing dynamics across the region and demonstrate the need for more tailored strategy development for submarkets and the local governments within them. Opportunities to align housing with transportation access, job centers and other key factors also differ across regional submarkets and highlight the different roles they can play in meeting the region's overall housing needs.

How to measure regional housing need

This Regional Housing Need Assessment estimates the number of households across the Denver region that will need dwelling units affordable to them between 2023 and 2050. This estimate of needed housing is created using Census data on population and housing, regional population forecasts, and other local data sources. A detailed description of the data sources and methodology used in this RHNA is included in Appendix C.

At a high level, the method used in this Regional Housing Needs Assessment has two primary components:

- ♦ **Future need:** To project future housing need, the analysis uses the State Demography Office's projected household growth for the Denver region through 2050. This household projection gets translated to housing units by factoring in a healthier vacancy rate that enables greater mobility within the housing market and across the region. This number is then compared to the current supply of housing.
- ♦ **Current need:** To estimate current need, two components must be included. Underproduction is the estimated number of housing units that are needed to provide sufficient housing to current residents that are well captured in census surveys. Homelessness need is the estimated number of housing units that are needed for those currently experiencing homelessness who are not well captured in census surveys.

Regional housing needs

The analysis shows the Denver region will need to produce just over 511,000 new housing units between 2023-2050 to address current need, driven by underproduction and people experiencing homelessness, and future need, driven by anticipated population growth. A



breakdown by component of the total housing need through 2050 for the Denver Region is shown in Exhibit 3 below.

Exhibit 3: Summary of housing need by component, 2023–2050

Component	Housing units	Share
Current need	52,000	10%
Future need	458,000	90%
Total units	511,000	100%

Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast; and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

Total housing need by income

The Regional Housing Needs Assessment allocates total housing needs by 2050 based on different income levels, recognizing that households across the income spectrum need affordable housing options. Exhibit 4 shows the distribution of total needed units by Area Median Income relative to the current supply of housing affordable to households earning those incomes.⁵ Exhibit 5 shows the distribution of total needed units by income and housing need component.

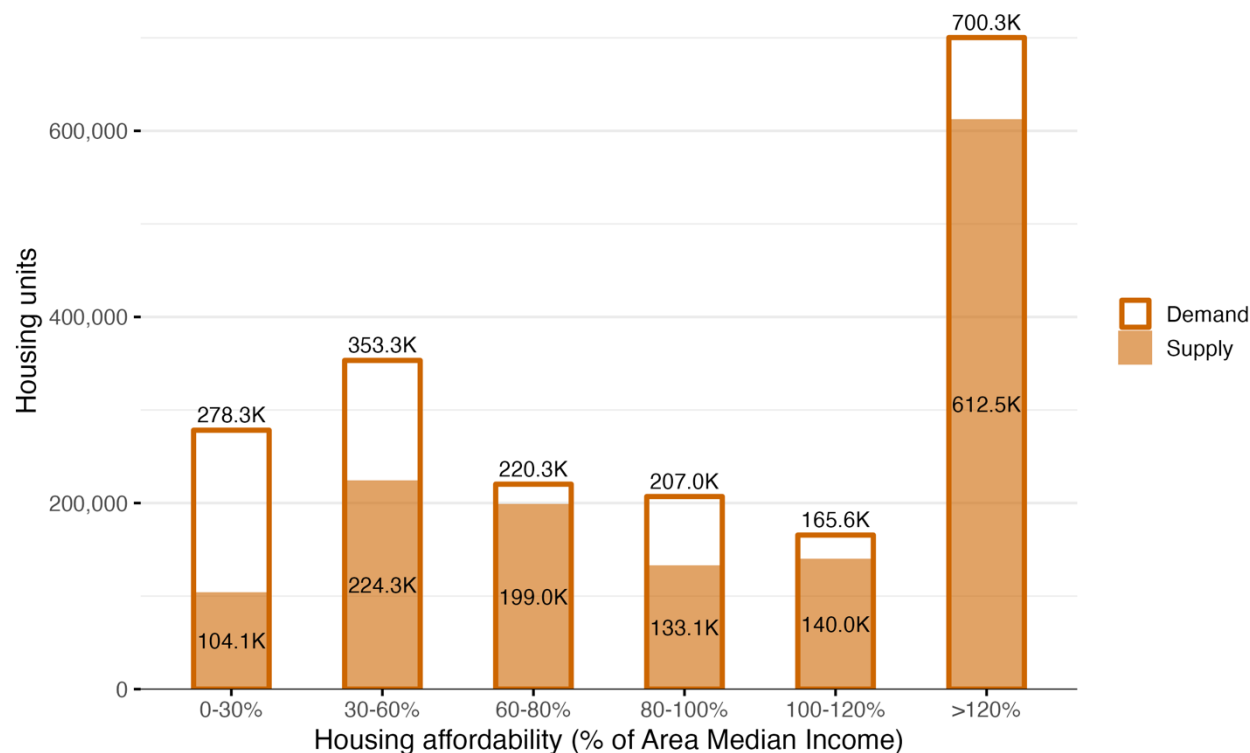
Housing needs for the Denver region are heavily skewed toward lower income households. An estimated 303,000 housing units for households earning 0–60 percent of the Area Median Income are needed to meet current and future demand. The private market typically fails to deliver housing affordable to these income levels, as they require a patchwork of financial subsidies to build and maintain. Housing needs are lower for households in the 60–80 percent Area Median Income range, partly due to an existing supply of housing affordable to these income levels.⁶ Just over 187,000 units serving higher earning households above 80 percent of Area Median Income are also needed. The market can potentially produce housing for these income levels on its own, assuming supportive local policies are in place.

⁵ According to the Department of Housing and Urban Development, housing is considered affordable for a household if their housing costs do not exceed more than 30 percent of their annual income, including additional expenses such as insurance, property tax, and utility expenses. This standard of affordability traces back to rent caps established for public housing tenants.

⁶ While there is a relative match between the number of households at this income level and the number of housing units affordable to them, mismatches at lower and higher income levels increase the competition for moderately priced housing. As a result, many communities observe a shortage of available housing affordable to households earning between 60 and 100 percent of Area Median Income.



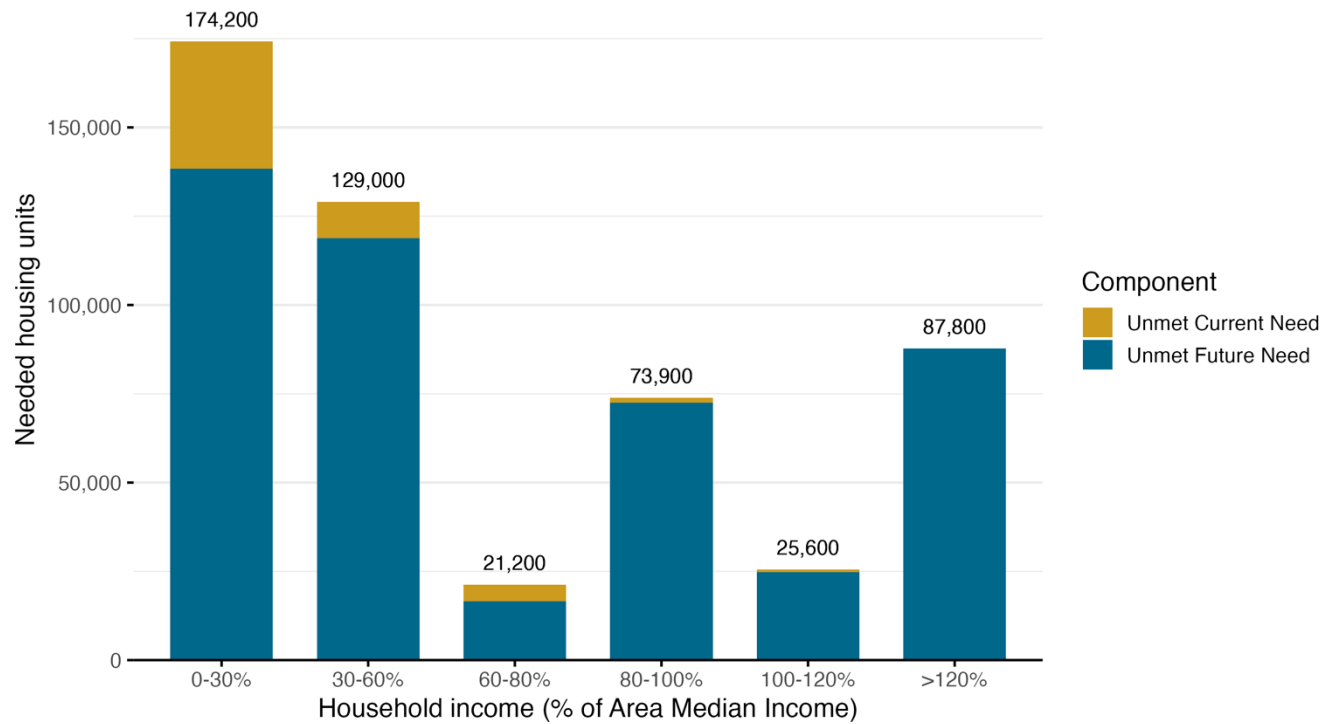
Exhibit 4: Housing need compared to current supply by income, 2023–2050



Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023



Exhibit 5. Housing need components by income, 2023–2050



Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

10-year scaled estimate

The Regional Housing Needs Assessment estimates need through 2050, but this estimate can be adjusted for a shorter planning horizon to better understand the number of units needed in the near term and to align policies and strategies with current market conditions. Therefore, the analysis includes results adjusted for a 10-year horizon, out to 2032. All of current need units are included in the 10-year scaled estimate. The 10-year estimate represents 42 percent of the total need through 2050.

Over 216,000 housing units are needed in the Denver region between 2023 and 2032 to address current need, driven by underproduction and people experiencing homelessness, and future need, driven by anticipated population growth through 2032. A breakdown by component of the housing need through 2032 for the Denver region is shown in Exhibit 6 below.

Exhibit 6: 10-Year scaled estimate of housing need

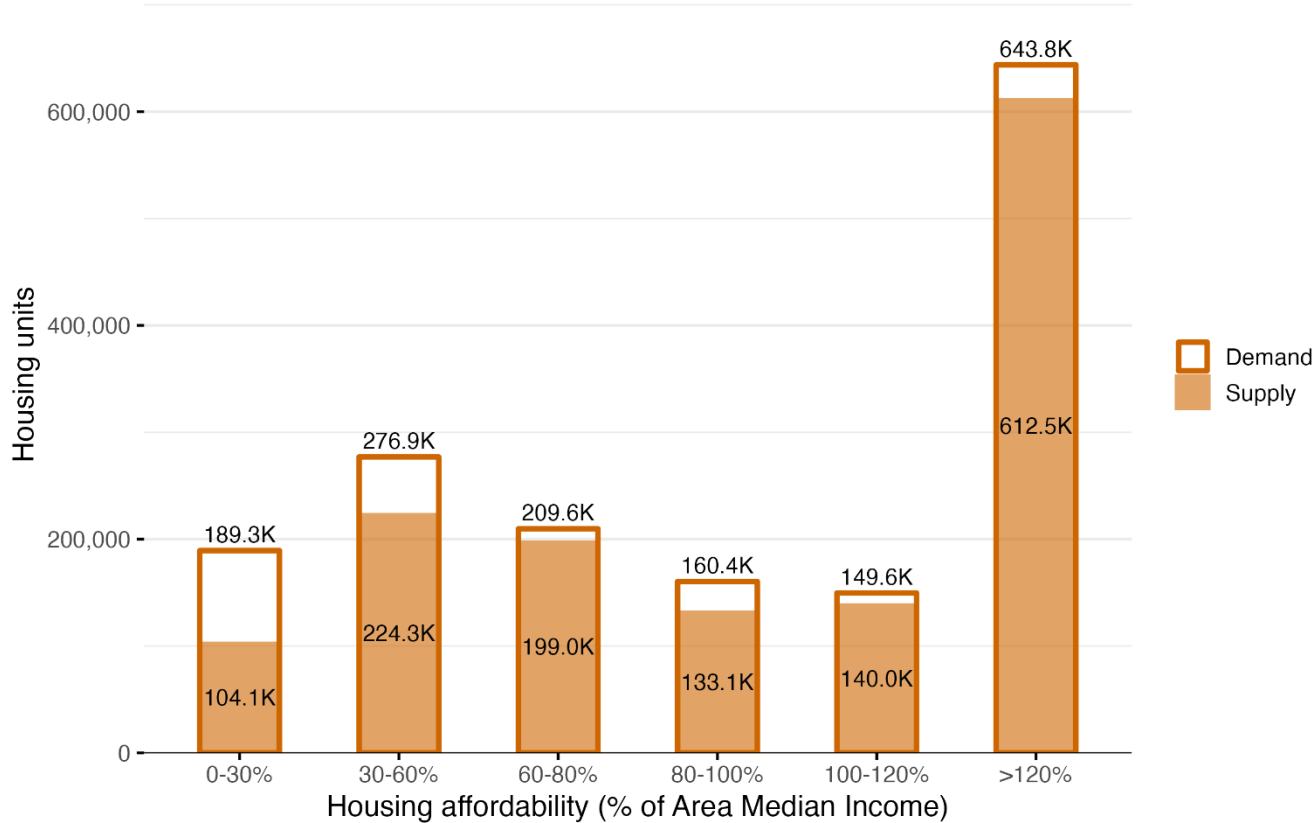
Component	Housing units	Share
Current need	52,000	24%
Future need	164,000	76%
Total units	216,000	100%



Source ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

Exhibit 7 shows the 10-year distribution of total needed units by area median income relative to the current supply of housing affordable to households earning those incomes. The distributions reflect the assumptions and methods, discussed above, that allocate all units to address homelessness and more of the units to address underproduction to the lowest income categories. Therefore, the 10-year estimate still shows the greatest need in the 0–60 percent Area Median Income categories.

Exhibit 7. 10-Year scaled estimate of housing need compared to current supply by income



Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

Key trends driving regional needs

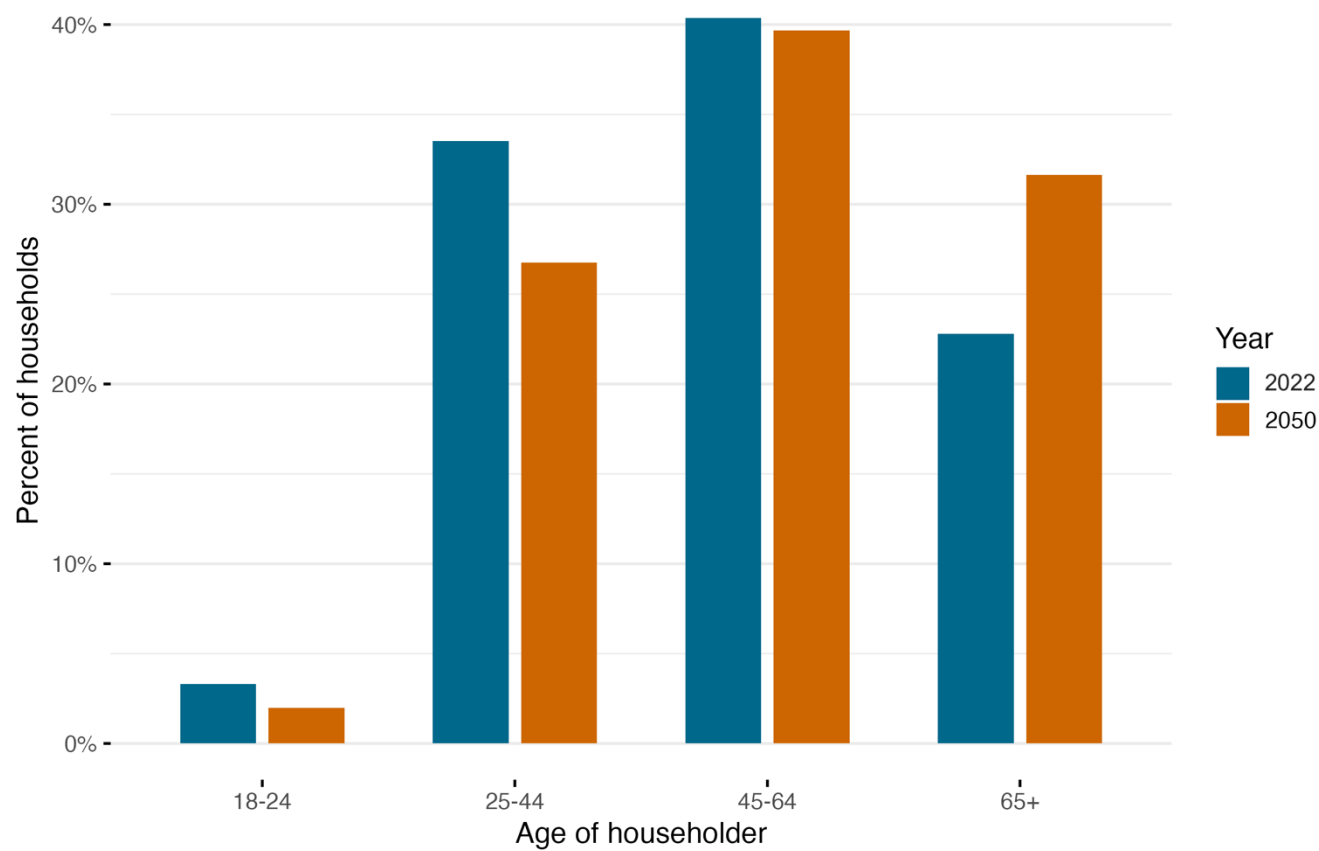
Many factors shape the details of current and future housing needs, including demographic shifts and economic trends. In the Denver region, a few key trends are important for understanding why housing needs are heavily skewed toward lower income households. A more detailed assessment of demographic and housing trends is provided in Appendix B.



The region’s population is aging

According to the 2022 Colorado State Demography Office household forecast for 2023 through 2050, adults over the age of 65 will become a larger share of population than they are currently. Since retirement often coincides with fixed or lower incomes compared to working years, the growth in the older adult population will contribute to a rise in the share of lower-income households overall. While some older adults may have accumulated greater wealth over their working years, many have fixed incomes that leave them susceptible to increasing housing costs. Others may have that wealth primarily as home equity, and thus locked into a home that may not meet their changing needs. The expected growth in this segment of the population contributes to the pressing need for more affordable housing options that also meet the mobility needs of older adults across the Denver region.

Exhibit 8. Percent of households by age range, 2022 & 2050, Denver region



Source: DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates.

Existing housing supply has not kept pace with demand

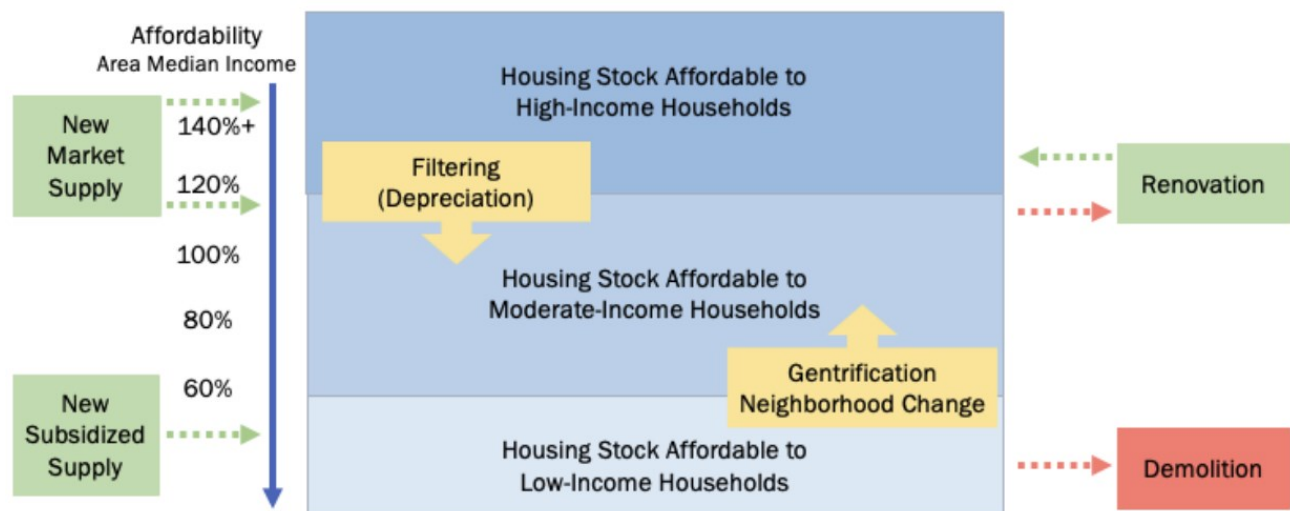
In a growing region, new housing supply is needed to accommodate new households arriving to the area, natural population growth, changing preferences, and natural turnover and vacancy. New housing supply is essential to allow households the option to move and self-



sort into the neighborhoods, housing types, and affordability levels that meet their needs and optimize their regular travel behaviors. Housing markets in growing areas like the Denver region need ample and well-distributed new supply. In a well-supplied housing market, households can move through the stock via a process called “filtering” or the “housing ladder.” Over time, housing ages and depreciates, becoming relatively more affordable for different households.

New market-rate housing is typically priced for and occupied by higher income households, while new subsidized housing is usually priced for low-income households. Many higher income households move into newly constructed units from older, smaller or more affordable housing, which is then vacant and available for households with moderate incomes. When there is an adequate supply of new housing for a region’s population, this dynamic creates a steady, though slow, process of increasing the supply of affordable housing through “filtering” as properties age (Exhibit 9). Some properties will eventually be demolished if they age or depreciate until they are no longer habitable or the cost of needed renovations exceeds the value. In under-supplied markets, however, this filtering process can slow further, stop, or move in reverse. In very tight housing markets, with steep competition for housing units, higher income households will occupy older or lower-cost units, causing a “mismatch” between what those households can afford and their actual housing costs. At the same time, lower income households will experience this “mismatch” by having to pay a larger share of their income toward housing as competition increases rents. Renovations can also reposition lower cost units for higher income households. When competition and demand concentrate in specific locations, these dynamics contribute to neighborhood gentrification and the loss of affordable housing units.

Exhibit 9. Illustration of housing market filtering



Source: ECONorthwest

Housing production in the Denver region has largely kept pace with population growth in the last several years, and notably the share of multifamily units is growing. The region is still working from a place of historic underproduction and the existing housing stock does not support the diversity of housing needs across all income levels and household types. This

has created a mismatch between household income and housing costs, where households are occupying housing units that generally cost less than the household can afford or they're likely occupying housing units that cost more than their income can afford, demonstrating a substantial need for more affordable housing options for lower income households making between 0–60 percent of Area Median Income and a need to continue delivering market-rate units that more adequately meet the demand for middle and higher-income households.

Even when filtering is occurring and housing is becoming relatively more affordable over time, governments still must invest in building new regulated affordable units to meet the needs of lower income residents. This type of housing almost always needs government intervention and public subsidy to be developed. Voucher-based assistance that subsidizes lower income residents' access to market-rate units is another way to help meet this need, though limited funding results in long waiting lists for households that qualify.



3. Submarket housing needs

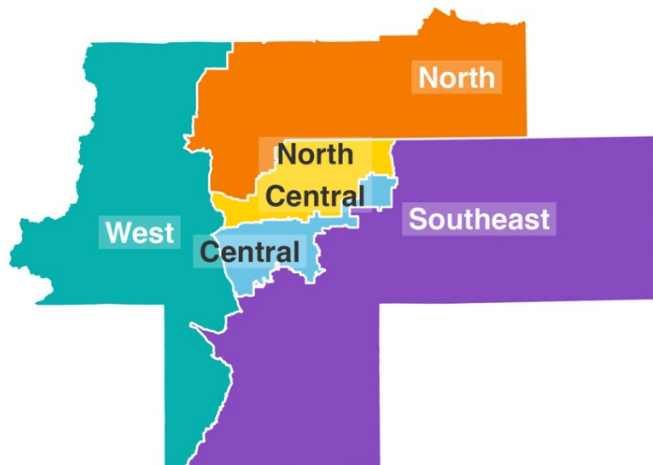
In consultation with DRCOG staff, the project team created a model for distributing the 10-year scaled estimate of the Regional Housing Needs Assessment results among five submarkets.

Understanding housing need at a submarket level can better account for local differences rather than relying on regional trends or averages. This approach allows for more targeted strategy and policy development to support investments based on the distinct needs within specific submarkets, rather than utilizing a one-size-fits-all approach. Defining submarkets also provides a basis for understanding shared responsibility that can support potential future collaboration between neighboring jurisdictions to address their shared housing needs.

The submarkets in this Regional Housing Needs Assessment are contiguous areas that were defined by evaluating how housing location decisions are made across the region in relation to commute patterns and employment locations. This approach allows DRCOG and stakeholders to understand how households make decisions related to job location, housing affordability, and transportation access. Exhibit 10 shows the five submarkets—West, Central, North Central, North, and Southeast—used in the Regional Housing Needs Assessment.

» This chapter summarizes DRCOG’s approach, methodology, results and key findings for submarket housing needs.

Exhibit 10. Regional submarkets



Source: EConortheast analysis of ACS 1-year 2022 PUMS and LODES data. Note that delineation follows Public Use Microdata Areas and thus extend beyond DRCOG boundary in the North Submarket.



Submarket housing needs

Regional housing need was distributed to the submarkets based on criteria that reflect both current conditions and needs and forecasted future conditions and needs. The criteria include factors that shape the demand for housing, align with regional planning goals for greater affordability across the region, and recognize the intricate relationship between transportation infrastructure and employment centers to improve access to job opportunities and reduce commute times. At a high level, the categories and rationale behind the criteria are as follows:

- ♦ **Population:** Housing need corresponds directly to population size.
- ♦ **Regional jobs:** Employment is a driver of housing demand. Better matching of job and housing locations creates more options for housing, shortens commute times, and eases strain on the region's transportation systems.
- ♦ **Multimodal accessibility:** Metro Vision outlines a plan for more compact urban development and a greater use of transit, walking, and biking for daily activities.
- ♦ **Housing availability:** Low rental vacancy rates help illuminate places where housing is particularly in high demand and short supply, relative to the region as a whole.
- ♦ **Housing affordability:** Every community in the Denver region has a role to play in planning for housing affordable to a range of incomes. Areas with a smaller supply of affordable housing contribute to regional inequities in access to opportunity and suboptimal transportation outcomes.

DRCOG can also use the above criteria to distribute the resulting submarket shares of regional need among local jurisdictions. Such a process will help illustrate local housing need by income in a regional and submarket context. The project team has equipped DRCOG staff to be able to run and refine this model as needed and as inputs to the regional housing needs estimate change, such as regional population and jobs forecasts from the State Demography Office.

Exhibit 11 shows the 10-year scaled estimate of total regional need—approximately 216,000 units distributed across the five regional submarkets, broken out by component of need.

Exhibit 11. Summary of submarket share of regional need, 10-year scaled estimate

Submarket	Current need	Future need	Total units
Central	14,000	56,000	70,000
North	8,000	29,000	37,000
North Central	7,000	27,000	34,000
Southeast	21,000	48,000	69,000
West	2,000	4,000	6,000

Source: ECONorthwest analysis; DRCOG Small-Area Forecast (2020), DRCOG synthesis of State Demography Office 2022 Household Forecast, U.S. Census Bureau, ACS 1-year 2022 PUMS estimates; MDHI 2022–2023 State of Homelessness Report.



Submarket housing need by income

Differences in need across the submarkets highlight the imbalance of housing demand across the region relative to existing supply and affordability, as shown in Exhibit 12 and Exhibit 13. These differences contribute to problematic transportation outcomes, such as longer commutes and less access to opportunity. Variation across the submarkets also demonstrates the need to develop tailored strategies to meet varied needs across the region.

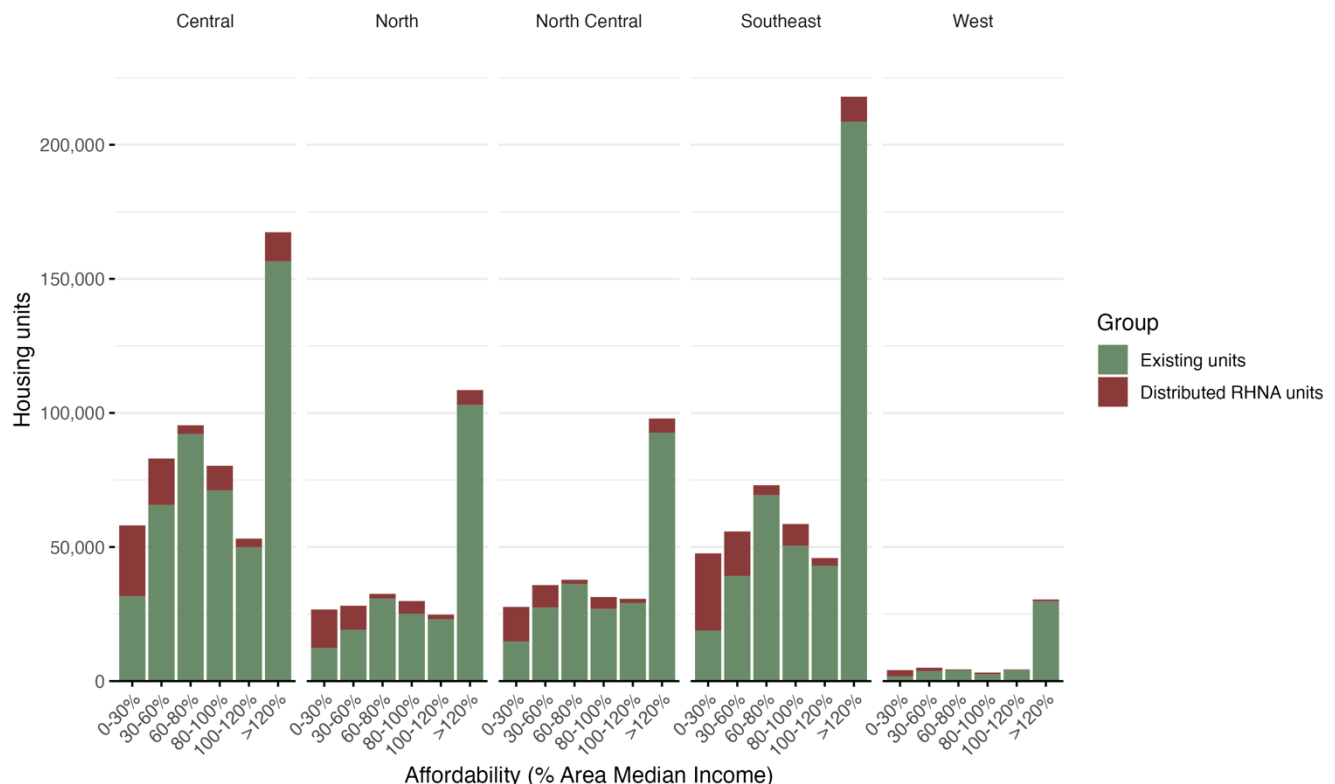
Exhibit 12. Submarket share of regional need by income, 10-year scaled estimate

SUBMARKET	0–30%	30–60%	60–80%	80–100%	100–120%	>120%	TOTAL
Central	27,000	17,000	3,000	9,000	3,000	11,000	70,000
North	14,000	9,000	2,000	5,000	2,000	5,000	37,000
North Central	13,000	8,000	2,000	4,000	2,000	5,000	34,000
Southeast	29,000	17,000	3,000	8,000	3,000	9,000	69,000
West	2,300	1,300	300	600	200	700	6,000
Total	85,000	52,000	11,000	27,000	10,000	31,000	216,000

Source: ECONorthwest analysis; DRCOG Small-Area Forecast (2020), DRCOG synthesis of State Demography Office 2022 Household Forecast, U.S. Census Bureau, ACS 1-year 2022 PUMS estimates; MDHI 2022–2023 State of Homelessness Report.

Note: Components of need do not sum to total because of rounding.

Exhibit 13. Submarket share of total need compared to current supply, 10-year scaled estimate



Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023; DRCOG 2020 Small-Area Forecast

Regional submarket factors

Variation in housing need across the submarkets reflect different ways in which these areas have been affected by and responded to broader regional trends. These more localized trends can be used to inform policy decisions that support meeting a broader regional need.

Population and job growth has been uneven

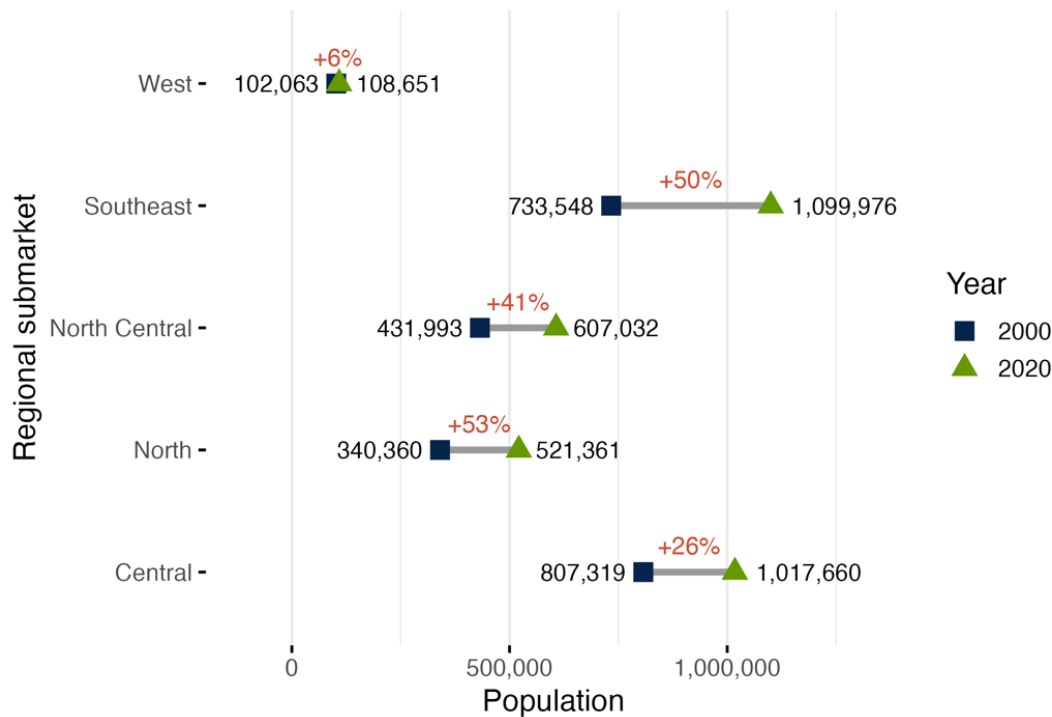
While the Denver region as a whole has seen significant job and population growth over the past several decades, these trends have not been distributed across the submarkets proportionately, as shown in Exhibit 14 and Exhibit 15.

The Southeast submarket, which includes cities such as Aurora, Castle Rock, Littleton, and Englewood saw the highest total population growth over the last 20 years with over 366,000 new people. While the Central submarket, which includes Denver and Lakewood, saw population grow by only 26 percent, this still accounted for over 210,000 new people over 20 years. The North Central region, which includes Northglenn, Westminster, Brighton and Commerce City, also grew rapidly with a 41 percent increase in population. The North submarket, encompassing cities like Boulder, Erie, Longmont, and Louisville, experienced the highest rate of population growth, 53 percent. The more isolated West submarket grew the least over the last two decades.

Exhibit 15 shows that the Southeast submarket has seen the largest increase in jobs since 2000, followed by the Central and North submarkets. These submarkets have all increased jobs for different reasons, for example land supply and new commercial development in the Southeast submarket, urban intensification and redevelopment in the Central submarket, and growth in institutional employment and tech and supportive industries in the North submarket. While employment growth is forecast to grow at slower rates through 2050, job growth will continue to occur, which will lead to increased demand for housing across the submarkets.

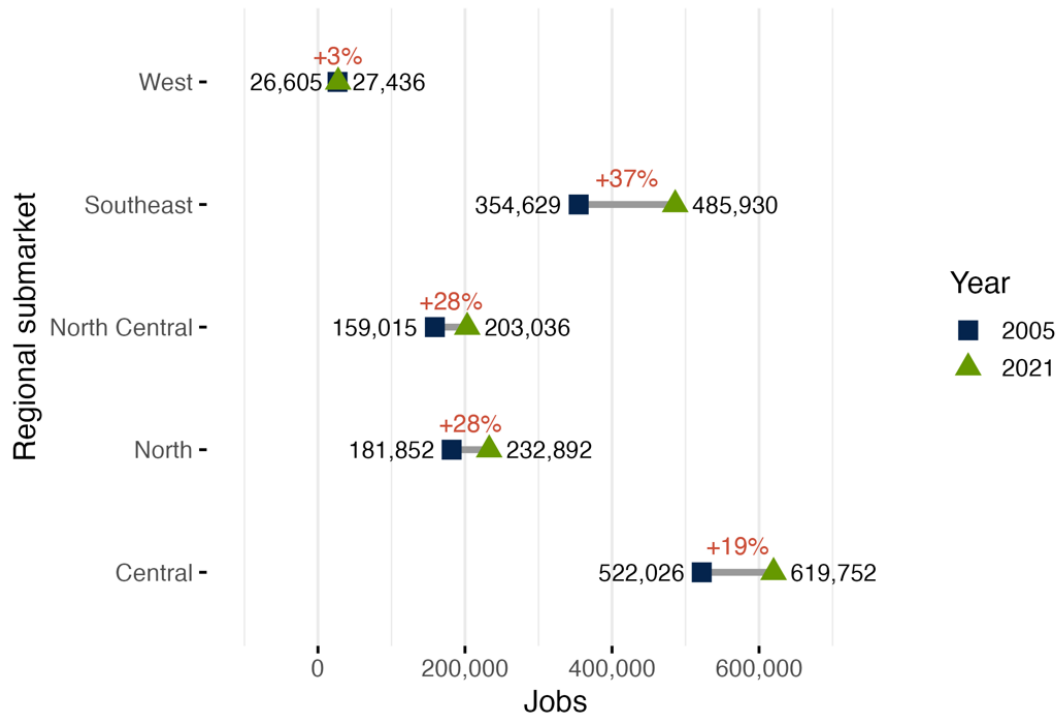


Exhibit 14. Population change, regional submarkets, 2000–2020



Source: ECONorthwest analysis of U.S. Census Bureau Decennial Census 2000, 2020.

Exhibit 15. Job growth, regional submarkets, 2005–2021



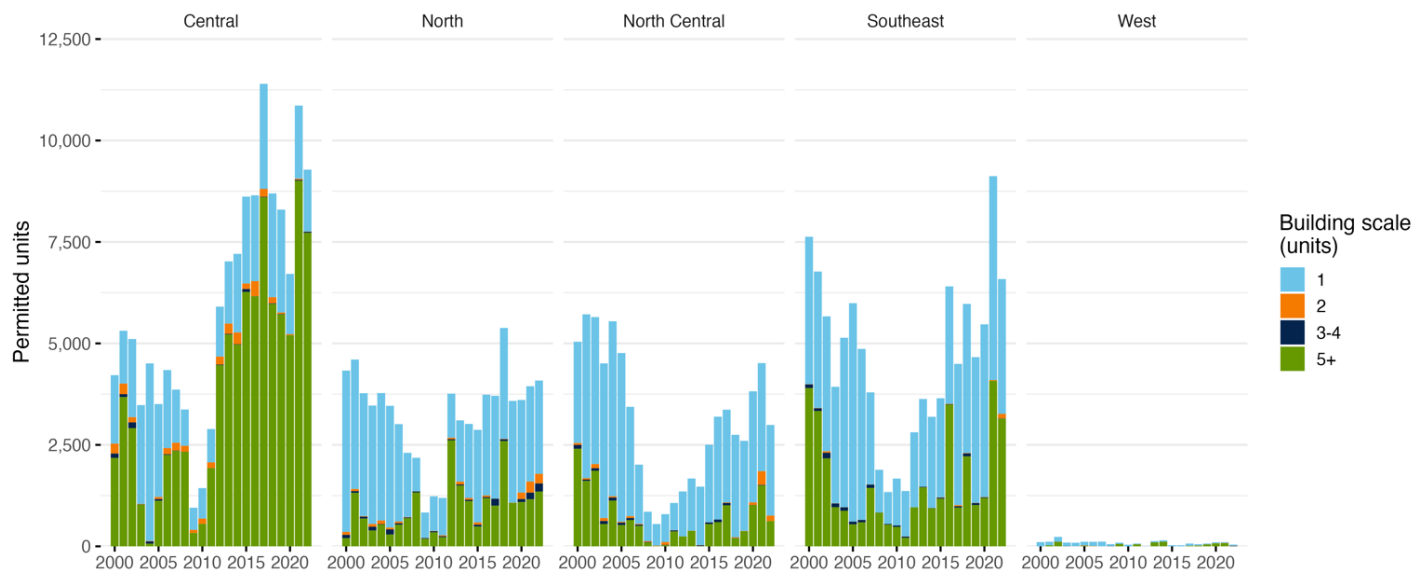
Source: ECONorthwest analysis of LODS data 2005 and 2021.



New housing supply varies across the submarkets

Housing production trends across the submarkets can help paint a more complete picture of regional dynamics, especially in the context of the population and job growth trends. As shown in Exhibit 16, the submarkets have experienced varied amounts of new construction and differences in the types of housing being built.

Exhibit 16. Housing production, regional submarkets, 2000–2020



Source: ECONorthwest analysis of U.S. Census Bureau Building Permit Survey.

Note: Unincorporated portions of the regional submarkets are not included in these totals.

The Central submarket has seen a large increase in housing production after recovering from the 2008 recession. The Central submarket saw both the fastest housing recovery post-recession as well as seeing new housing production at rates both higher than other submarkets and higher than the previous 2002–2008 period of economic expansion. During the post-recession market recovery, the Central submarket began shifting toward more dense multifamily development in response to previous plans and policies. In 2022, the Central submarket delivered over 9,200 housing units, substantially more than its pre-2008 recession peak year.

The North submarket has returned to pre-recession levels of housing production, but new housing development is not occurring at rates that reflect rapid population growth in the submarket. The submarket had a record year in 2018, delivering just over 5,300 units. In 2022, over 4,000 units were built, similar to its early 2000s pace. While single-unit development continues to make up the largest share of new housing, there has been a notable increase of new multifamily units that make up a larger share of new production than in the pre-2008 economic cycle.

The North Central submarket appears to have struggled to fully recover post-recession compared to other submarkets. Housing production remained slow, with just under 3,000

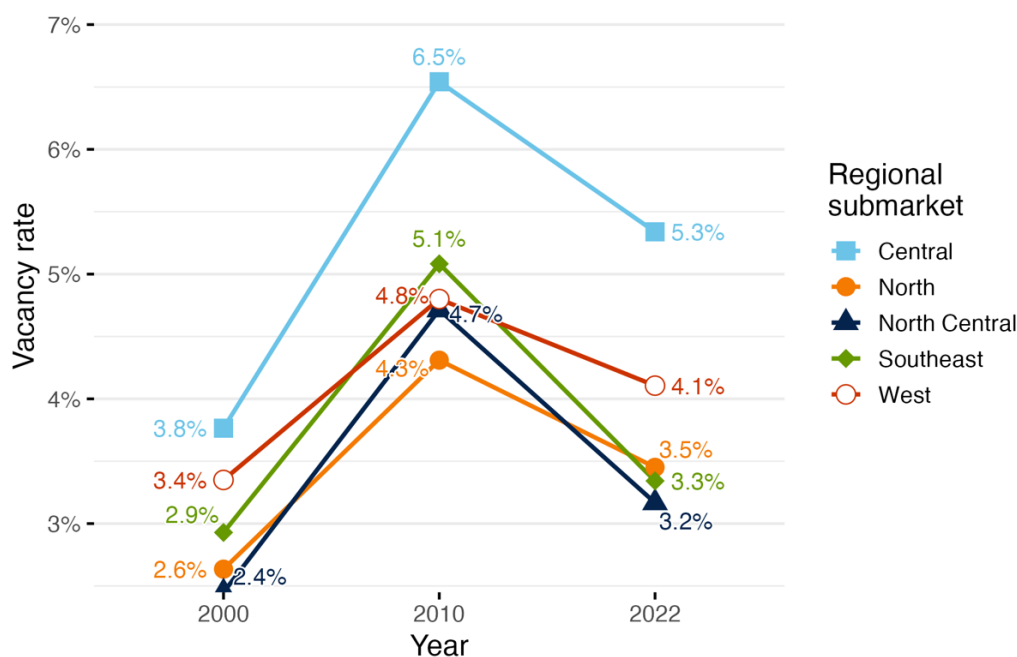
units delivered in 2022, well below its pre-recession peaks and not in line with observed population growth, which can lead to housing pressures in the submarket.

The Southeast submarket has recovered to its pre-recession housing production levels, especially over the last few years. The submarket saw a record production year in 2021 with over 9,100 housing units permitted, and another 6,500 units in 2022. The Southwest submarket also saw a large increase in the share of multifamily production in 2021 and 2022.

The West submarket's production pace stayed relatively flat over the past decade. Fewer than 2,000 housing units were permitted between 2000 and 2020, which contributes to both limited housing availability and relatively slow population growth that has occurred in many of these smaller communities across the foothills.

Differences in housing production are partially reflected in the different rates of housing vacancy across the submarkets, as shown in Exhibit 17.

Exhibit 17. Vacancy trends by regional submarket, 2000–2022



Source: Decennial Census 2000, 2010, ACS 5-year 2022

Source: ECONorthwest analysis of U.S. Census Bureau Decennial Census 2000, 2010; American Community Survey 5-year 2022 estimates.

The North Central, Southeast, and Northern submarkets currently have the lowest vacancy rates for both ownership and rental housing in the region, indicating constrained housing markets as shown in Exhibit 17. The Central submarket indicates vacancies are slightly higher than other submarkets likely due to higher rates of recent multifamily development that has led to absorption periods for a larger volume of new units. The West submarket

has seen relatively stable vacancy rates since 2000 due to relatively slow changing housing stock given the less urban character of communities in the submarket.



4. Systemic barriers to meeting housing needs

Two key challenges in meeting the Denver region’s housing needs include building housing that supports the diversity of housing needs across all income levels and household types and ensuring that diverse housing options exist across the region’s submarkets. When looking at the region as a whole, the production of market-rate housing has kept better pace with the demand from higher income households. This level of production needs to be sustained to continue meeting projected needs, and should be more evenly distributed across communities to create more opportunity for residents to make choices based on their needs and preferences. At the same time, the region will need to significantly increase the production of affordable housing, especially for the lowest income households to meet the scale of existing and future needs.

» This chapter summarizes the varied and intersecting barriers to producing more housing overall and more diverse types of housing in the region.

The barriers to meeting housing needs described in this report were identified by regional stakeholders including, local government staff, representatives from lending and investment institutions, developers, professional associations, state and regional agencies, consultants, as well as infrastructure/utility providers and advocacy and service organizations. The barriers to producing more housing—and at a higher rate than past trends—are varied, operate at multiple levels, and interact in complex ways. These obstacles are not uniform across the region; they vary significantly depending on the unique characteristics of each geographic location and evolve over time in response to changing circumstances. Typically, it is the combination and intersection of these barriers that hinders housing projects—especially those affordable at low and moderate incomes—either by preventing them from moving forward altogether or by resulting in the development of fewer units than what might be allowed or desired under current conditions.

The categories discussed below highlight key issues that affect how and how much housing is built in the region. Appendix D contains a more detailed discussion of each category and examples of how these barriers are experienced in communities across the Denver region.

Land use and zoning

Land use refers to the way in which land is utilized and managed, including how land should be allocated for various purposes, such as residential, commercial, industrial, agricultural, recreational, or conservation areas. Land use planning provides a vision for



future development within neighborhoods, districts, towns, cities, counties, regions or other defined planning areas. Local jurisdictions play a crucial role in determining the balance of land uses within their boundaries through comprehensive plans, zoning ordinances, and development standards. They aim to ensure that the allocation of land aligns with the community's vision, goals, and priorities while considering factors such as economic development, environmental sustainability, and quality of life.

Zoning regulates local land use by establishing guidelines and restrictions used to control and guide property development in various areas within cities, towns, and counties. Communities are divided into districts or zones, each with specific regulations governing allowed uses, building size, dimensional requirements, density, parking, and other development standards.

Land use and zoning barriers include:

- » **Zoning that supports a narrow range of housing types** limits the land available for more housing production and options.
- » **Open space and off-street parking requirements** limit housing production by making many types of housing infeasible in many locations.
- » **Exclusively commercial zones** also reduce the land available for more housing production.
- » **Permitting and procedures** reduce housing production feasibility through greater costs including additional time, other delays, uncertainty, and risk.
- » Where local regulation-based **incentives are not matched to needed housing types**, the value of such incentives are not able to make up for additional costs needed to increase housing production and options.

Infrastructure

Infrastructure refers to the fundamental facilities and services that support a community's development and operation. In the context of housing, key infrastructure includes transportation networks such as roads, public transit, sidewalks, and bikeways; water and sewer systems; stormwater management systems for collecting and treating runoff; energy sources such as electricity and natural gas; and community facilities such as schools and parks. The costs and construction of new infrastructure are often shared between the private and public sectors where private developers install infrastructure related to their projects and public sector agencies provide and maintain larger, off-site infrastructure systems, funded through taxes, user fees, and impact fees charged to developers. However, over time, the roles of the private and public sectors in providing and funding infrastructure projects have become more blurred due to funding challenges. Increasingly, private developers are required to contribute more to off-site infrastructure improvements, while public agencies



need to explore innovative partnerships and financing mechanisms to deliver and maintain necessary facilities and services.

Infrastructure barriers include:

- » **Limited infrastructure funding** leads to a heavy reliance on user fees, potentially burdening existing residents. Additionally, jurisdictions face the risk of taking on burdensome bond obligations, so they often delegate infrastructure development to developer-led special districts.
- » **Limited capacity of existing systems** may require developers to facilitate upgrades themselves. These added costs can make housing projects less financially feasible, especially for affordable housing, resulting in less housing production, fewer units in the projects that do move forward, or a focus on higher-priced housing units that can absorb these additional costs.
- » The presence of **multiple service providers** within a single jurisdiction complicates efforts to coordinate and potentially reduce or waive development fees.
- » **Access to opportunity** presents a dual challenge in housing development. Areas that are destination-rich, compact, walkable, and well-served by existing transit typically have higher land costs, making development more expensive. Communities along historically underinvested corridors have concerns about the loss of more affordable housing options when the real estate market responds to regional transit improvements.

Development costs and market factors

The most important factor determining whether and what kind of housing gets built in our communities is financial feasibility. Both for-profit and nonprofit developers need the expected revenues of a finished project to at least cover the cost of repaying loans, providing a return on any investor equity, and covering their staffing and operational expenses. Local policies contribute to total project costs—regulations governing the size, unit density, materials and other design factors all affect a project budget. At the same time, broader market conditions influence the basic costs of development in ways that can make housing more expensive or less likely to be built.

Development costs and market barriers include:

- » **Rising interest rates and insurance costs** affect housing development by slowing down development activity across all housing types, particularly affordable housing projects.
- » **Elevated land values** may discourage public agencies from providing their holdings to support housing production due to their limited revenue options.
- » Securing adequate **water supply** often incurs costs beyond just the infrastructure needed for delivery, further increasing development expenses.



- » The construction industry faces a **labor shortage**, stemming from employment levels that have not fully recovered since the Great Recession, further exacerbated by high housing costs and the cyclical nature of Colorado's development industry.
- » **Construction defect liability laws** have discouraged developers from building dense ownership housing, particularly condominiums.

Funding and finance

The terms "funding" and "financing" are often used interchangeably, but there is an important difference between the two. Funding describes the ultimate sources of money to pay for development costs and generally comes from private developers (for-profit or nonprofit) and investors or public sector partners (whether from local revenue sources, state funds, or federal funds). For affordable housing especially, the limited amount of funding available from all sources is the primary challenge to ramping up construction and preserving the affordable housing that already exists.

Financing describes mechanisms to distribute funding, such as loans, grants, and equity investments (among others). The features and requirements of different financing tools have implications for development costs, and some tools are better suited—or restricted, as in the case of tax credits—to certain kinds of development. Even jurisdictions that have limited sources of funding may be able to adjust how they finance development in order to better leverage funds to meet housing production needs.

Funding and finance barriers include:

- » There's an over-reliance **on limited federal resources** for affordable housing development, with annual applications for federal tax credits in the state consistently exceeding the available supply.
- » The **lack of a dedicated source of regional gap funding** creates challenges for projects that often face delays or even cancellation due to the time-consuming and complex process of assembling gap funding from multiple sources.
- » **Local incentive programs** (e.g., voluntary inclusionary zoning) designed to boost affordable housing production often fall short of their intended goals.
- » **Existing funding programs** for affordable housing development often favor larger-scale projects with experienced developers because of perceived lower risk, putting smaller communities at a disadvantage.

Community consensus and collective action

Beyond official rules, processes, and market factors, community consensus and collective action play crucial roles in shaping the local and regional housing landscape. The commitment of key stakeholders and elected officials is essential for enacting policies and



allocating resources that support housing development. A lack of commitment or consensus can derail even well-intended efforts to meet housing needs. Similarly, collective action by community members and advocacy groups can either push housing initiatives forward or oppose development. Community consensus and collective action barriers include:

- » **Local resistance to new housing development**, particularly affordable housing and diverse housing types, poses a significant barrier to addressing housing needs.
- » The **lack of consistent local data** hinders a comprehensive understanding of housing needs across different jurisdictions.
- » **Colorado's state tax policy**, particularly the Taxpayer Bill of Rights (TABOR), significantly constrains the government's ability to generate revenue that keeps pace with population growth and demographic changes. This often limits the capacity of government to fund housing initiatives and related services.

Interplay of barriers to building housing

Organizing barriers into key groups can help inform development of a future regional housing strategy with a framework that addresses both the broad issues and the on-the-ground experiences in the region. The interplay between factors such as market conditions, the regulatory environment, infrastructure availability, community context, and financial resources can lead to unintended outcomes. For example, land use and zoning barriers may create mismatches between areas with access to needed infrastructure, land prices or market demand to support feasible construction of more housing. Such interplay limits location flexibility and choices for the development of more housing and more housing options, affecting many sectors' ability to meet regional housing needs. Solutions to address these barriers will need to be multifaceted, well-researched, and comprehensive.



5. Moving toward a regional strategy

Addressing a regional issue requires regional partnership. Many stakeholders in the region, including DRCOG's member governments, have long identified the need for coordinating regional housing efforts to address the overall housing supply and affordability challenges. Local communities often struggle with access to consistent, reliable, and granular data for understanding demographic and housing trends that can establish a baseline to inform strategic and effective housing policy. Some communities may also lack the technical expertise and/or staff capacity to maintain regular coordination between neighboring jurisdictions that is necessary to meaningfully address housing affordability.

» This chapter outlines a framework for developing a regional housing strategy to address the housing needs and challenges identified in the Regional Housing Needs Assessment.

With a long history of regional planning and coordination, DRCOG is well positioned to convene diverse partners through the development of a regional strategy. A regional housing strategy will align efforts across the region and identify collective actions to address housing supply and affordability. DRCOG has collaborated with stakeholders and partners, including the Advisory Group, to develop a framework, described below, that will serve as the foundation for creating a regional housing strategy.

Components of a regional strategy

A regional strategy is intended to foster shared understanding, collaboration, and actions to help jurisdictions make progress toward addressing the region's housing needs. The housing strategy will aim to address the region's current and future housing needs outlined in this report while better coordinating housing and transportation. The framework offers preliminary purpose and vision, guiding principles, and focus areas to kickstart the process of developing a regional strategy led by DRCOG, in partnership with member jurisdictions, and other stakeholders.

Purpose and vision

Defining statements of purpose and vision help orient the strategy toward achieving broader goals for regional collaboration beyond the specific outcomes related to meeting housing needs. This preliminary vision builds on DRCOG's mission as a regional planning organization and its relationship with member jurisdictions.



- ◆ Support and further Metro Vision and the 2050 Metro Vision Regional Transportation Plan.
- ◆ Develop a consistent, data-informed, and equity-centered approach to analyzing and responding to housing needs while coordinating with the current and planned transportation system.
- ◆ Foster a culture of accountability and shared responsibility for addressing housing needs.
- ◆ Build consensus around a shared framework for action.
- ◆ Increase capacity within local communities to advance housing strategies and respond to evolving needs.
- ◆ Build a region that is more resilient, inclusive and equitable.

Guiding principles

The following principles offer guidance for how a regional housing strategy can focus efforts and encourage coordinated action that accommodates a variety of partners. To achieve those ends, a regional housing strategy should:

- » Align with the region's **equity** vision for communities that offer access to opportunity and meet the needs of all races, ages, incomes, and abilities.
- » Be **data-informed**, grounded in a **shared understanding** of the region's diverse housing needs.
- » Ensure **flexibility** in responding to the contexts of communities across the region.
- » Be **comprehensive** in addressing the barriers to more housing and more diverse types.
- » Reflect the unique roles and authorities of each sector while facilitating **collaboration** and **shared accountability**.
- » Identify resource requirements to ensure **actionable plans** and deliver **desired outcomes**.
- » Balance **near-term results with long-term resilience** to meet housing needs under varied economic conditions.

Focus areas and intended outcomes

Clearly articulated outcomes are an essential component of a regional housing strategy. Organizing outcomes around the identified barriers to housing production in the Denver region clarifies how specific actions and interventions can directly address challenges and contribute to overall housing goals.



Exhibit 18. Example outcomes of a regional strategy, by focus area

Focus area	Intended outcomes
Land Use, Zoning & Regulatory Processes	Increased housing supply aligned with regional and local needs (by household size, income, location, and preferences).
Infrastructure	Better alignment between housing development and infrastructure availability, condition and capacity.
Development Costs & Market Factors	Construction of more—and more diverse and affordable—housing options.
Funding & Capacity	Expanded and sustained affordable housing and preservation efforts.
Community Consensus & Collective Action	Improved policy alignment, resource leveraging, and broad support for addressing shared housing needs.

Implementation considerations

Additional factors related to implementation will be critical to define through the strategy development process. These include:

- ◆ **Roles and Responsibilities:** For each intervention, outlining the sector or specific actors best positioned to lead, those who will play supportive or complementary roles, and identifying DRCOG’s role will set the stage for coordinated action.
- ◆ **Costs and Timeline:** Estimating the scale of investment, sources of funding, and time required for implementation will help jurisdictions prioritize and sequence actions to meet their local needs.
- ◆ **Impact:** Given the diversity of barriers and issues the regional housing strategy aims to address, it may be valuable to characterize the impact of specific interventions, whether it directly results in additional housing unit, is focused on a specific segment of housing need (such as low-income or older adult housing) or contributes to capacity-building among jurisdictions or partners.

What is DRCOG’s role?

Given DRCOG’s broad reach and role in shaping regional development, it is uniquely positioned to coordinate regional housing needs and strategy, particularly because of its formal planning roles in regional transportation and growth, its ability and role in regional population forecasting, and collection of growth and permit data. Engagement conducted among a broad segment of member governments, housing developers, public agencies, community-based organizations, policy organizations and service providers suggests that



DRCOG can build on these existing roles and strengths as the region moves toward developing a housing strategy and taking a more coordinated, collaborative approach to addressing housing needs on a regional level than ever before.

DRCOG is recognized as a valuable partner in ways that can be leveraged for regional housing work:

- ◆ **Convening and facilitation:** DRCOG has been an effective and trusted convener of diverse stakeholders on issues of regional planning and policy that can facilitate greater resource alignment and partnerships.
- ◆ **Data collection and analysis:** DRCOG is seen as an important source for comprehensive, standardized data for jurisdictions and other stakeholders across the region.
- ◆ **Technical assistance:** DRCOG has a record of providing technical assistance to member governments that supplements and extends their local capacities.
- ◆ **Education:** DRCOG's current role in sharing information and providing education on regional issues can be leveraged to share best practice strategies on implementation at the local level.

Participants identified additional roles DRCOG could step into or expand from its current activities:

- ◆ **Policy alignment:** DRCOG could be a voice for the region at the state level to help ensure that new legislation and policies related to housing are aligned with other programs and priorities (e.g., transportation investments, climate planning) and are designed and funded for effective implementation.
- ◆ **Funding coordination:** DRCOG has been successful in setting the regional agenda for transportation planning and directing investments in line with those goals. A greater role with understanding, communicating and addressing regionwide housing needs could provide an additional new lens through which to evaluate and consider regional transportation system investments as well as housing-transportation coordination strategies.

How DRCOG plans to move forward

DRCOG will continue to engage member governments and other regional partners and stakeholders in a robust and collaborative process to craft a regional housing strategy starting in late 2024. This process will involve working closely with local communities, housing providers, advocates, and other key stakeholders to build on the shared vision and guiding principles outlines in this report and develop an actionable strategy for addressing the region's housing needs.

A critical component of developing the regional housing strategy will be conducting extensive community engagement to gather input and insights from a wide range of



perspectives. DRCOG recognizes that meaningful community engagement is essential for crafting effective solutions that are responsive to the diverse needs and priorities across the Denver region. This engagement will aim to build broader awareness of regional housing challenges, identify local concerns and opportunities, and foster buy-in and collective ownership of the resulting strategy.

The regional housing strategy will serve as an important tool for integrating regional housing priorities into DRCOG's other major planning initiatives. DRCOG will utilize the housing strategy to guide updates to Metro Vision and the Metro Vision Regional Transportation Plan. By aligning these plans with the housing strategy, DRCOG can ensure a more comprehensive and coordinated approach to addressing the region's housing needs in the context of transportation investments and other regional priorities. By working collaboratively to develop a comprehensive regional housing strategy and integrate it with other key planning efforts, DRCOG and its partners can take a significant step toward fostering more equitable, resilient, and livable communities for all residents of the Denver region.



STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 10B

To: Mayor and City Council
From: Travis Parker, Chief of the Sustainability & Community Development Branch
Subject: **Public Hearing - Approving the 2040 Comprehensive Plan**

SUMMARY STATEMENT: The Sustainability and Community Development department respectfully requests City Council's approval of the Envision Lakewood 2040 Comprehensive Plan. On April 23, 2025, Planning Commission adopted and recommended City Council's approval of the Comprehensive Plan.

Envision Lakewood 2040 is an important citywide document and tool that articulates the vision, values, and priorities for the future of Lakewood. The Plan was developed based on input from thousands of Lakewood community members during an extensive multi-year planning process. As Lakewood's Comprehensive Plan, Envision Lakewood 2040 will guide staff and city leaders to make decisions that reflect the community vision and values for the next 15 years.

BACKGROUND INFORMATION: The City has updated its Comprehensive Plan five times since 1975, approximately every 10 to 15 years. Each Plan update is an opportunity to have community conversations about the new opportunities and challenges for Lakewood's future so that the Plan stays relevant and addresses the current needs of the city. In 2022, the Sustainability and Community Development department, alongside staff representing all departments in Lakewood, embarked on a multi-year planning process to update the previous Comprehensive Plan, Lakewood 2025: Moving Forward Together, adopted in 2015.

PLANNING PROCESS TIMELINE

The multi-year planning process for the Comprehensive Plan update includes four phases as outlined below.

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

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 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 has included a series of meetings with the Planning Commission and City Council to review, refine and adopt the Plan. Planning Commission and City Council feedback received during this phase has been incorporated into the final draft Plan. On April 23, 2025, the Planning Commission adopted Envision Lakewood 2040 as the city's new Comprehensive Plan and recommended City Council's approval.

After the Plan is approved by the City Council, Phase 4, Implementing the Plan, will begin. This phase includes developing and maintaining a Tracking and Reporting Framework which is the staff's work plan for the Comprehensive Plan with two main objectives:

1. Establish and maintain staff's tracking framework for the Comprehensive Plan both qualitatively and quantitatively.
2. Establish and maintain a template for progress reports.

Community Engagement

Envision Lakewood 2040 was developed with extensive community engagement, staff input, consultant support, and feedback from the Planning Commission and City Council over several 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 received support from City staff and project consultants. Jean Gatzka and Patrick Teese, with CDR, Associates facilitated the entire Advisory Group process and Marcia Boyle, Avery Wolfe, and Mark De La Torre with MIG provided planning support.

These Lakewood residents who volunteered to serve on the Advisory Groups were integral to the development of Envision Lakewood 2040. They dedicated approximately 1,000 hours collectively attending 13 Advisory Group meetings throughout 2024 and early 2025 reviewing and discussing the draft language for the Plan. Their time, thoughtfulness and dedication to this process helped ensure that the vision, values, and priorities outlined in this Plan are reflective of the diverse perspectives throughout Lakewood.

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 from 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
- 3 City Council informational meetings

ENVISION LAKEWOOD 2040 PLAN ELEMENTS

The Envision Lakewood 2040 Final Draft Plan is a direct result of the valuable input, stories, and diverse perspectives gathered throughout the engagement process. The vision, values and priorities of the Plan are organized into two core elements: Vision Elements and Future Land Use Elements.

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

- **The Vision Statement** is a concise aspirational statement that articulates the desired future for Lakewood by describing the high-level vision and values for the city.
- **The 5 Guiding Principles** are a set of core values that guide all decisions related to implementing the plan. The five guiding principles are Civic Participation, Community Wellness and Vitality, Equity, Opportunity and Mobility, and Sustainability and Climate Action.
- **The 25 Goals** are statements of desired high-level outcomes by 2040. They are intended to be as clear as possible, so city staff and leadership know what needs to be accomplished.
- **The 160 Strategies** outline specific, vetted approaches to achieving the Comprehensive Plan Goals. Because of the interconnected nature of many goals, each strategy is designed to support the implementation of one or more goals, serving as a roadmap to guide actions and decisions within the city.

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

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

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

STAFF RECOMMENDATIONS: The Sustainability and Community Development department respectfully requests City Council's approval of the Envision Lakewood 2040 Comprehensive Plan as adopted by the Planning Commission on April 23, 2025.

ALTERNATIVES: City Council may deny the resolution.

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

NEXT STEPS: After City Council's approval of the Envision Lakewood 2040 Comprehensive Plan, Phase 4: Implement the Plan will begin and will continue for the next 15 years.

ATTACHMENTS:

1. Resolution R-2025-44
2. Final Draft Envision Lakewood 2040-Website

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

A RESOLUTION

APPROVING THE CITY OF LAKEWOOD COMPREHENSIVE PLAN, ENVISION
LAKEWOOD 2040, AS A CITYWIDE PLAN

WHEREAS, a city's comprehensive plan serves as a long-term vision for a community that establishes a shared vision, goals, and priorities;

WHEREAS, pursuant to C.R.S. § 31-23-206 and City Charter Section 9.1(a), the Planning Commission shall make and adopt a comprehensive master plan for the physical development of the City of Lakewood (the "City"), including amendments thereto and periodic updating thereof, subject to the approval of the City Council;

WHEREAS, prior to creation of a new Comprehensive Plan for the City, a Community Engagement Ad Hoc City Council Committee (the "Committee") was formed and the Committee appointed various stakeholders to Advisory Groups in order to facilitate in-depth conversations with community members, Planning Commissioners, City Council, and City staff related to the Comprehensive Plan;

WHEREAS, stakeholders consisted of fifty-one (51) community members serving on three (3) Advisory Groups to include: community and quality of life; housing and economy, and transportation; and green infrastructure and systems. Thirteen Advisory Group meetings were held with an estimated one thousand (1,000) volunteer hours expended by the Advisory Group members;

WHEREAS, in addition to the Advisory Groups, the City created a robust engagement process for the Comprehensive Plan which included:

- a. Three City Council informational meetings;
- b. Three Planning Commission informational meetings;
- c. Four open house events with one of the events primarily offered in Spanish;
- d. Seven pop-up booths at City-wide events;
- e. Forty hours of outreach to the City's Spanish-speaking community in partnership with Community Language Cooperative;
- f. Thousands of mailings to City residents;
- g. Hundreds of conversations with community members at events and meetings;
and

- h. Dozens of posts about the Comprehensive Plan process on City social media channels.

WHEREAS, these efforts resulted in the Lakewood Planning Commission unanimously adopting the new City Comprehensive Plan, *Envision Lakewood 2040*, at a public hearing on April 23, 2025; and

WHEREAS, the City Council hereby finds and determines that approving the new City Comprehensive Plan *Envision Lakewood 2040* is in the best interests of the City.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. The City's Comprehensive Plan, *Envision Lakewood 2040*, as presented to City Council and adopted by the Planning Commission on April 23, 2025, is hereby approved.

SECTION 2. The City's Comprehensive Plan, *Envision Lakewood 2040*, shall supersede the City's 2015 Comprehensive Plan Lakewood 2025: Moving Forward Together.

SECTION 3. This Resolution shall become effective immediately upon its adoption.

INTRODUCED, READ AND ADOPTED by a vote of ___ for and ___ against at a hybrid regular meeting of the City Council on July 28, 2025, at 7 o'clock p.m., at the Lakewood Civic Center, 480 South Allison Parkway, Lakewood, Colorado.

Wendi Strom, Mayor

ATTEST:

Jay Robb, City Clerk

APPROVED AS TO FORM:

Alison McKenney Brown, City Attorney



Envision Lakewood 2040

Comprehensive Plan

Adopted by Planning Commission
April 23, 2025



Acknowledgements



Comprehensive Plan Advisory Groups

Planning Commission

- » Kip Kolkmeier, at-large, Chair
- » Steven Buckley, Ward 3
- » Elisa “Emo” Overall, Ward 1
- » Jenny O’Neill, Ward 5
- » Eric Grebliunas, Ward 2
- » Topher Williams, at-large

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- » Stephen Bartels
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- » Michael Pellegrin
- » Danny Hunter
- » Tom Quinn
- » Joseph Lamers
- » Andrew Robinson
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- » David Thormodsgard
- » Mike Zambrzusi

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- » Renata Heberton
- » Amanda Chavero
- » Greg Holling
- » Scarlett Godinez-Chavez
- » Lyndsey Leach
- » Sarah Claus
- » Cecelia Muir
- » Joshua Comden
- » Joe Pettit
- » Mansoor Hashimi
- » Lisa Romero
- » David Ruchman
- » Linda Stopp
- » Sophia Stufflebeam
- » Diane Tate

Lakewood City Council

- » Wendi Strom, Mayor
- » Sophie Mayott-Guerrero, Ward 2
- » Bill Furman, Ward 4
- » Jeslin Shahrezaei, Ward 1
- » Roger Low, Ward 3
- » Jacob LaBure, Ward 5
- » Glenda Sinks, Ward 1
- » Ken Cruz, Ward 3
- » Paula Nystrom, Ward 5
- » Isabel Cruz, Ward 2
- » David Rein, Ward 4

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- » Matthew Seubert, Principal Planner

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- » Caitlin Hasenbalg Long, Senior Sustainability Planner
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- » Lauren Stanek, Senior Assistant City Attorney

City Clerk

- » Jay Robb, City Clerk

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- » Angela Ramirez, Manager of Communications
- » Roy Gomez, Print Shop Operator
- » Dan Stoutamire, Public Information Officer

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- » Brent Berninger, Recreation and Golf Manager
- » Jim Haselgren, Parks Manager
- » Michelle Nierling, Heritage, Culture, and the Arts Manager
- » Amber Thill, Public Engagement and Operations Manager
- » Ross Williams, Land Design Facilities Administrator

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- » Tammy Smith, Court Administrator

Finance

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- » Karolina Brzozka, Economic Development Specialist

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- » Cory Peterson, Chief of Operational Services
- » Alina Walters, Chief Information Officer
- » Alexandra Conran, Sustainable Operations Specialist
- » Yvette Florez, Information Systems Security Manager
- » Jennifer Haller, GIS Coordinator
- » Kevin Kendig, Enterprise Asset Coordinator
- » Stephen Tuten, IT Operations Manager
- » Alexandra Ward, Business Transformation Manager

Police

- » Philip Smith, Chief of Police
- » Alan Alden, Crisis Response Team Sergeant

Public Works

- » Max E. Kirschbaum, Director of Public Works
- » Raymond Hill, City Engineer
- » Keith Hensel, City Engineer
- » Mike Whiteaker, City Transportation Engineer
- » Kelly Dunne, Transportation Engineering Manager
- » Jenny Gritton, Active Transportation Coordinator

The following former City of Lakewood staff also supported the development of the Envision Lakewood 2040 Plan

- » Amy DeKnikker, Principal Planner
- » Alexis Moore, Principal Planner
- » Kit Newland, Community Resources Director
- » Robert D. Smith, Economic Development Director
- » Shannon Terrell, Planner
- » Jonathan Wachtel, Sustainability, Climate, and Zero Waste Manager
- » Lisa Williams, Comprehensive Planning Intern

Consultants and Artists

MIG

- » Marcia Boyle, Project Manager
- » Avery Wolfe, Senior Project Associate
- » Mark De La Torre, Consulting Director
- » Alex Dupey, Consulting Principal
- » Matt Hastie, Senior Advisor

CDR Associates

- » Jean Gatza, Senior Partner
- » Patrick Teese, Program Associate
- » Julia Oleksiak, Program Associate

Community Language Cooperative

- » Indira Guzman, Co-Founder, Chief Executive Director
- » Maricendi Jaimes, Community Connector Coordinator

Elle Powell Art

- » Elle Powell, Vision Statement Illustration

Special Thanks and Recognition

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

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

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Plan Overview

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

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

Plan Overview

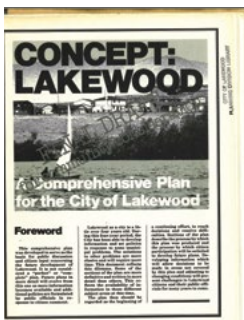
Comprehensive Plan Purpose

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

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

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

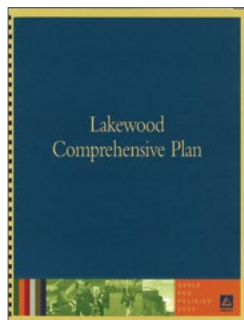
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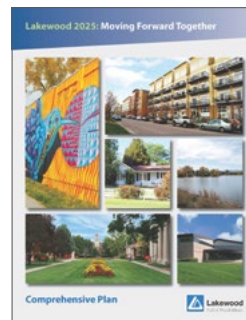
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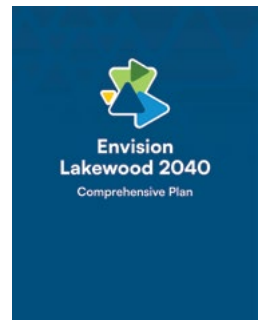
2003



2015



2025



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

Active City Plans that Support the Comprehensive Plan

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

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

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

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

Envision Lakewood 2040 Organization

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

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

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

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

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

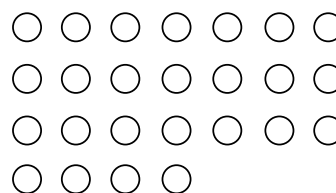
Vision Statement



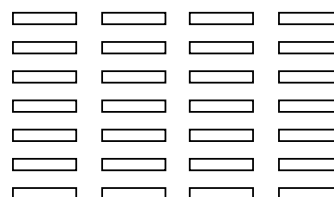
5 Guiding Principles



25 Goals



160 Strategies



Planning Process

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

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

Phase 1, Plan for the Plan

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

Phase 2, Develop the Plan

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

Four principles guided the public engagement process during Phase 2:

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

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

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

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

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

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

Advisory Groups

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

The three Advisory Groups were organized by topics:

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

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

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



Photos from the Advisory Group process.

Engagement by Numbers:

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

Phase 3, Refine and Adopt the Plan

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

Phase 4, Implement the Plan

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

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2040 Vision

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

2040 Vision

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

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

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

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

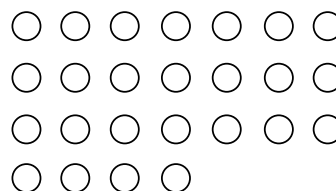
Vision Statement



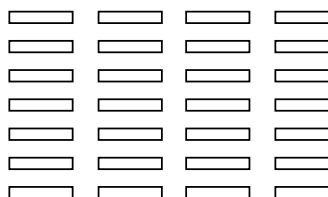
5 Guiding Principles



25 Goals



160 Strategies



2040 Vision

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

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

Lakewood 2040 Vision Statement

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



Guiding Principles

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

Guiding Principles

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

The Guiding Principles are:

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

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

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

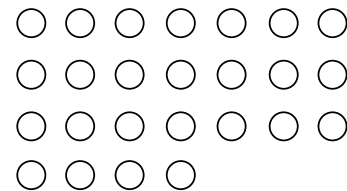
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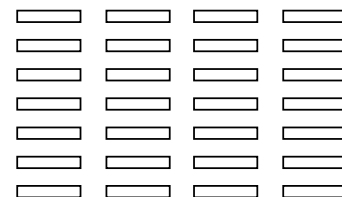
5 Guiding Principles



25 Goals



160 Strategies



Guiding Principle:

Civic Participation

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

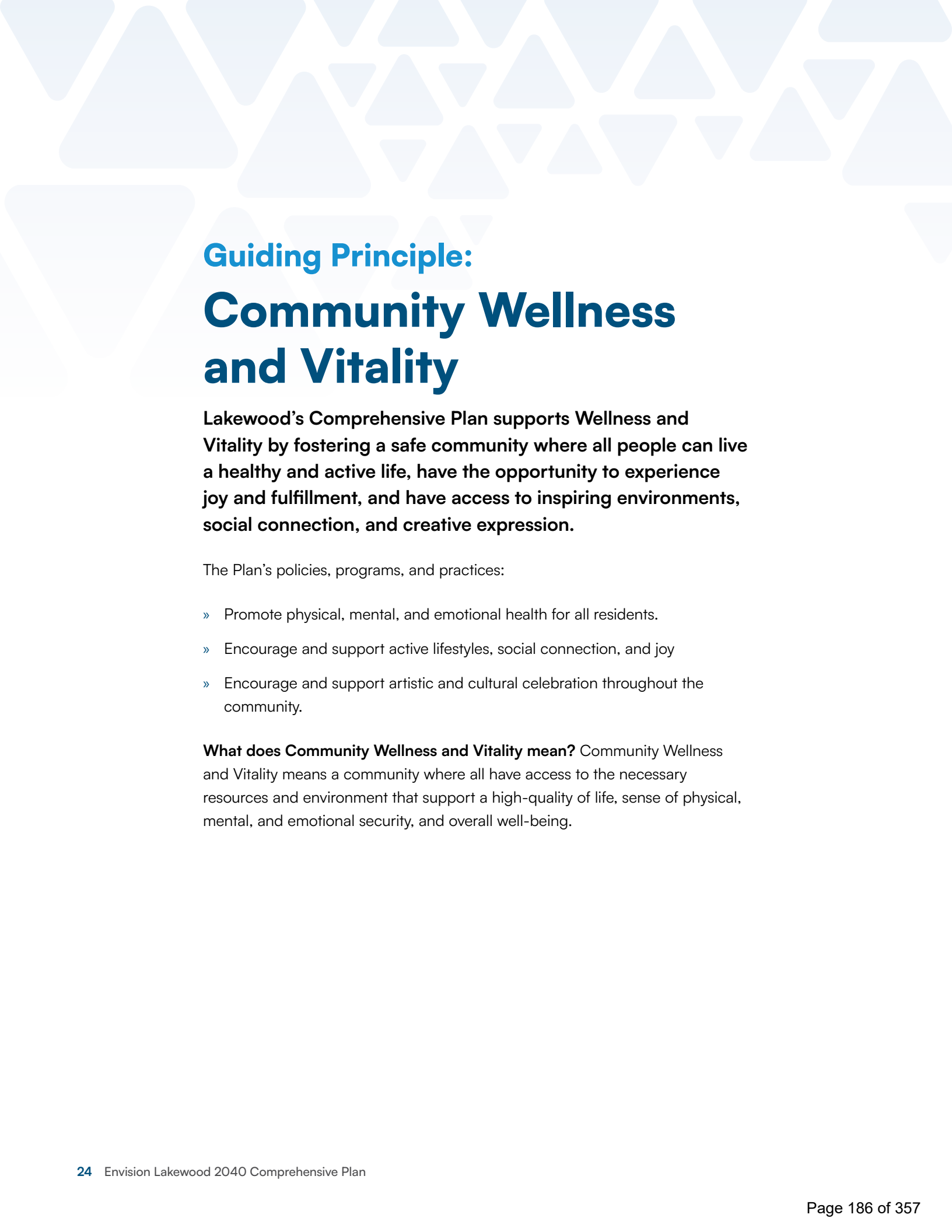
The Plan's policies, programs, and practices:

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

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



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



Guiding Principle:

Community Wellness and Vitality

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

The Plan's policies, programs, and practices:

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

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



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

Guiding Principle:

Equity

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

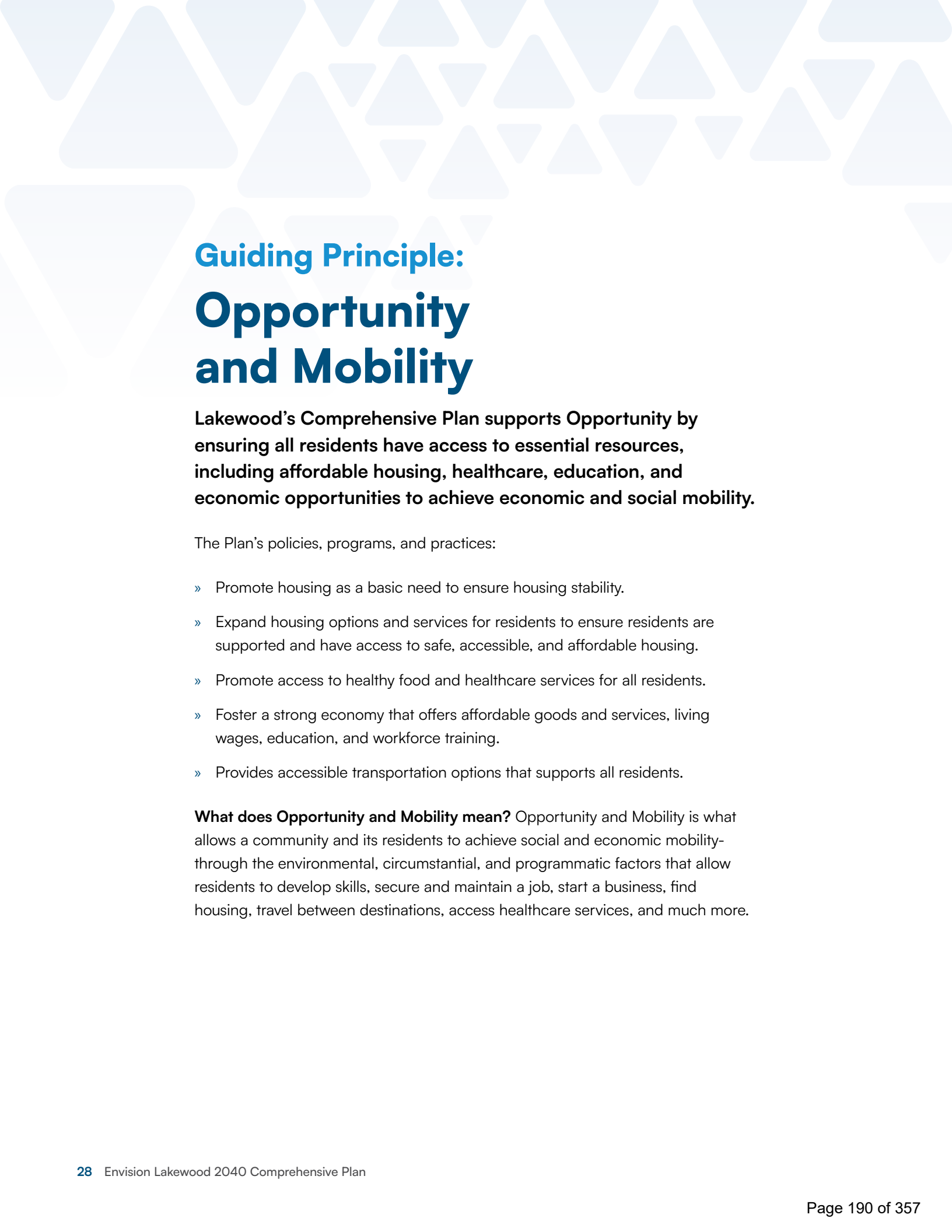
The Plan's proposed policies, programs, and practices:

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

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



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



Guiding Principle:

Opportunity and Mobility

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

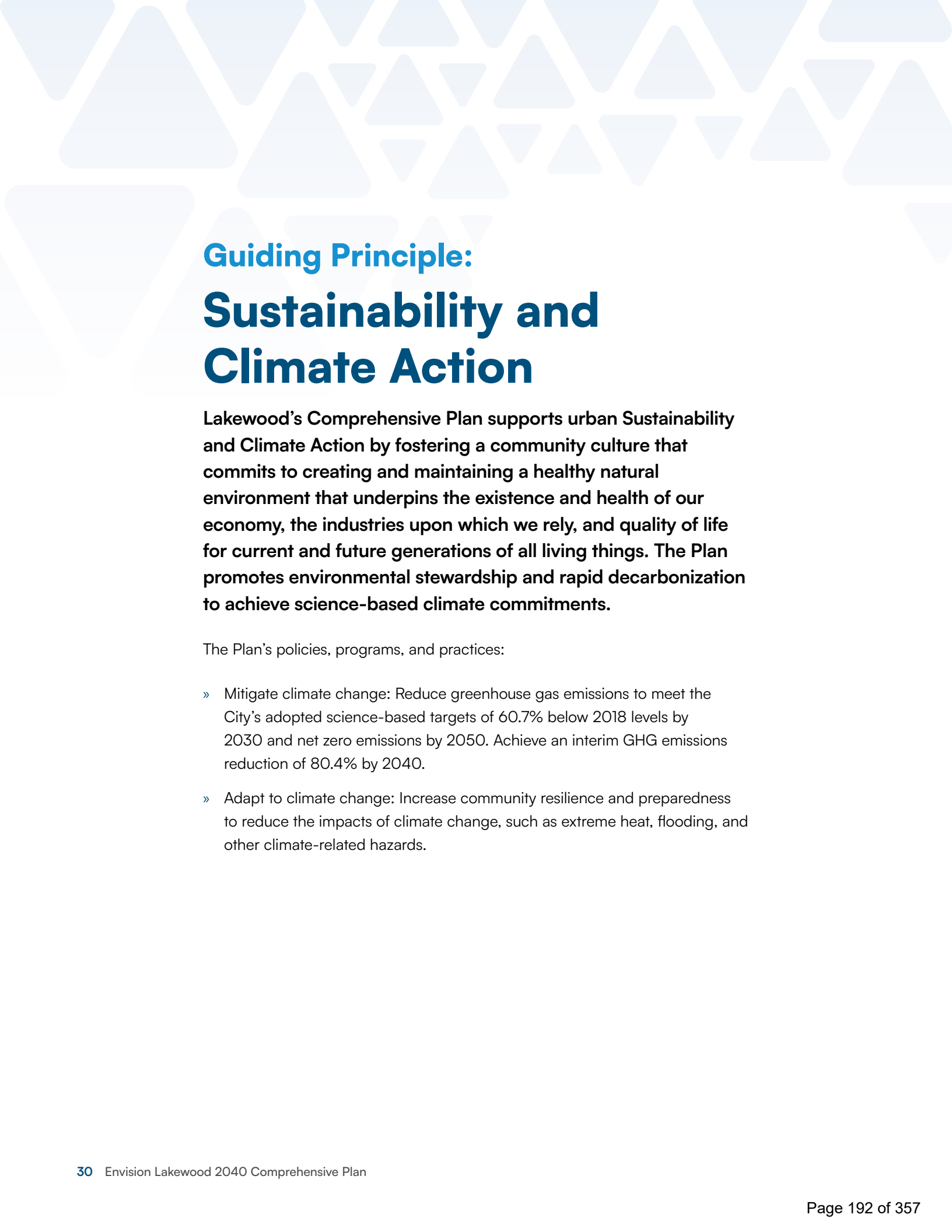
The Plan's policies, programs, and practices:

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

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



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



Guiding Principle:

Sustainability and Climate Action

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

The Plan's policies, programs, and practices:

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

2040 Targets to support this Guiding Principle:

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

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

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



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

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Goals

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

Goals

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

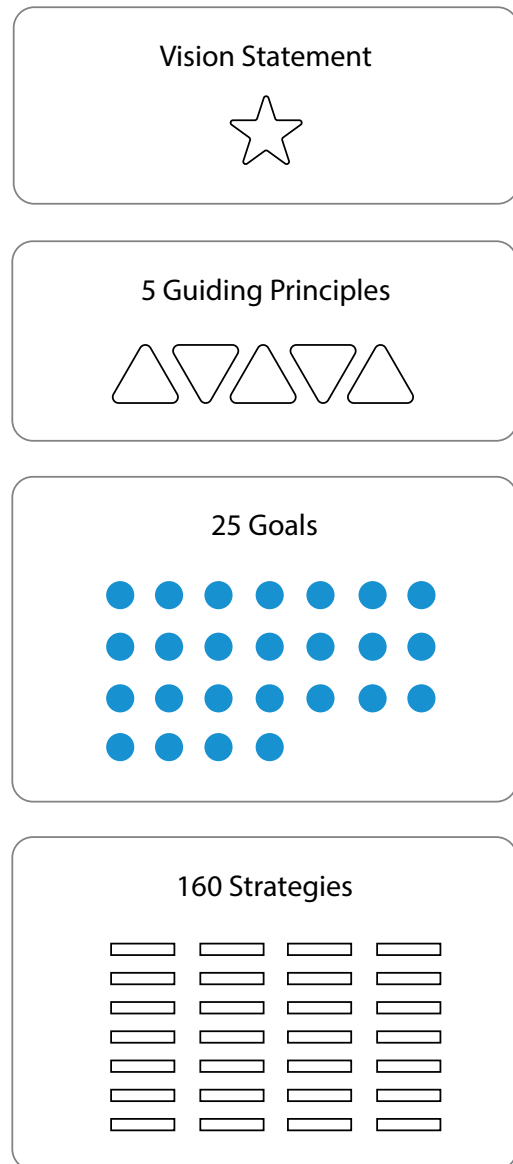
The 25 goals are weighed equally and the goal number (i.e. Goal 1, Goal 2...) is intended to serve as an individual identifier rather than a rank of importance—they are all important. The goals were developed and refined from extensive feedback from Advisory Group members, the community, Planning Commission,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

Relationship between the Goals and Strategies

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

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

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



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

Goals

Goal 1	A Healthy Community	.37
Goal 2	A Safe Community.	.41
Goal 3	Centering Equity.	.45
Goal 4	Community Resilience	.50
Goal 5	Meaningful and Inclusive Civic Participation	.54
Goal 6	An Educated Community	.57
Goal 7	Ecosystem Health and Environmental Stewardship	.60
Goal 8	Equitable Access to Parks and Open Space	.63
Goal 9	High-Quality Recreation Opportunities	.67
Goal 10	Preservation of Lakewood’s Historic and Cultural Resources	.70
Goal 11	Accessible and Vibrant Arts and Culture.	.73
Goal 12	Creative Placemaking	.77
Goal 13	Thriving Activity Hubs.	.81
Goal 14	Enhanced Corridors	.85
Goal 15	Context Sensitive Design and Development	.90
Goal 16	A Sustainable Built and Natural Environment	.94
Goal 17	Complete and Engaged Neighborhoods.	.98
Goal 18	Sustainable and Climate Resilient Public Infrastructure	.102
Goal 19	A Diverse, Affordable, and Accessible Housing Market	.106
Goal 20	Homelessness Resolution	.110
Goal 21	A Safe Multi-modal Transportation Network.	.113
Goal 22	A Safe and Connected Community for Walking, Biking, and Rolling	.118
Goal 23	A Robust, Diverse, Sustainable Economy.	.121
Goal 24	A Zero Waste Community	.125
Goal 25	A Modal Municipality	.128



A Healthy Community

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

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

Children gardening at Mountair Park Community Farm.

Goals

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

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

Goal 1 Strategies: A Healthy Community

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



Community cooking class.

Goal 1 Primary Strategies

Strategy 1: Regional Collaboration for Public Health:

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

Strategy 2: Equitable Access to a Healthy Life:

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

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

Strategy 4: Health-Informed Public Space Design:

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

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

Goal 1 Supporting Strategies

Strategy 10: Safe and Resilient Infrastructure:

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

Strategy 11: Improving Emergency Preparedness,

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

Strategy 13: Support Programs for Law

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

Strategy 21: Address Environmental Justice:

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

Strategy 28: Community Collaboration for Priority

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



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

Strategy 38: Air Pollution Prevention and

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

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

Strategy 95: Mixed-Income Neighborhoods:

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

Strategy 96: Create Walkable, Connected

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

Strategy 98: Neighborhood Street Design:

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

Strategy 99: Encourage Climate-Conscious

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

Strategy 119: Expand Mobile Services for Crisis

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

Strategy 126: Complete Streets Approach:

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

Strategy 139: Align Roadway and Land Use

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

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



A Safe Community

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

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

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

Goal 2 Strategies: A Safe Community

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

Goal 2 Primary Strategies

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

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

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

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

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

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



Community members using the protected bike lanes on Garrison Street.

Strategy 12: Positive Engagement with Law

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

Strategy 13: Support Programs for Law

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

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

Strategy 15: Non-Infrastructural Safety

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

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

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

Strategy 96: Create Walkable, Connected

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



Resident using a crosswalk signal.

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

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

Strategy 141: Micromobility Strategy for All Users:

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

Strategy 142: Implementation of the Bicycle Plan:

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

Strategy 144: Sidewalk and Bike Facility Network:

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

Strategy 146: Bicycle and Pedestrian Funding and

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



Centering Equity

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

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

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

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

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

Goal 3 Strategies: Centering Equity

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

Goal 3 Primary Strategies

Strategy 16: Opportunities for Restorative Justice:

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

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

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

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

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

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

Strategy 21: Address Environmental Justice:

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

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

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

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

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



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

Strategy 8: Increase Crime Prevention Services:

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

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

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

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

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

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

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

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



Community members at the PossAbilities Expo.

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

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

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

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

Strategy 68: Celebrate the Cultural Community:

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

Strategy 93: Diversity of Housing Types:

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

Strategy 95: Mixed-Income Neighborhoods:

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

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

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

Strategy 105: Affordable Housing Production

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

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

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

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

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

Strategy 141: Micromobility Strategy for All Users:

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



Community Resilience

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

Photo Credit: Doug Wells

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

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

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

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

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

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

Goal 4 Strategies: Community Resilience

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

Goal 4 Primary Strategies

Strategy 21: Address Environmental Justice:

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

Strategy 22: Assessment of Climate Impacts

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

Strategy 23: Climate Resilience in All Policies:

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

Goals

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

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

Goal 4 Supporting Strategies

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

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

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



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

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

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

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

Strategy 33: Online Sustainability Resource Center:

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

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

Strategy 80: Support Area Planning in the City:

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

Strategy 91: Assess and Update Sustainable

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

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

Strategy 94: Neighborhood-Serving Programs

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

Strategy 101: Participate in Regional Transition to

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

Strategy 124: Support Community Integration

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



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



Meaningful and Inclusive Civic Participation

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

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

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

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

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

Goal 5 Strategies: Meaningful and Inclusive Civic Participation

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

Goal 5 Primary Strategies

Strategy 25: Employ Inclusive Communication

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

Strategy 26: Provide Inclusive City Programs

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

Strategy 27: Ensure Opportunities for Meaningful

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

Strategy 28: Community Collaboration for Priority

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



Community member at the 2025 Older Adult Wellness Fair.

Goal 5 Supporting Strategies

Strategy 12: Positive Engagement with Law

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

Strategy 20: Understand Community Needs

Through Meaningful Outreach and Engagement:

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

Strategy 46: Offer Variety in Park and Open

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

Strategy 71: Community-Informed Placemaking:

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

Strategy 76: Iterative Planning for Community

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



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

Strategy 80: Support Area Planning in the City:

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

Strategy 94: Neighborhood-Serving Programs

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



An Educated Community

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

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

Ceramics class at Clements Community Center.

Goals

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

Goal 6 Strategies: An Educated Community

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

Goal 6 Primary Strategies

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

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

Strategy 29: Opportunities for Life-Long Learning:

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

Strategy 30: Educational Partnerships: Partner with (local) education and library institutions to tap into current trends and best practices, share resources, and incorporate youth voices in key initiatives, programs and resources.

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



Belmar Library leading Story Time at Earth Day.

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

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

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

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



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



Ecosystem Health and Environmental Stewardship

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

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

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

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

Goal 7 Strategies: Ecosystem Health and Environmental Stewardship

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

Goal 7 Primary Strategies

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

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

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

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

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

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

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

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



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

Goal 7 Supporting Strategies

Strategy 19: Connection with Indigenous Groups:

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

Strategy 21: Address Environmental Justice:

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

Strategy 33: Online Sustainability Resource Center:

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

Strategy 36: Improve and Expand Residential

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

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

Strategy 48: Responsible Parks and Open Space

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

Strategy 91: Assess and Update Sustainable

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

Strategy 140: Parking Requirements:

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

Strategy 154: Targeted Diversion of

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

Strategy 156: Continue to Offer Key Recycling

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



Equitable Access to Parks and Open Space

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

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

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

Goals

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

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

Goal 8 Strategies: Equitable Access to Parks and Open Space

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

Goal 8 Primary Strategies

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

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

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

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



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

Strategy 47: Proactive Maintenance for City Assets:

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

Strategy 48: Responsible Parks and Open Space

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

Strategy 49: Promote Neighborhood Pocket Parks:

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

Strategy 50: Invest in Arts, Parks and Recreation:

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

Strategy 51: Opportunities for Self-Directed Play

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



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

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

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

Strategy 4: Health-Informed Public Space Design:

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

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

Strategy 8: Increase Crime Prevention Services:

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

Strategy 10: Safe and Resilient Infrastructure:

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

Strategy 19: Connection with Indigenous Groups:

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

Strategy 26: Provide Inclusive City Programs

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

Strategy 42: Establish a Biodiversity Strategy:

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

Strategy 43: Urban Tree Canopy:

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

Strategy 53: Centralized Recreation Center:

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

Strategy 66: Implementation of the 40 West

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

Strategy 72: Activation of Public Spaces:

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



High-Quality Recreation Opportunities

Climbing Camp at Lakewood Link Recreation Center.

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

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

Goal 9 Strategies: Equitable Access to Parks and Open Space

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

Goal 9 Primary Strategies

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

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

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

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

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

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

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



Basketball at Charles Whitlock Recreation Center.

Goal 9 Supporting Strategies

Strategy 2: Equitable Access to a Healthy Life:

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

Strategy 4: Health-Informed Public Space Design:

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

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

Strategy 10: Safe and Resilient Infrastructure:

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

Strategy 26: Provide Inclusive City Programs

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



Wheelchair volleyball at the PossAbilities Expo.

Strategy 46: Offer Variety in Park and Open

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

Strategy 48: Responsible Parks and Open Space

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



Preservation of Lakewood's Historic and Cultural Resources

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

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

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

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

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

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

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

Goal 10 Primary Strategies

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

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

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

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

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



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

Goals

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

Strategy 58: Flexible and Responsible Tools for

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

Strategy 59: Continued Investment in Lakewood's

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

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

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



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

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

Goal 10 Supporting Strategies

Strategy 19: Connection with Indigenous Groups:

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

Strategy 37: Encourage Building Longevity and

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

Strategy 47: Proactive Maintenance for City Assets:

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

Strategy 66: Implementation of the 40 West

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

Strategy 67: Responsibly Conserve Arts and

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



Accessible and Vibrant Arts and Culture

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

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

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

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

Goal 11 Strategies: Accessible and Vibrant Arts and Culture

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

Goal 11 Primary Strategies

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

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

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

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

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

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

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

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

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

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

Strategy 67: Responsibly Conserve Arts and Cultural Resources:

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

Strategy 68: Celebrate the Cultural Community:

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

Strategy 69: Promote Arts and Culture:

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



Kalliopi Monoyios, "Knot" installation for Lakewood LandMark outdoor exhibition.

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

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

Strategy 19: Connection with Indigenous Groups:

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

Strategy 25: Employ Inclusive Communication and Outreach Methods:

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

Strategy 26: Provide Inclusive City Programs and Services:

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

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

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

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

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

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

Strategy 75: Creative Entrepreneurship

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

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



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



Creative Placemaking

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

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

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

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

Goal 12 Strategies: Creative Placemaking

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

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

Goal 12 Primary Strategies

Strategy 63: Community Art Maintenance:

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

Strategy 70: Well-Designed Streetscapes and

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

Strategy 71: Community-Informed Placemaking:

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

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

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

Strategy 74: Support Art and Culture-Based Hubs:

Continue to support the 40 West ArtLine, 40 West Arts Creative District, Alameda Corridor, Lakewood Cultural Center/Heritage Lakewood Belmar Park, and other areas that may emerge to serve as a hub for artistic expression, creative industries, and cultural tourism.



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

Strategy 75: Creative Entrepreneurship

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

Strategy 76: Iterative Planning for Community

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

Goal 12 Supporting Strategies

Strategy 19: Connection with Indigenous Groups:

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

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

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

Strategy 61: Arts and Culture in All Policies:

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

Strategy 62: Celebrate and Value Local Art and Artists:

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

Strategy 64: Encourage Arts and Culture Experiences:

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

Strategy 65: Implementation of the Public Art Plan:

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

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

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

Strategy 69: Promote Arts and Culture:

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

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Strategy 80: Support Area Planning in the City:

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



Mountair Park Community Farm mural painting event.



Thriving Activity Hubs

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

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

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

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

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

Goal 13 Strategies: Thriving Activity Hubs

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

Goal 13 Primary Strategies

Strategy 77: Opportunities for Diverse Industries:

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

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

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



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

Strategy 80: Support Area Planning in the City:

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

Strategy 81: Implementation Tools for

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

Strategy 82: Mixed Use Activity Hubs Along

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

Goal 13 Supporting Strategies

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

Strategy 66: Implementation of the 40 West

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

Strategy 83: Street Trees and Green Infrastructure:

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

Strategy 125: Develop a Multi-Modal Transportation

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

Strategy 126: Complete Streets Approach:

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

Strategy 138: Transit Oriented Communities and

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

Strategy 139: Align Roadway and Land Use

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

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

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



Project Joy Bomb during Covid at the Residences at Creekside.



Enhanced Corridors

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

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

Alameda Corridor Streetscape Improvements.

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

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

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

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

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

Goal 14 Strategies: Enhanced Corridors

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

Goal 14 Primary Strategies

Strategy 80: Support Area Planning in the City:

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

Strategy 82: Mixed Use Activity Hubs Along

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



Rendering of Colfax Transportation Safety Project streetscape pedestrian improvements.

Strategy 83: Street Trees and Green Infrastructure:

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

Strategy 84: 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 85: Corridor Types: Support future efforts to more specifically define and plan for a hierarchy of corridor types in Lakewood.

Goal 14 Supporting Strategies

Strategy 4: Health-Informed Public Space Design:

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

Strategy 10: Safe and Resilient Infrastructure:

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

Strategy 21: Address Environmental Justice:

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

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

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



Union Corridor mixed-use area.

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

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

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

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

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

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

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

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

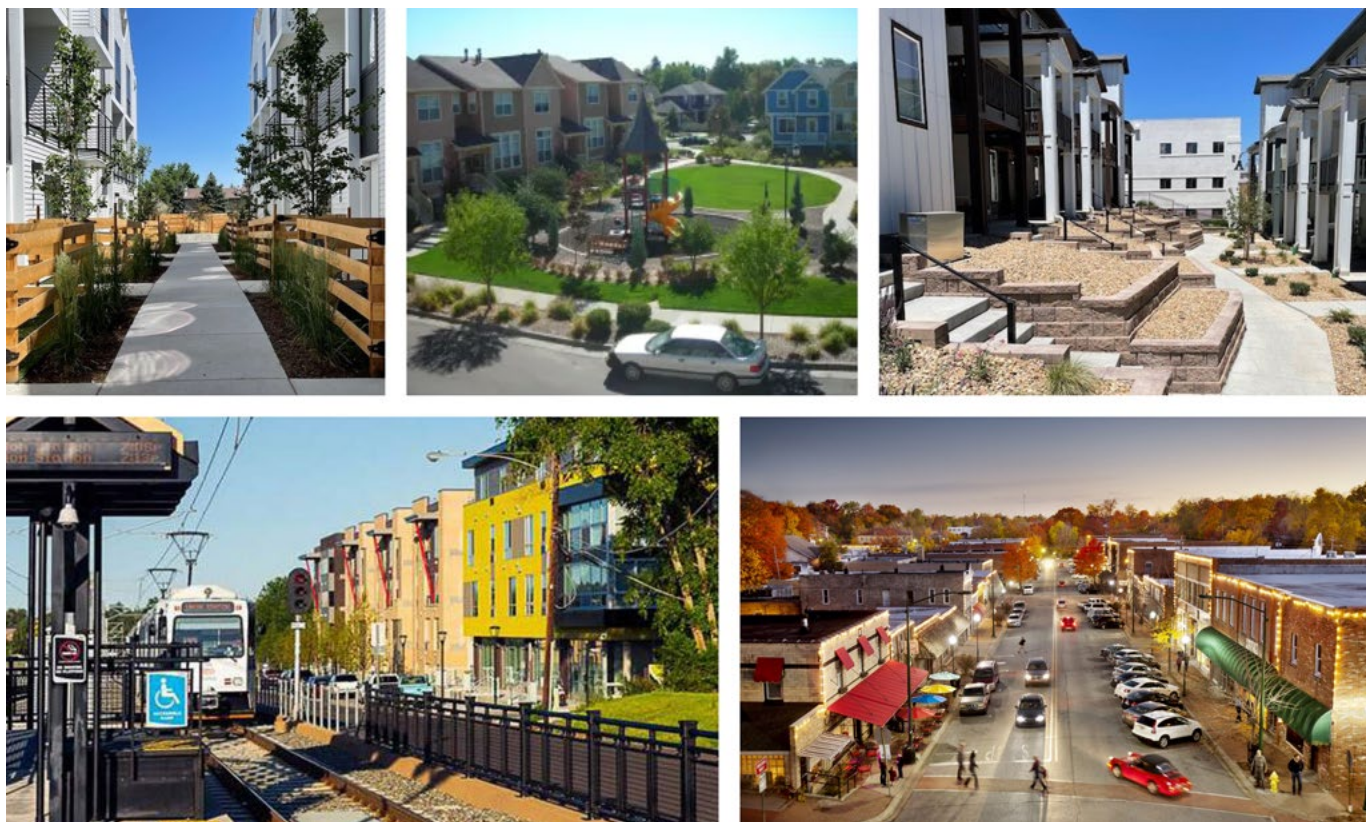
Strategy 142: Implementation of the Bicycle Plan: Continue to implement the Bicycle Plan and any future updates to the Plan, with a core goal of increasing bicycle network connectivity and increasing the comfort of existing bicycle facilities.

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

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

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

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



Context Sensitive Design and Development

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

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

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

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

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

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

Goal 15 Strategies: Context Sensitive Design and Development

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

Goal 15 Primary Strategies

Strategy 80: Support Area Planning in the City:

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

Strategy 81: Implementation Tools for

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

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

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

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

Goal 15 Supporting Strategies

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

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

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

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

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

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

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

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

Strategy 89: Incentivize and Support Building

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

Strategy 90: Assess and Update Building and

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

Strategy 91: Assess and Update Sustainable

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

Strategy 125: Develop a Multi-Modal Transportation

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

Strategy 126: Complete Streets Approach:

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

Strategy 127: Fill Gaps in Multimodal Transportation

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

Strategy 132: Implementation of Transportation

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

Strategy 138: Transit Oriented Communities and

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

Strategy 139: Align Roadway and Land Use

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

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

Strategy 150: Strategic Partnerships for Economic

Development: Develop and support creative and innovative partnerships to explore financing mechanisms and work collaboratively towards shared economic goals for the city.



A Sustainable Built and Natural Environment

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

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

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

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

Goal 16 Strategies: A Sustainable Built and Natural Environment

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

Goal 16 Primary Strategies

Strategy 33: Online Sustainability Resource Center:

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

Strategy 37: Encourage Building Longevity and Sustainability:

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

Strategy 43: Urban Tree Canopy:

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

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

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

Strategy 90: Assess and Update Building and Energy Codes:

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



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

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

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

Goal 16 Supporting Strategies

Strategy 10: Safe and Resilient Infrastructure:

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

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

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

Strategy 21: Address Environmental Justice:

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

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

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

Strategy 58: Flexible and Responsible Tools for

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

Strategy 83: Street Trees and Green Infrastructure:

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

Strategy 142: Implementation of the Bicycle Plan:

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

Strategy 144: Sidewalk and Bike Facility Network:

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

Strategy 146: Bicycle and Pedestrian Funding and

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



Complete and Engaged Neighborhoods

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

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

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

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

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

Goal 17 Strategies: Complete and Engaged Neighborhoods

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

Goal 17 Primary Strategies

Strategy 80: Support Area Planning in the City:

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

Strategy 93: Diversity of Housing Types:

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

Strategy 94: Neighborhood-Serving Programs and Projects:

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



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

Strategy 95: Mixed-Income Neighborhoods:

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

Strategy 96: Create Walkable, Connected

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

Strategy 97: Expand Access to Public

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

Strategy 98: Neighborhood Street Design:

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

Strategy 99: Encourage Climate-Conscious

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

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

Goal 17 Supporting Strategies

Strategy 10: Safe and Resilient Infrastructure:

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

Strategy 33: Online Sustainability Resource Center:

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

Strategy 34: Increase Understanding of Waste

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

Strategy 64: Encourage Arts and Culture

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

Strategy 66: Implementation of the 40 West

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

Strategy 68: Celebrate the Cultural Community:

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

Strategy 72: Activation of Public Spaces:

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

Strategy 73: Art in Publicly Visible Spaces:

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

Strategy 78: Support Activity Hubs:

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

Strategy 81: Implementation Tools for

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

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

Strategy 152: Create Non-Residential Waste

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



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



Sustainable and Climate Resilient Public Infrastructure

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

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

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

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

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

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

Goal 18 Strategies: Sustainable and Climate Resilient Public Infrastructure

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

Goal 18 Primary Strategies

Strategy 10: Safe and Resilient Infrastructure:

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

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

Strategy 83: Street Trees and Green Infrastructure:

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

Strategy 92: Municipal Decarbonization Plan:

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



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

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

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

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

Goal 18 Supporting Strategies

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

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

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

Strategy 41: Toxin Reduction for Ecological Health:

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

Strategy 42: Establish a Biodiversity Strategy:

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

Strategy 48: Responsible Parks and Open Space

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

Strategy 125: Develop a Multi-Modal Transportation

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



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



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

Strategy 146: Bicycle and Pedestrian Funding and

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

Strategy 157: Advance and Innovate City Asset

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



A Diverse, Affordable, and Accessible Housing Market

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

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

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

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

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

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

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

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

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

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

Goal 19 Primary Strategies

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

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

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

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

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

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

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

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

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

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

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

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

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

Goal 19 Supporting Strategies

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

Strategy 81: Implementation Tools for

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

Strategy 95: Mixed-Income Neighborhoods:

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

Strategy 96: Create Walkable, Connected

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

Strategy 99: Encourage Climate-Conscious

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

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

Strategy 121: Regional Collaboration for Housing

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

Strategy 124: Support Community Integration

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

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



Homelessness Resolution

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

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

City of Lakewood Navigation Center.

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

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

Goal 20 Strategies: Homelessness Resolution

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

Goal 20 Primary Strategies

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

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

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

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

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

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

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

Strategy 123: Coordinated Encampment

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

Strategy 124: Support Community Integration

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

Goal 20 Supporting Strategies

Strategy 105: Affordable Housing Production

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

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

Strategy 107: Dedicated Funding to Support

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

Strategy 115: Assistance for Renters:

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



A Safe Multi-modal Transportation Network

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

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

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

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

Goal 21 Strategies: A Safe Multi-modal Transportation Network

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

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

Goal 21 Primary Strategies

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

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

Strategy 125: Develop a Multi-Modal Transportation Plan:

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

Strategy 126: Complete Streets Approach:

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

Strategy 127: Fill Gaps in Multimodal Transportation Network:

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

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

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



Community member biking with children.

Strategy 129: Funding for Transportation System:

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

Strategy 130: Increased Shared Transportation:

Update regulations as necessary to accommodate shared transportation.

Strategy 131: Advocate for Stellar Transit Service:

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

Strategy 132: Implementation of Transportation

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

Strategy 133: Transit Specific Facilities: Work with Regional Transportation District (RTD), Denver Regional Council of Governments (DRCOG), and other partners to evaluate Bus Rapid Transit (BRT) and/or exclusive transit lanes and facilities along streets such as West Colfax, West Alameda, Sheridan, and Wadsworth.

Strategy 134: Support Lakewood Rides: Continue to support Lakewood Rides to provide safe and cost-effective transportation services for the elderly and persons with disabilities and consider opportunities to support the long-term financial viability of the program.

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

Strategy 136: Re-Evaluate Travel Speeds: Reduce unsafe travel speeds by re-evaluating speed limits, evaluating traffic calming measures, and considering enforcement strategies with safety in mind.

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

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

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

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

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



RTD 76 bus near Lakewood Commons stop.

Goal 21 Supporting Strategies

Strategy 2: Equitable Access to a Healthy Life:

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

Strategy 10: Safe and Resilient Infrastructure:

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

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

Strategy 66: Implementation of the 40 West

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

Strategy 96: Create Walkable, Connected

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

Strategy 97: Expand Access to Public

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

Strategy 98: Neighborhood Street Design:

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

Strategy 141: Micromobility Strategy for All Users:

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

Strategy 142: Implementation of the Bicycle Plan:

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

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

Strategy 144: Sidewalk and Bike Facility Network:

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

Strategy 145: Safe Crossings:

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

Strategy 146: Bicycle and Pedestrian Funding and

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



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

Community bike ride along the 40 West ArtLine.

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

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

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

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

Goal 22 Primary Strategies

Strategy 141: Micromobility Strategy for All Users:

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

Strategy 142: Implementation of the Bicycle Plan:

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

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

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

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Strategy 146: Bicycle and Pedestrian Funding and

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



2025 Winter Bike to Work Day station at Addenbrooke Park.

Goal 22 Supporting Strategies

Strategy 38: Air Pollution Prevention and

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

Strategy 66: Implementation of the 40 West

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

Strategy 96: Create Walkable, Connected

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

Strategy 97: Expand Access to Public

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

Strategy 98: Neighborhood Street Design:

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

Strategy 127: Fill Gaps in Multimodal Transportation

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

Strategy 130: Increased Shared Transportation:

Update regulations as necessary to accommodate shared transportation.



Family walking to a community event.



A Robust, Diverse, Sustainable Economy

Ribbon cutting celebration for a local business.

Goal 23: Cultivate a strong, circular economy that supports local businesses, prioritizes partnerships, employs new technologies and innovative approaches, and invests in the community by providing equitable access to economic opportunities and providing resources to Lakewood residents and business owners.

Lakewood is a significant economic center in the Denver region, providing over 70,000 jobs in government, education, energy, healthcare, and other industries. The city's businesses, both local and regional, not only provide essential employment opportunities but also help fulfill the daily needs of community members including retail services, grocery stores, education, medical care, childcare, entertainment and more.

Goals

The City of Lakewood focuses on sustaining a strong economic base that enhances the community's quality of life and vitality by:

- » Supporting responsible real estate development and infrastructure, while enhancing regional competitiveness,
- » Fostering environmental and economic sustainability,
- » Promoting diverse job opportunities,
- » Supporting small businesses, and
- » Preserving the city's robust local workforce.

Business Improvement Districts and Business Associations also play a vital role in Lakewood's economy by providing a platform for outreach and engagement opportunities, support, and advocacy to surrounding businesses and property owners.

- » Business Improvement Districts (BIDs) work with businesses to improve existing commercial areas or help create new areas. They focus on advocacy, identity, business attraction, safety, and economic development activities to help ensure the area evolves based on the community's vision. At the time of the Comprehensive Plan adoption, Lakewood's two very active and engaged BIDs are the Lakewood-West Colfax Business Improvement District (LWCBID) and Alameda Connects (ACBID).
- » Business Associations are organizations formed by businesses to advocate for their collective interests. They can serve as forums for community dialogue and resource sharing. The number of Business Associations in Lakewood ebbs and flows but at the time of the Comprehensive Plan adoption, there are five.

There is a need to build a truly resilient economy for all members of the community to ensure that people and businesses are prepared to withstand economic uncertainties and able to adapt to changing conditions over time. Continuing to grow and innovate within the local economy will help Lakewood maintain high rates of employment, business retention, employee health, and fiscal responsibility, while improving the ability of the environment to sustain itself for future generations. To achieve this, Lakewood must go beyond just seeking traditional economic stability and embrace a circular economic approach that reduces pollution, restores nature, and supports a high-quality of life for workers. This includes increasing repair, reuse, and recycling businesses that reduce waste while creating new business and job opportunities and encouraging resource efficiency through innovations that use waste by-products from one process as a raw material in another, keeping resources and materials in use for as long as possible.

Goal 23 Strategies: A Robust, Diverse, Sustainable Economy

This goal and primary strategies focus on the City's role in strengthening the local economy. This centers around supporting businesses and business organizations, prioritizing workforce development so all community members have the skills needed to participate in the economy and leading in sustainable practices. Cultivating partnerships and leveraging emerging technologies are also critical components to achieving this goal. Supporting strategies illustrate the connection between economy and transportation, equity, sustainability, neighborhood vitality, and community health.



First Friday at the Hub at 40 West Arts.

Goal 23 Primary Strategies

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

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

Strategy 148: Workforce Development: Cultivate a skilled, diverse, and trained workforce and provide access to equitable job opportunities.

Strategy 149: Business Attraction, Retention and Expansion: Attract, retain, and support the expansion of a variety of industries to diversify the local economy and increase capital investment.

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

Strategy 151: Economic Innovation: Support economic growth and innovation through City policy, regulations, tools, and programs.

Goal 23 Supporting Strategies

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

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

Strategy 69: Promote Arts and Culture: Promote Lakewood's arts and cultural programs, events, facilities, and resources to attract new businesses, visitors and residents.

Strategy 75: Creative Entrepreneurship Opportunities: Foster creative entrepreneurship by ensuring City policies support incubator and start-up spaces, funding opportunities, and business development resources for artists, cultural enterprises, and individuals wishing to pursue creative ventures in Lakewood. Strategically encourage these activities in locations where there is already a concentration of creative activity or where the introduction of new creative activities could breathe life and activity into new spaces.

Strategy 77: Opportunities for Diverse Industries: Continue to encourage a mix of land uses to attract diverse, innovative and sustainable industries.

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

Strategy 96: Create Walkable, Connected

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

Strategy 155: Participate in our Regional Circular

Economy: Actively participate in efforts to strengthen Colorado's circular economy through meaningful involvement with regional nonprofit organizations and state agencies, and by attracting new and supporting existing ventures focused on reduction, reuse, refill, rental, repair, and refurbishment, recycling, composting, and energy recovery.



A Zero Waste Community

Goal 24: Become a Zero Waste community and support a thriving circular economy by minimizing waste generation and maximizing waste diversion through reduction, reuse, recycling, composting, and recovery activities.

In 2025, the Front Range region's waste diversion rate stagnated at 16%, far short of the targets adopted by Colorado's Solid and Hazardous Waste Commission to divert 26% of waste from landfills by 2026 and 51% by 2036. Lakewood will become a better partner in this regional effort by estimating the city's community-wide waste diversion rate and implementing proven tactics outlined in the strategies to advance the vision of becoming a Zero Waste community. Adopting foundational Zero Waste and Circular Economy principles to guide the city's work throughout the

Staff assist visitors at the Quail Street Recycling Center.

community will have immense social, environmental, and economic benefits which are well studied and documented by credible sources such as the US EPA, Ellen MacArthur Foundation, Kinsey Institute, and UN Environment Programme. Lakewood's transition to a Zero Waste community will enhance the quality of life for current and future residents, protect and preserve the interconnected natural systems upon which we rely, and support ethical, circular business models which positively contribute to Lakewood's vision.

Goal 24 Strategies: A Zero Waste Community

This goal creates a Zero Waste vision for the City of Lakewood and enables us to adopt targeted strategies to move us closer to that vision. Strategies include programs, incentives, regulations, and initiatives designed to increase awareness, understanding, and participation in waste reduction and diversion activities across the city, and to strengthen Lakewood's regional engagement with Colorado's circular economy.

Goal 24 Primary Strategies

Strategy 34: Increase Understanding of Waste

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

Strategy 36: Improve and Expand Residential

Recycling Services: Improve Lakewood's residential recycling services in preparation for the provision of free recycling through Colorado's Extended Producer Responsibility Program via a suite of potential tools like enhanced hauler licensing requirements, hauler contracting, universal recycling ordinances, zero waste design guidelines, and targeted education.

Strategy 37: Encourage Building Longevity and

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

Strategy 152: Create Non-Residential Waste

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

Strategy 153: Strengthen the City's Municipal

Zero Waste Program for Operations and Events:

Strengthen Lakewood's Municipal Zero Waste Program (encompassing facility operations, meetings, and events) through enhanced employee resources, training tools, standard operating procedures, adopting reusable dishware, comprehensive waste stream collection services, and a circular procurement policy.

Strategy 154: Targeted Diversion of

Environmentally Impactful Waste:

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

Strategy 155: Participate in our Regional Circular

Economy: Actively participate in efforts to strengthen Colorado's circular economy through meaningful involvement with regional nonprofit organizations and state agencies, and by attracting new and supporting existing ventures focused on reduction, reuse, refill, rental, repair, and refurbishment, recycling, composting, and energy recovery.



Christmas tree mulching at the Lakewood Greenhouse.

Strategy 156: Continue to Offer Key Recycling

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



Wompost Food Scrap Drop Off Program at Lakewood United Church of Christ.



A Modal Municipality

Goal 25: The City of Lakewood, as an organization, will operate as a model municipality, setting a positive example in the community by elevating disproportionately impacted communities, demonstrating best practices and new technologies to the general public, and leading in climate resilience, fiscal responsibility, and civic transparency.

The City of Lakewood is dedicated to leading by example as we respond and adapt to change and uncertainties, such as population growth, demographic shifts, evolving conditions in our ecosystem, emerging technologies, and economic and public health challenges. Through the vision, values and priorities outlined within this Plan, the

A photo collage representing the various ways the City strives for excellence. Photograph of dancers by Adam Riggs.

City strives to be a model municipality and fulfill the commitments in equity, sustainability and climate action, community wellness and vitality, opportunity and mobility, and civic participation, as described in the Guiding Principles.

The City is committed to fostering a positive and inclusive work environment where staff can grow and thrive. To accomplish this, the City promotes a culture that encourages collaboration, innovation, and mutual respect, while providing staff with opportunities for professional development, mentorship, and skill-building. The City is also dedicated to providing a highly accessible workplace to ensure every team member has the resources and accommodations they need to succeed.

Goal 25 Strategies: A Model Municipality

This goal and the strategies provide guidance on how the City, as an organization, strives to lead by example. The key strategies include operational excellence, proactive asset management, and support for staff to achieve success in delivering high quality services and programs to the Lakewood community.

Goal 25 Primary Strategies

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

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

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

Strategy 13: Support Programs for Law Enforcement: Develop and support mental and physical wellness programs for the police department employees and their families.

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

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

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

Strategy 27: Ensure Opportunities for Meaningful Civic Participation:

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

Strategy 39: Water Efficient Parks and Public Facilities:

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

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

Strategy 47: Proactive Maintenance for City Assets:

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

Strategy 48: Responsible Parks and Open Space Conservation:

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

Strategy 50: Invest in Arts, Parks and Recreation:

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

Strategy 59: Continued Investment in Lakewood's Historic Preservation Program:

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

Strategy 61: Arts and Culture in All Policies:

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

Strategy 64: Encourage Arts and Culture Experiences:

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

Strategy 92: Municipal Decarbonization Plan:

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

Strategy 93: Diversity of Housing Types:

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

Strategy 94: Neighborhood-Serving Programs

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

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

Strategy 129: Funding for Transportation System:

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

Strategy 146: Bicycle and Pedestrian Funding and

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

Strategy 151: Economic Innovation: Support economic growth and innovation through City policy, regulations, tools, and programs.

Strategy 153: Strengthen the City's Municipal Zero Waste Program for Operations and Events:

Strengthen Lakewood's Municipal Zero Waste Program (encompassing facility operations, meetings, and events) through enhanced employee resources, training tools, standard operating procedures, adopting reusable dishware, comprehensive waste stream collection services, and a circular procurement policy.

Strategy 157: Advance and Innovate City Asset

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

Strategy 158: Leading by Example for Sustainable

Development Practices: Municipal facilities will set a positive example for sustainable development in the community by meeting applicable code requirements, diverting construction and demolition debris, and piloting opportunities to demonstrate new technologies to the general public.

Strategy 159: Resources to Achieve Goals:

Explore innovative opportunities for resources, such as funding, staffing, cross-departmental collaboration, and technical expertise, to achieve Lakewood's community goals identified in this Comprehensive Plan.

Strategy 160: Invest in City Employees:

Ensure City staff are well equipped to provide the best possible service to the community and the organization by investing resources to provide opportunities for training, cross-departmental collaboration, professional growth, and upward mobility in the organization and cultivating a culture of safety, respect and trust.

Strategies

Envision Lakewood 2040 includes 160 strategies that support one or more of the goals of the plan. This section includes the strategies listed numerically and identifies which goals they are listed under as Primary Strategies and Supporting Strategies.

Strategies

Strategies outline specific, vetted approaches to achieving the Comprehensive Plan Goals. Envision Lakewood 2040 includes 160 strategies total. Because of the interconnected nature of many goals, each strategy is designed to support the implementation of one or more goals, serving as a roadmap to guide actions and decisions within the city.

The strategy numbering (i.e. Strategy 1, Strategy 2...), just like the goal numbering, is intended to serve as an individual identifier rather than a rank of importance—each strategy is important. The strategies were developed and refined based on extensive input from Advisory Group members, Planning Commission, City Council, staff, and consultants.

In the Goal Section, the strategies are listed under each applicable goal and identified as either a Primary Strategy or a Supporting Strategy.

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

In this section, the strategies are listed numerically and include notes about which goals each strategy is listed under as a Primary Strategy and a Supporting Strategy.

Strategies that require financial resources to be implemented will need to go through the City's annual budget process, ensuring that they are prioritized, funded, and aligned with overall fiscal conditions and City Council objectives. This process allows for careful evaluation, stakeholder input, and alignment of resources to achieve the desired outcomes effectively.

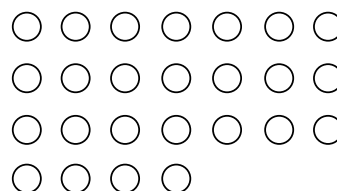
Vision Statement



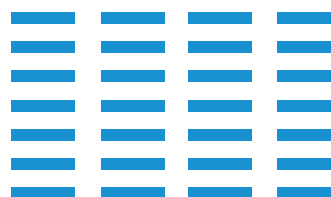
5 Guiding Principles



25 Goals



160 Strategies



Strategies

Strategy	Description
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. Primary Goals: 1
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.) Primary Goals: 1 Secondary Goals: 3, 4, 8, 9, 11, 21
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. Primary Goals: 1 Secondary Goals: 3, 23
Strategy 4	Health-Informed Public Space Design: Update regulations for public space design to support the community's physical, mental, and social health with considerations such as passive and active uses, places to gather, heat resilience, connections to nature, and safe access within and through a space. Primary Goals: 1 Secondary Goals: 4, 8, 9, 14, 15
Strategy 5	Health in All Policies: Integrate health considerations into City policymaking to improve the health of all communities and people in Lakewood. Primary Goals: 1, 25 Secondary Goals: 3, 8, 9
Strategy 6	Law Enforcement Efforts: Utilize evidence-based crime analysis and the needs of the community to determine areas to direct law enforcement efforts. Primary Goals: 2
Strategy 7	Invest in First Responders: Invest in training, technology, and equipment to keep Lakewood's first responders up to date with current trends and best practices, and to ensure the necessary resources are provided to innovatively and equitably respond to the diverse safety needs and cultural norms within the community. Primary Goals: 2, 25

Strategy	Description
Strategy 8	Increase Crime Prevention Services: Work with community organizations, businesses, and neighborhood groups to increase crime prevention services through services such as Crime Prevention Through Environmental Design (CPTED), Neighborhood Watch, and other rigorously evaluated evidence-based strategies delivered in homes, schools, or the community that have been shown to prevent crime or reduce recidivism. Primary Goals: 2 Secondary Goals: 3, 8
Strategy 9	Clean and Inviting Public Spaces: Work with the community to identify and prioritize clean-up projects and areas for increased maintenance to ensure Lakewood's public spaces are safe and inviting for all. Clean-up projects may range from graffiti removal to alley, park, or neighborhood clean-up events. Primary Goals: 2 Secondary Goals: 3
Strategy 10	Safe and Resilient Infrastructure: Develop and maintain green and gray infrastructure that supports public health and safety, reduces risk of hazards, integrates into pedestrian-friendly streetscapes, and supports a healthy natural environment through implementation of nature-based solutions that promote climate mitigation, adaptation, and resilience. Assess and identify opportunities to mitigate existing hazards and enhance climate resilience of infrastructure, city assets, and communities. Primary Goals: 2, 18 Secondary Goals: 1, 4, 8, 9, 14, 15, 16, 17, 21
Strategy 11	Improving Emergency Preparedness, Response, and Recovery: Protect lives, prevent property and environmental damage, and stabilize the economy during large-scale emergencies and disasters. Collaborate with internal departments and external organizations to proactively plan for hazard mitigation, emergency preparedness, emergency response, and recovery efforts in order to increase community resilience. Primary Goals: 2, 25 Secondary Goals: 1, 4, 16, 18, 23
Strategy 12	Positive Engagement with Law Enforcement: Increase authentic and positive community interactions with all members of the police department through broad and inclusive educational and public outreach opportunities. Primary Goals: 2 Secondary Goals: 5
Strategy 13	Support Programs for Law Enforcement: Develop and support mental and physical wellness programs for the police department employees and their families. Primary Goals: 2, 25 Secondary Goals: 1

Strategy	Description
Strategy 14	Safety Education: Develop and implement a safety education program that includes information and training addressing all types of potential safety issues, such as natural and climate disasters, human-caused disruptions, cyber security threats, and general safety practices to ensure the Lakewood community is well-prepared for public safety emergencies and best day-to-day safety practices. Primary Goals: 2, 6 Secondary Goals: 4
Strategy 15	Non-Infrastructural Safety Improvements: Increase non-infrastructural elements of safety, including lighting and eyes on the street to ensure people feel safe traveling through and spending time in all parts of Lakewood. Primary Goals: 2
Strategy 16	Opportunities for Restorative Justice: Research and report on the local impacts of historic and current policies, programs, and practices that marginalize or disadvantage certain groups of people. Identify actions and opportunities for restorative justice. Primary Goals: 3 Secondary Goals: 2
Strategy 17	Equity In All Policies: Establish, enact, enforce, and monitor best practices and standards to integrate equity considerations into City policymaking, programs, actions, and events that will meaningfully improve accessibility, inclusivity, and cultural responsiveness. Primary Goals: 3, 25
Strategy 18	Establish Equity-Focused Expertise in the City Organization: Cultivate staff with specialized education and experience in advancing equity to provide training and guidance throughout the city organization, provide input and recommendations for policies and programs, and strive to remove barriers to civic participation in Lakewood. Primary Goals: 3
Strategy 19	Connection with Indigenous Groups: Develop relationships with Indigenous groups and tribal leaders with ancestral connections to Lakewood, and work with them to integrate their traditional ecological knowledge, local history, cultural practices, and perspectives into plans and policies. Primary Goals: 3 Secondary Goals: 7, 8, 10, 11, 12
Strategy 20	Understand Community Needs Through Meaningful Outreach and Engagement: Regularly conduct a robust, meaningful, and wide-reaching outreach campaign to understand the broad range of community concerns, needs, desires, and issues. In particular, design these campaigns to thoughtfully engage those who are traditionally the hardest to reach and most often underrepresented. Primary Goals: 3 Secondary Goals: 5

Strategy	Description
Strategy 21	Address Environmental Justice: Building on existing efforts, develop and implement a comprehensive strategy for proactively addressing environmental justice across all relevant City operations. As a baseline, this strategy should be informed by the regular collection and monitoring of necessary data—both quantitative and qualitative. Primary Goals: 3, 4, 25 Secondary Goals: 1, 7, 14, 15, 16, 19
Strategy 22	Assessment of Climate Impacts and Hazard Preparedness: Regularly assess the impacts of climate change and related hazards on the Lakewood community to understand potential risks to people, the natural and built environment, and the economy. Coordinate across internal departments to utilize the climate impact assessment findings to establish, maintain, and train staff on a Climate Adaptation Strategy that supports disaster preparedness, response, recovery, and community-wide resilience, including a social vulnerability tool that can be used to prioritize program development, provision of services, and city infrastructure projects. Primary Goals: 4 Secondary Goals: 3, 18
Strategy 23	Climate Resilience in All Policies: Continue to update and integrate climate hazard, risk, resilience, mitigation, adaptation, and impact analysis into city documents, reports, plans, and policies related to neighborhoods and corridors, municipal facilities and operations, parks and open space, infrastructure, zoning and building codes, asset management, engineering regulations, procurement, insurance, emergency preparedness, and the city budget process, among others. Primary Goals: 4, 25 Secondary Goals: 18
Strategy 24	Resilient Households and Connected Communities: Strengthen community cohesion and increase community capacity by continuing neighborhood-level programs and services including the Sustainable Neighborhoods Program and the Neighborhood Support Team; by strategically locating resilience hubs or similar community-serving facilities to provide education, services, and shelter during hazard events; and by developing and implementing policies and outreach programs with local partners to support households that are disproportionately impacted. Primary Goals: 4 Secondary Goals: 3
Strategy 25	Employ Inclusive Communication and Outreach Methods: Building on existing efforts, develop a comprehensive communications and outreach strategy for all City operations to ensure that all information and outreach efforts are accessible, engaging, and broad-reaching. This should include specific outreach strategies and accommodations for individuals with disabilities and Lakewood's diversity of cultural identities and languages. Regularly update this strategy to reflect changing technologies, demographics, and communication preferences. Primary Goals: 5, 6 Secondary Goals: 3, 4, 11

Strategy	Description
Strategy 26	Provide Inclusive City Programs and Services: Ensure that city programs, services, events, meetings, and amenities are welcoming and accessible to all residents. As appropriate, consider opportunities for distinct offerings that cater to specific groups or particular needs within the community, including considerations such as cultural responsiveness, relevance, and languages, disabilities, families and youth, seniors, economic status, and others. Primary Goals: 5 Secondary Goals: 3, 8, 9, 11
Strategy 27	Ensure Opportunities for Meaningful Civic Participation: Invite, encourage, and work to remove barriers for residents to take an active role in the city through intentional offerings for civic participation that actively fosters interaction between residents of different backgrounds and experiences. This may include, but not be limited to, elections, volunteering, applying for city grants, joining city boards and commissions, providing public comments on projects, participating in planning processes, accessing special events, participating in creative placemaking efforts, or other public participation processes. Primary Goals: 5, 25 Secondary Goals: 3, 15
Strategy 28	Community Collaboration for Priority Topics: Consider mechanisms, committees, forums or processes to collaborate with diverse representation from the Lakewood community on planning, funding, and project implementation for topics such as equity, transportation, housing, resilience, parks and others. Primary Goals: 5 Secondary Goals: 1, 21
Strategy 29	Opportunities for Life-Long Learning: Provide ample opportunities and access to resources for residents to learn, practice, refine, and grow their interests and passions on initiatives and topics of interest to the community such as healthy aging and healthy living. Primary Goals: 6
Strategy 30	Educational Partnerships: Partner with (local) education and library institutions to tap into current trends and best practices, share resources, and incorporate youth voices in key initiatives, programs and resources. Primary Goals: 6
Strategy 31	Implementation of the Arts, Parks and Recreation Master Plan: Continue to implement the Imagine Tomorrow Plan and any future updates to the Plan. Primary Goals: 6, 8, 9, 11 Secondary Goals: 3, 12

Strategy	Description
Strategy 32	Outreach and Education on Historic Preservation: Educate the public about the economic, environmental, and cultural benefits of historic preservation to build collective value around Lakewood’s heritage. Provide educational materials and outreach strategies for both residents and visitors. Primary Goals: 6, 10
Strategy 33	Online Sustainability Resource Center: Maintain an up-to-date online resource center to provide information, resources, and services to residents, businesses, and other stakeholders related to energy and water conservation, renewable energy systems, beneficial electrification, waste diversion and climate adaptation strategies. Primary Goals: 6, 16 Secondary Goals: 4, 7, 17
Strategy 34	Increase Understanding of Waste Diversion Opportunities: Expand and maintain comprehensive waste-related educational resources for the community with the goal of increasing participation in and proper usage of available waste diversion programs. Primary Goals: 6, 24 Secondary Goals: 17
Strategy 35	Outreach and Education for Lakewood’s Heritage and History: Promote educational tours, programs and events that highlight the City’s history. Expand educational materials and outreach strategies for both residents and visitors. Primary Goals: 6, 10
Strategy 36	Improve and Expand Residential Recycling Services: Improve Lakewood’s residential recycling services in preparation for the provision of free recycling through Colorado’s Extended Producer Responsibility Program via a suite of potential tools like enhanced hauler licensing requirements, hauler contracting, universal recycling ordinances, zero waste design guidelines, and targeted education. Primary Goals: 24 Secondary Goals: 7
Strategy 37	Encourage Building Longevity and Sustainability: Promote building longevity through use of high-quality durable materials, multifunctional and flexible design, adaptive reuse and retrofitting programs, sustainable design, and deconstructability. Primary Goals: 16, 24 Secondary Goals: 10, 15
Strategy 38	Air Pollution Prevention and Monitoring: Contribute to regional efforts to improve air quality by reducing transportation-related emissions, enhancing green infrastructure, tree canopy, vegetative cover, and other nature-based solutions, and by implementing air quality monitoring and public awareness campaigns. Primary Goals: 7 Secondary Goals: 1, 22

Strategy	Description
Strategy 39	Water Efficient Parks and Public Facilities: Reduce outdoor water use on public lands and in municipal facilities through sector-specific plans and strategies including continued use and implementation of new low-water irrigation technologies, creating drought-tolerant and water-wise landscapes, retrofitting facilities with high-efficiency fixtures, minimizing water leaks and water waste, and through employee education. Primary Goals: 7, 25
Strategy 40	Water Efficient Homes, Buildings, and Landscapes: Reduce water consumption in alignment with regional water goals by ensuring that city codes support water efficient development and by providing resources, technical support, and incentive programs that encourage Lakewood residents and businesses to implement indoor and outdoor water efficiency and conservation measures. Primary Goals: 7 Secondary Goals: 16
Strategy 41	Toxin Reduction for Ecological Health: Minimize the use of chemical fertilizers, pesticides, and other toxins that negatively impact pollinator species and overall ecological health. Primary Goals: 7 Secondary Goals: 18
Strategy 42	Establish a Biodiversity Strategy: Develop and implement a Biodiversity Strategy to identify projects, policies and programs that address invasive species, support ecological integrity, incorporate regenerative practices, and reduce the loss of biodiversity. Primary Goals: 7 Secondary Goals: 8, 18
Strategy 43	Urban Tree Canopy: Enhance the urban tree canopy by planting trees along trails, sidewalks, parks, and waterways in priority heat risk areas and targeted areas identified through regular canopy assessments; developing an urban forestry plan; and engaging the public through educational materials, discounted tree sales, and tree planting events. Primary Goals: 7, 16, 18, 25 Secondary Goals: 4, 8, 13, 14
Strategy 44	Provide Accessible and Inclusive Features in Parks: Support the addition of accessible park amenities and play features that include safe access to nature, convenience, sensory-friendly elements, interpretation, and relief from heat. Primary Goals: 8 Secondary Goals: 3
Strategy 45	Prioritize Equitably Distributed Parkland: Prioritize park acquisition and improvements in areas in need of parkland to support the community's physical, mental, and social health. Primary Goals: 8 Secondary Goals: 3

Strategy	Description
Strategy 46	Offer Variety in Park and Open Spaces: Through neighborhood engagement, tailor a variety of parks and open spaces to fulfill different purposes and community needs including, but not limited to, natural resource and habitat protection for biodiversity, walking or biking, organized sports, water-based activities, play space and picnicking, public art, events, and equestrian and dog activities. Primary Goals: 8 Secondary Goals: 5, 9
Strategy 47	Proactive Maintenance for City Assets: Evaluate and prioritize strategies to ensure that all city assets, including parks, buildings, public art, infrastructure, and other structures, are proactively maintained for safe, comfortable, accessible, and inclusive use by community members, city employees and visitors. Prioritize maintenance and enhancement efforts through routine data collection and assessment, including building and site conditions, greenhouse gas emissions, climate hazards, and community experience input. Ensure that risks are managed effectively, and insurance requirements are engaged appropriately throughout the city's portfolio of assets. Primary Goals: 8, 9, 11, 25 Secondary Goals: 10
Strategy 48	Responsible Parks and Open Space Conservation: Responsibly conserve vibrant parks and open space resources through preservation of biodiversity and wildlife habitat, green infrastructure, sustainable practices and environmental stewardship. Primary Goals: 8, 25 Secondary Goals: 7, 9, 18
Strategy 49	Promote Neighborhood Pocket Parks: Encourage private pocket park development, including small dog parks where appropriate, through residential parkland dedication and public/private partnerships to create parks and smaller green spaces in strategic locations in need of park amenities. Primary Goals: 8
Strategy 50	Invest in Arts, Parks and Recreation: Seek funding and partnerships necessary to achieve high-quality arts, parks, and recreation programs, services, and facilities that meet community needs as defined in the Imagine Tomorrow Plan and any future updates to the Plan. Primary Goals: 8, 9, 11, 25 Secondary Goals: 3
Strategy 51	Opportunities for Self-Directed Play and Learning at City Facilities and Parks: Foster opportunities for self-directed learning and play at city facilities that can be initiated by community members of all ages and abilities. Primary Goals: 8, 9 Secondary Goals: 11

Strategy	Description
Strategy 52	Responsive Recreation Centers: Adapt recreation facilities to provide adequate, functional space for high-demand programming that meets the shifting needs and priorities of the community. Primary Goals: 9
Strategy 53	Centralized Recreation Center: Consider opportunities to dream big, including concepts for an accessible and centralized recreation center and community park. Primary Goals: 9 Secondary Goals: 8
Strategy 54	Recreation for All: Provide opportunities for participation in recreation programs and services specific to older adults, teens, and those with disabilities. Primary Goals: 9 Secondary Goals: 3
Strategy 55	Implementation of the Historic Preservation Plan: Continue to implement the Historic Preservation Plan and any future updates to the Plan. Primary Goals: 10
Strategy 56	Implementation of the Lakewood Heritage Center Master Plan: Continue to implement the Lakewood Heritage Center Master Plan and any future updates to the Plan. Primary Goals: 10
Strategy 57	Systemized and Coordinated Historic Preservation Management: Develop and maintain a citywide database and other internal resources to ensure that Lakewood’s historic resources are incorporated into community planning, economic development, and sustainability efforts. Provide information to property owners of potentially significant resources to encourage designation of local landmarks to ensure the continued protection of Lakewood’s historic resources. Primary Goals: 10
Strategy 58	Flexible and Responsible Tools for Conservation of Historic Resources: Consider the update of existing and use of new regulatory tools that can protect historic resources and character, while also providing enough flexibility to accommodate appropriate growth and change. The use of such tools should also consider and mitigate affordability and economic impacts of preservation objectives. Examples may include conservation districts, zoning overlays, design guidelines, tax credits, waivers or other incentives for adaptive reuse and preservation, rezoning guidelines, facade improvement programs, or other support programs. Primary Goals: 10 Secondary Goals: 16

Strategy	Description
Strategy 59	Continued Investment in Lakewood’s Historic Preservation Program: Continue to maintain Certified Local Government Status and a qualified Historic Preservation Commission, and explore resources to support the historic preservation program. Primary Goals: 10, 25
Strategy 60	Utilize National Standards and Best Practices in the Care of Lakewood’s Historic Artifacts and Resources: Utilize Secretary of the Interior's Standards for the Treatment of Historic 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. Primary Goals: 10
Strategy 61	Arts and Culture in All Policies: Continue implementing strategies and partnerships that weave arts and culture into all aspects of the City's work. Primary Goals: 11, 25 Secondary Goals: 12
Strategy 62	Celebrate and Value Local Art and Artists: Advocate for and encourage collaborations, partnerships, and cross promotion of local artists and creatives to ensure a thriving creative community. Primary Goals: 11 Secondary Goals: 12
Strategy 63	Community Art Maintenance: Identify opportunities to support the maintenance of Lakewood’s art and cultural amenities through partnerships, community engagement, and resource optimization. Primary Goals: 11, 12
Strategy 64	Encourage Arts and Culture Experiences: Facilitate the creation of transformative art destinations throughout Lakewood by encouraging diversification of the public art collection, engaging the community and creating public art that is discovered organically and intentionally. Primary Goals: 11, 25 Secondary Goals: 12, 17
Strategy 65	Implementation of the Public Art Plan: Continue to implement the Public Art Plan and any future updates to the Plan. Primary Goals: 11 Secondary Goals: 12

Strategy	Description
Strategy 66	Implementation of the 40 West ArtLine Framework Plan: Continue to implement the 40 West ArtLine Framework Plan and any future updates to the Plan. Primary Goals: 11 Secondary Goals: 8, 10, 12, 17, 13, 15, 21, 22
Strategy 67	Responsibly Conserve Arts and Cultural Resources: Responsibly conserve arts and cultural resources that represent Lakewood's identity and uniqueness through preservation, education, advocacy, and partnerships. Primary Goals: 11 Secondary Goals: 10
Strategy 68	Celebrate the Cultural Community: Celebrate the community through art and cultural events, programs and performances that showcase local and regional talent, traditions, and cultural diversity. Primary Goals: 11 Secondary Goals: 3, 17
Strategy 69	Promote Arts and Culture: Promote Lakewood's arts and cultural programs, events, facilities, and resources to attract new businesses, visitors and residents. Primary Goals: 11 Secondary Goals: 12, 23
Strategy 70	Well-Designed Streetscapes and Public Places: Promote streetscape and public space improvement projects to ensure that all destinations and community gathering places offer safe, pleasant, and active experiences for all users. These projects should incorporate elements such as tree canopy and vegetation, shade, lighting, public art, seating, wide sidewalks or pathways, crosswalks, signage and signalization, wayfinding, green infrastructure, and others. Primary Goals: 12
Strategy 71	Community-Informed Placemaking: Ensure community engagement and participation is central to any creative placemaking work and that initiatives reflect the character and features of the neighborhoods where projects occur. Primary Goals: 12 Secondary Goals: 5
Strategy 72	Activation of Public Spaces: Improve and activate publicly owned spaces (such as parks, plazas, streetscapes) with art, landscaping, seating, creative placemaking, and interactive elements. Primary Goals: 12 Secondary Goals: 8, 11, 14, 15, 17

Strategy	Description
Strategy 73	Art in Publicly Visible Spaces: Work with the community, local artists, arts organizations, community partners, and developers to support the integration of art and placemaking installations into the urban fabric to beautify spaces, create identity, and reflect local heritage and values. Primary Goals: 12 Secondary Goals: 11, 17
Strategy 74	Support Art and Culture-Based Hubs: Continue to support the 40 West ArtLine, 40 West Arts Creative District, Alameda Corridor, Lakewood Cultural Center/Heritage Lakewood Belmar Park, and other areas that may emerge to serve as a hub for artistic expression, creative industries, and cultural tourism. Primary Goals: 12 Secondary Goals: 11
Strategy 75	Creative Entrepreneurship Opportunities: Foster creative entrepreneurship by ensuring City policies support incubator and start-up spaces, funding opportunities, and business development resources for artists, cultural enterprises, and individuals wishing to pursue creative ventures in Lakewood. Strategically encourage these activities in locations where there is already a concentration of creative activity or where the introduction of new creative activities could breathe life and activity into new spaces. Primary Goals: 12 Secondary Goals: 11, 23
Strategy 76	Iterative Planning for Community Spaces and Activity Hubs: Establish mechanisms for ongoing evaluation, feedback, and adaptation of creative placemaking initiatives based on community input and measurable outcomes. Primary Goals: 12 Secondary Goals: 5, 11
Strategy 77	Opportunities for Diverse Industries: Continue to encourage a mix of land uses to attract diverse, innovative and sustainable industries. Primary Goals: 13 Secondary Goals: 23
Strategy 78	Support Activity Hubs: Encourage and support activity hubs throughout the city with mixes of land uses that can help protect health and the natural environment and make the surrounding environment more attractive, well connected, economically stronger, socially diverse, and resilient to climate change. These nodes can be the hub for gathering and social events and blend into the surrounding context(s) of the area. Primary Goals: 13 Secondary Goals: 1, 23 ,17

Strategy	Description
Strategy 79	Invest in Underutilized Commercial Areas: Identify under-utilized and under-performing commercial areas and assist in their revitalization, including decarbonization, through the use of state and federal programs such as enterprise zones, the Lakewood Reinvestment Authority (LRA), and other programs and financial incentives. Primary Goals: 13, 23 Secondary Goals: 14, 15
Strategy 80	Support Area Planning in the City: Implement a collaborative approach to develop context-sensitive area plans for targeted corridors, neighborhoods and activity hubs, prioritizing areas with high redevelopment pressure, displacement concerns, environmental hazards, infrastructure needs or other factors to create equitable planning processes. The outcome of these plans can help identify area assets and opportunities for change that are reflective of community input and cohesion. Primary Goals: 13, 14, 15, 17 Secondary Goals: 4, 5, 12
Strategy 81	Implementation Tools for Context-Sensitive Development: Use the City’s implementation tools such as the Zoning Ordinance, Design Standards, Major Site Plan Review and other applicable regulations to promote development that is respectful of adjacent properties and the surrounding area by considering height, scale, design, connectivity and impacts to the environment. Update these tools as needed. Primary Goals: 13, 15 Secondary Goals: 14, 17, 19
Strategy 82	Mixed Use Activity Hubs Along Corridors: Support the development of areas with a mix of uses within activity hubs and along corridors to integrate and connect residential, commercial, and recreational spaces, fostering vibrant, walkable communities. Primary Goals: 13, 14
Strategy 83	Street Trees and Green Infrastructure: Integrate natural spaces, tree-lined streets and green infrastructure into site and corridor planning and recreational spaces to improve air quality, support biodiversity, create connected pedestrian greenways and enhance the safety and aesthetics of the corridor. Primary Goals: 14, 18 Secondary Goals: 13, 16
Strategy 84	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. Primary Goals: 14

Strategy	Description
Strategy 85	Corridor Types: Support future efforts to more specifically define and plan for a hierarchy of corridor types in Lakewood. Primary Goals: 14
Strategy 86	Continued Support and Development of Lakewood's Design Review Program: Support the Design Review Commission in applying Design Standards and Guidelines. Explore opportunities to strengthen the program and consider the development of additional design standards as resources and priorities allow. Primary Goals: 15
Strategy 87	High-Quality Design: For all development projects, promote accessible, human-scaled design that enhances the aesthetics of the site and includes quality, well-detailed, and durable materials. Primary Goals: 15
Strategy 88	Alignment with Future Land Use Map: Support zoning and regulatory changes that align with the Future Land Use Map. Primary Goals: 15
Strategy 89	Incentivize and Support Building Emissions Reductions and Resiliency: Implement a comprehensive building program that increases energy efficiency and renewable energy and storage, eliminates emissions, and makes buildings more resilient by incorporating performance standards, code updates, customized tools, resources and incentives, workforce development, financing mechanisms, and community education. Primary Goals: 16 Secondary Goals: 15
Strategy 90	Assess and Update Building and Energy Codes: Regularly review and adopt updated building and energy codes to protect life and safety, support Lakewood's housing, climate, and economic development strategies, and to accelerate progress towards greenhouse gas reduction targets through sustainable design, resource efficiency, decarbonization, and climate resiliency of buildings. Primary Goals: 16 Secondary Goals: 15
Strategy 91	Assess and Update Sustainable Development Regulations: Regularly assess and update Lakewood's Zoning Code, engineering standards, and other related land-use policies to ensure that development projects account for climate risks, advance the City's climate commitments and reflect the community's adopted vision. Primary Goals: 16 Secondary Goals: 4, 7, 15

Strategy	Description
Strategy 92	Municipal Decarbonization Plan: Develop and implement a municipal operations greenhouse gas emissions inventory and decarbonization plan in alignment with the City’s greenhouse gas reduction targets to prioritize actions that eliminate climate and health impacts from city buildings, fleet, and operations. Primary Goals: 16, 18, 25
Strategy 93	Diversity of Housing Types: Encourage a mix of housing types through development regulations, policies, and incentives to accommodate different household sizes, income levels, preferences, and needs. Primary Goals: 17, 19, 25 Secondary Goals: 3, 4
Strategy 94	Neighborhood-Serving Programs and Projects: Continue to support and grow neighborhood-serving programs and projects, such as the Sustainable Neighborhoods Program, Neighborhood Support Team, and Neighborhood Participation Program. Primary Goals: 17, 25 Secondary Goals: 4, 5
Strategy 95	Mixed-Income Neighborhoods: Promote mixed-income developments throughout the city to ensure integration of neighborhoods of all incomes. Primary Goals: 17 Secondary Goals: 1, 3, 19
Strategy 96	Create Walkable, Connected Neighborhoods: Encourage land uses that integrate housing, employment, and community amenities within walking distance of each other. Primary Goals: 17 Secondary Goals: 1, 2, 19, 21, 22, 23
Strategy 97	Expand Access to Public Transportation in Neighborhoods: Expand access to reliable and convenient public transportation options within neighborhoods. Primary Goals: 17 Secondary Goals: 21, 22
Strategy 98	Neighborhood Street Design: Ensure that neighborhoods have access to safe and accessible routes by designing designated street corridors that prioritize pedestrian safety and encourage walking, riding and rolling that incorporate sidewalks, and complete street designs. Primary Goals: 17 Secondary Goals: 1, 21, 22

Strategy	Description
Strategy 99	Encourage Climate-Conscious Neighborhoods: Promote sustainable practices throughout neighborhoods, with a focus on energy efficiency, water conservation, green infrastructure and zero waste. Primary Goals: 17 Secondary Goals: 1, 19
Strategy 100	Prioritize CDBG Funds: Through the Community Development Block Grant (CDBG) Five-year Consolidated Plans and Annual Action Plans, identify and prioritize funding for key projects that will have a positive impact on low-to-moderate income populations in target areas. Primary Goals: 17 Secondary Goals: 3, 19
Strategy 101	Participate in Regional Transition to Sustainable Energy Infrastructure: Support and participate in Regional and Statewide efforts to expand sustainable infrastructure and services, increase renewable energy generation, energy storage, and grid reliability, and to support decarbonization through shared administration of programs providing technical expertise, navigation services, workforce development, and other incentives and resources in support of decarbonization and environmental sustainability. Primary Goals: 18 Secondary Goals: 4
Strategy 102	Support and Promote Emerging Sustainable Transportation Technologies, Including Vehicle Electrification: Support the transition to zero emissions vehicles by prioritizing electrification of the City's vehicle fleet, expanding public charging infrastructure, updating building and zoning codes to encourage widespread access to charging, and leveraging technical assistance and funding opportunities. Regularly evaluate city policies and strategy documents to ensure that they are relevant to the latest transportation infrastructure and technology advancements. Primary Goals: 18, 21
Strategy 103	Targets for City Facilities: Establish and implement a plan, including targets and strategies, for city-owned facilities and operations to support the transition to renewable energy and improving energy efficiency while driving continual reductions of greenhouse gas emissions and air pollutants over the entire lifecycle of the asset based on market innovation and cost factors. Primary Goals: 18, 25
Strategy 104	Accessible Design for Affordable Housing: Encourage universal accessibility design of affordable units subsidized by the City of Lakewood. Primary Goals: 19 Secondary Goals: 3

Strategy	Description
Strategy 105	Affordable Housing Production and Preservation: Prioritize the preservation and production of housing that is affordable to low-to moderate income residents by assisting Public Housing Authorities (PHA) or nonprofit housing developers through programs, policies, and incentives that ensure long-term affordability. Primary Goals: 19 Secondary Goals: 3, 20
Strategy 106	Minimize Displacement: Minimize the involuntary displacement of vulnerable populations, such as low-income households, older adults, and people with disabilities, as the city grows and changes. Use tools to allow reinvestment in and preservation of existing housing stock, and allow appropriately scaled infill such as accessory dwelling units, duplexes, and tandem houses. Primary Goals: 19 Secondary Goals: 3, 20
Strategy 107	Dedicated Funding to Support Affordable Housing: Evaluate the feasibility of establishing a local Lakewood affordable housing fund and/or collaborating with regional partners to identify funding mechanisms that could support affordable housing across multiple jurisdictions. Primary Goals: 19 Secondary Goals: 20
Strategy 108	Expedited Development Review for Affordable Housing: Reduce barriers to affordable housing development by prioritizing applications for affordable units. Explore adjusting staffing capacity to expedite review. Primary Goals: 19
Strategy 109	Innovative Financing for Affordable and Workforce Housing: Innovate financing mechanisms, such as impact bonds, that activate private sector participation in the preservation and creation of deeply affordable workforce housing that are accessible to workplaces. Primary Goals: 19
Strategy 110	Strategic Planning for Housing: Update Lakewood’s Strategic Housing Plan every three years to identify and scale evidence-based practices, invest in effective programs, and evaluate innovative housing solutions to ensure that housing policies and programs are data-driven and supportive of current housing needs, including an abundance of attainable housing to meet the long-term diverse needs of our residents. Primary Goals: 19
Strategy 111	Regular Assessment and Updates to Housing Regulations: Regularly review, assess, and update Lakewood’s Zoning Code, building and energy codes, engineering standards, Lakewood Municipal Code, and other land-use policies to reduce regulatory barriers to housing affordability and to encourage innovative and creative housing solutions. Primary Goals: 19

Strategy	Description
Strategy 112	Strengthen Housing Partnerships: Deepen participation in industry and civic networks of affordable housing and homelessness response and strengthen partnerships opportunities with Jefferson County, non-profit agencies, and organizations, especially focused on permanent supportive services. Primary Goals: 19
Strategy 113	Improve Housing Quality: Improve Housing Quality Standards (HQS) in ownership and rental housing through existing and innovative rehabilitation programs, using a variety of funding sources such as Community Development Block Grant (CDBG) funds. Primary Goals: 19 Secondary Goals: 3
Strategy 114	Expand Homeownership: Improve access to homeownership, especially among low-income residents and marginalized groups, through Down Payment Assistance programs or partnerships with nonprofit housing developers. Primary Goals: 19 Secondary Goals: 3
Strategy 115	Assistance for Renters: Connect renters with legal resources to ensure quality living conditions and prevent evictions. Primary Goals: 19 Secondary Goals: 20
Strategy 116	Expanded Mediation Services: Expand mediation services to proactively assist tenants who are at-risk of eviction, by engaging landlords and tenants in mediation before their cases reach the County Court responsible for evictions. Primary Goals: 20 Secondary Goals: 3
Strategy 117	Coordinated, Data-Driven Homelessness Response: Establish and maintain regularly updated or real time data on homelessness services through the Homeless Management Information System administered by the HUD CoC (Metro Denver Homeless Initiative). Develop a data dashboard to monitor continuous progress toward permanent housing outcomes. Primary Goals: 20
Strategy 118	Maintain Shelter Services for Those Experiencing Homelessness: Work towards sustaining facility-based navigation and housing-focused case management services, including 24/7 access to emergency shelter, for people experiencing homelessness and domestic violence. Primary Goals: 20

Strategy	Description
Strategy 119	Expand Mobile Services for Crisis Response and Homelessness: Develop and implement, as resources allow, disaster preparedness and response strategies for people experiencing homelessness and other social vulnerabilities. Primary Goals: 20 Secondary Goals: 1
Strategy 120	Assess Housing Needs Continuously in the Community: Support a common housing needs assessment that can identify individual or family housing needs in community/institutional sectors such as business, healthcare, justice, and education. Primary Goals: 20
Strategy 121	Regional Collaboration for Housing Access: Partner with neighboring communities to identify and connect individuals and families to housing opportunities. Primary Goals: 20 Secondary Goals: 19
Strategy 122	Eviction Prevention: Explore innovative partnerships and means to identify housing insecurity, prevent eviction, and keep individuals and families in their homes when possible. Primary Goals: 20
Strategy 123	Coordinated Encampment Management: Standardize interagency encampment interventions that lead with navigation to safe and available camp, shelter, and/or housing alternatives while asserting and assuring public spaces remain safe, accessible, and unencumbered. Primary Goals: 20
Strategy 124	Support Community Integration of Newly Rehoused Residents: Expand and refine current programming to provide specialized peer-support that can integrate newly re-housed individuals within communities and ensure continued housing and neighborhood success with a wide-range of supportive services. Primary Goals: 20 Secondary Goals: 4, 19
Strategy 125	Develop a Multi-Modal Transportation Plan: Develop and implement a citywide multi-modal transportation plan that includes updates to the existing roadway classifications and establishment of modal hierarchies to create a coordinated and cohesive vision for Lakewood's future transportation system. Primary Goals: 21 Secondary Goals: 13, 14, 15, 18

Strategy	Description
Strategy 126	Complete Streets Approach: Continue to ensure that the safety and access needs for all modes of transportation users are considered with future transportation improvements, including but not limited to pedestrians, cyclists, and equestrians. Primary Goals: 21 Secondary Goals: 1, 2, 13, 14, 15
Strategy 127	Fill Gaps in Multimodal Transportation Network: Prioritize gaps in the network grid, first and last mile connections, improvements to overall connectivity and a greater variety of route options to more efficiently move people through Lakewood. Primary Goals: 21 Secondary Goals: 14, 15, 22
Strategy 128	Regular Assessment and Planning for Travel System Capacity and Demand Management: Strategically provide additional capacity and operational efficiencies on roadways to limit congestion, improve safety, and expand multi-modal options. Primary Goals: 21
Strategy 129	Funding for Transportation System: Review existing funding and seek additional opportunities for the transportation network that will provide reliable infrastructure, improve safety on streets and highways, and result in efficient transportation options. Primary Goals: 21, 25
Strategy 130	Increased Shared Transportation: Update regulations as necessary to accommodate shared transportation. Primary Goals: 21 Secondary Goals: 22
Strategy 131	Advocate for Stellar Transit Service: Proactively coordinate with Regional Transportation District (RTD) and other local and regional transit agencies to optimize current transit routes and schedules and identify opportunities for future transit connections, including light rail extensions, circulator systems for specific areas, and improved service to adjacent jurisdictions. Primary Goals: 21
Strategy 132	Implementation of Transportation Planning: Continue to implement transportation related plans and studies and any future updates. Primary Goals: 21 Secondary Goals: 14, 15
Strategy 133	Transit Specific Facilities: Work with Regional Transportation District (RTD), Denver Regional Council of Governments (DRCOG), and other partners to evaluate Bus Rapid Transit (BRT) and/or exclusive transit lanes and facilities along streets such as West Colfax, West Alameda, Sheridan, and Wadsworth. Primary Goals: 21

Strategy	Description
Strategy 134	Support Lakewood Rides: Continue to support Lakewood Rides to provide safe and cost-effective transportation services for the elderly and persons with disabilities and consider opportunities to support the long-term financial viability of the program. Primary Goals: 21
Strategy 135	Strategies to Reduce Crash Rates: Set measurable goals to reduce crash rates, such as Vision Zero, focusing on Lakewood’s high-injury network and critical corridors, as well as other identified safety concerns. Primary Goals: 21 Secondary Goals: 2
Strategy 136	Re-Evaluate Travel Speeds: Reduce unsafe travel speeds by re-evaluating speed limits, evaluating traffic calming measures, and considering enforcement strategies with safety in mind. Primary Goals: 21
Strategy 137	Minimize Adverse Impacts of the Transportation Network on Nearby Neighborhoods: Evaluate and seek to minimize adverse air quality, noise, light/glare, and other significant adverse environmental impacts of existing and proposed transportation infrastructure on adjacent neighborhoods. Primary Goals: 21
Strategy 138	Transit Oriented Communities and Community Oriented Transit: Support greater density in areas well-served by transit and greater transit service and a greater variety of transportation options in denser areas, while ensuring a dense pedestrian-network where residents have safe and convenient access to destinations and the transportation network, while also considering area context. Primary Goals: 7, 21 Secondary Goals: 13, 15
Strategy 139	Align Roadway and Land Use Regulations and Standards: Re-examine the Zoning Ordinance and other regulations and policies to better integrate multimodal street classifications with land use, environmental considerations, and built form context. Align street typologies with land use and zoning, addressing elements such as setbacks, build-to-zones, sidewalks, landscaping, right-of-way (ROW) and roadway improvements, access requirements, auto-oriented land uses, and others. Primary Goals: 21 Secondary Goals: 1, 13, 14, 15
Strategy 140	Parking Requirements: Modify the parking requirements in the Zoning Ordinance to be consistent with the context of the area, applicable state laws, and best practices to calibrate a balance between sufficient parking, vibrant places, and reducing harmful environmental impacts such as heat islands. Primary Goals: 21 Secondary Goals: 7, 13, 15, 19

Strategy	Description
Strategy 141	Micromobility Strategy for All Users: Develop a micromobility strategy that addresses the safety, access, comfort, and convenience of vulnerable road users, and parking or storage for these methods, including people walking and rolling by all modes, including wheelchairs, skateboards, scooters, strollers, bikes, one-wheels and more. Primary Goals: 22 Secondary Goals: 2, 3, 13, 14, 21
Strategy 142	Implementation of the Bicycle Plan: Continue to implement the Bicycle Plan and any future updates to the Plan, with a core goal of increasing bicycle network connectivity and increasing the comfort of existing bicycle facilities. Primary Goals: 22 Secondary Goals: 2, 14, 16, 21
Strategy 143	Walkable Community: Improve the pedestrian environment to ensure that residents and community members have safe, comfortable and convenient access to destinations such as schools and the public transit network. Consider the development of a walkability plan that would also include information and education programs to improve transportation safety and wayfinding. Primary Goals: 22 Secondary Goals: 1, 14, 17, 21
Strategy 144	Sidewalk and Bike Facility Network: Prioritize closing gaps in the network grid and first/last mile connections, including construction of missing sidewalk and trail links throughout the city, such as those identified in the Belmar/downtown Lakewood Connectivity Study, and north-south crossings of the 6th Avenue freeway, in order to improve overall connectivity, and provide more/greater variety of route options. Prioritize investing in additional separated bike lanes as proposed in the Bicycle Plan. Primary Goals: 22 Secondary Goals: 2, 14, 16, 21
Strategy 145	Safe Crossings: Evaluate locations where it is appropriate to install pedestrian, cyclist, and equestrian crossing improvements such as enhanced crosswalks, signals, refuge medians, or increased visibility at high-traffic mid-block locations and work with the Colorado Department of Transportation (CDOT) and other partners to implement improvements. Primary Goals: 22 Secondary Goals: 14, 21
Strategy 146	Bicycle and Pedestrian Funding and Maintenance: Identify and prioritize opportunities to enhance bicycle and pedestrian infrastructure, including approaches for regular maintenance such as snow removal and sweeping. Primary Goals: 22, 25 Secondary Goals: 2, 16, 18, 21

Strategy	Description
Strategy 147	Support Local Business: Support the development, growth, and retention of local businesses. Primary Goals: 23 Secondary Goals: 14
Strategy 148	Workforce Development: Cultivate a skilled, diverse, and trained workforce and provide access to equitable job opportunities. Primary Goals: 23
Strategy 149	Business Attraction, Retention and Expansion: Attract, retain, and support the expansion of a variety of industries to diversify the local economy and increase capital investment. Primary Goals: 23
Strategy 150	Strategic Partnerships for Economic Development: Develop and support creative and innovative partnerships to explore financing mechanisms and work collaboratively towards shared economic goals for the city. Primary Goals: 23 Secondary Goals: 15
Strategy 151	Economic Innovation: Support economic growth and innovation through City policy, regulations, tools, and programs. Primary Goals: 23, 25
Strategy 152	Create Non-Residential Waste Diversion Programs: Develop collaborative waste reduction and diversion programs targeting the largest and highest need waste generators in the commercial, industrial, and institutional sectors in Lakewood. Primary Goals: 24 Secondary Goals: 17
Strategy 153	Strengthen the City's Municipal Zero Waste Program for Operations and Events: Strengthen Lakewood's Municipal Zero Waste Program (encompassing facility operations, meetings, and events) through enhanced employee resources, training tools, standard operating procedures, adopting reusable dishware, comprehensive waste stream collection services, and a circular procurement policy. Primary Goals: 24, 25
Strategy 154	Targeted Diversion of Environmentally Impactful Waste: Prioritize the development of policies, programs, services, incentives, and infrastructure to support the reduction and diversion of Lakewood's highest volume and most environmentally impactful waste streams, starting with construction and demolition debris and organic waste. Primary Goals: 24 Secondary Goals: 7

Strategy	Description
Strategy 155	Participate in our Regional Circular Economy: Actively participate in efforts to strengthen Colorado's circular economy through meaningful involvement with regional nonprofit organizations and state agencies, and by attracting new and supporting existing ventures focused on reduction, reuse, refill, rental, repair, and refurbishment, recycling, composting, and energy recovery. Primary Goals: 24 Secondary Goals: 23
Strategy 156	Continue to Offer Key Recycling Collection Programs: Continue efforts to prevent environmental contamination by providing a community recycling collection center and hazardous waste recycling collection center for residents and businesses, organizing collection events for hard-to-recycle items, facilitating litter clean ups, and responding to illegal dumping. Keep these services low-cost, accessible, and expand or enhance them in response to community need and diversion goals. Primary Goals: 24 Secondary Goals: 7
Strategy 157	Advance and Innovate City Asset Management Systems: Continue to develop Smart Building, Energy Management, and Building Automation Technologies to actively monitor and optimize the performance of city assets, extend asset lifecycles, and mitigate and adapt to climate change and risk in a manner that continues to provide information and strategies to enhance ongoing projects and maintenance of city assets. Primary Goals: 25 Secondary Goals: 4, 18
Strategy 158	Leading by Example for Sustainable Development Practices: Municipal facilities will set a positive example for sustainable development in the community by meeting applicable code requirements, diverting construction and demolition debris, and piloting opportunities to demonstrate new technologies to the general public. Primary Goals: 25
Strategy 159	Resources to Achieve Goals: Explore innovative opportunities for resources, such as funding, staffing, cross-departmental collaboration, and technical expertise, to achieve Lakewood's community goals identified in this Comprehensive Plan. Primary Goals: 25
Strategy 160	Invest in City Employees: Ensure City staff are well equipped to provide the best possible service to the community and the organization by investing resources to provide opportunities for training, cross-departmental collaboration, professional growth, and upward mobility in the organization and cultivating a culture of safety, respect and trust. Primary Goals: 25

Future Land Use

The Future Land Use Map and nine Future Land Use Categories geographically depict the Vision Elements outlined in Envision Lakewood 2040.

Future Land Use

The Future Land Use Elements include the Future Land Use Map and nine Future Land Use Categories. The Future Land Use Map (FLUM) is a geographic representation of the Vision Elements (Vision Statement, Guiding Principles, Goals, and Strategies) as they relate directly to land use. It provides a spatial concept for how future development should evolve in Lakewood over the next 15+ years .

The nine future land use categories, shown on the FLUM, represent the desired future land use patterns and typical building forms for each area of the city. The categories are listed below and described in more detail in this section.

- » **Community Hub**
- » **Neighborhood Hub**
- » **Community Corridor**
- » **Neighborhood Corridor**
- » **Low Form Residential**
- » **Mid Form Residential**
- » **Campus**
- » **Production and Innovation**
- » **Parks and Open Space**

The boundaries for each land use category on the FLUM are intentionally fuzzy, rather than being drawn to align with specific parcel boundaries. This provides flexibility and adaptability for future interpretation and implementation. Both the map and the categories were developed and refined based on input from Advisory Group members, Planning Commission, City Council, staff, and consultants.

The four mixed-use and commercial categories, Community Hub, Neighborhood Hub, Community Corridor, and Neighborhood Corridor, provide guidance on the spatial arrangement with the ‘nodal’ Hubs and ‘linear’ Corridors. The scale of the market

service areas are also incorporated with the use of Community and Neighborhood. The ‘Community’ Hubs and Corridors are intended to serve the broader community at a regional scale and are well-known destinations, while ‘Neighborhood’ Hubs and Corridors primarily serve the surrounding local residents.

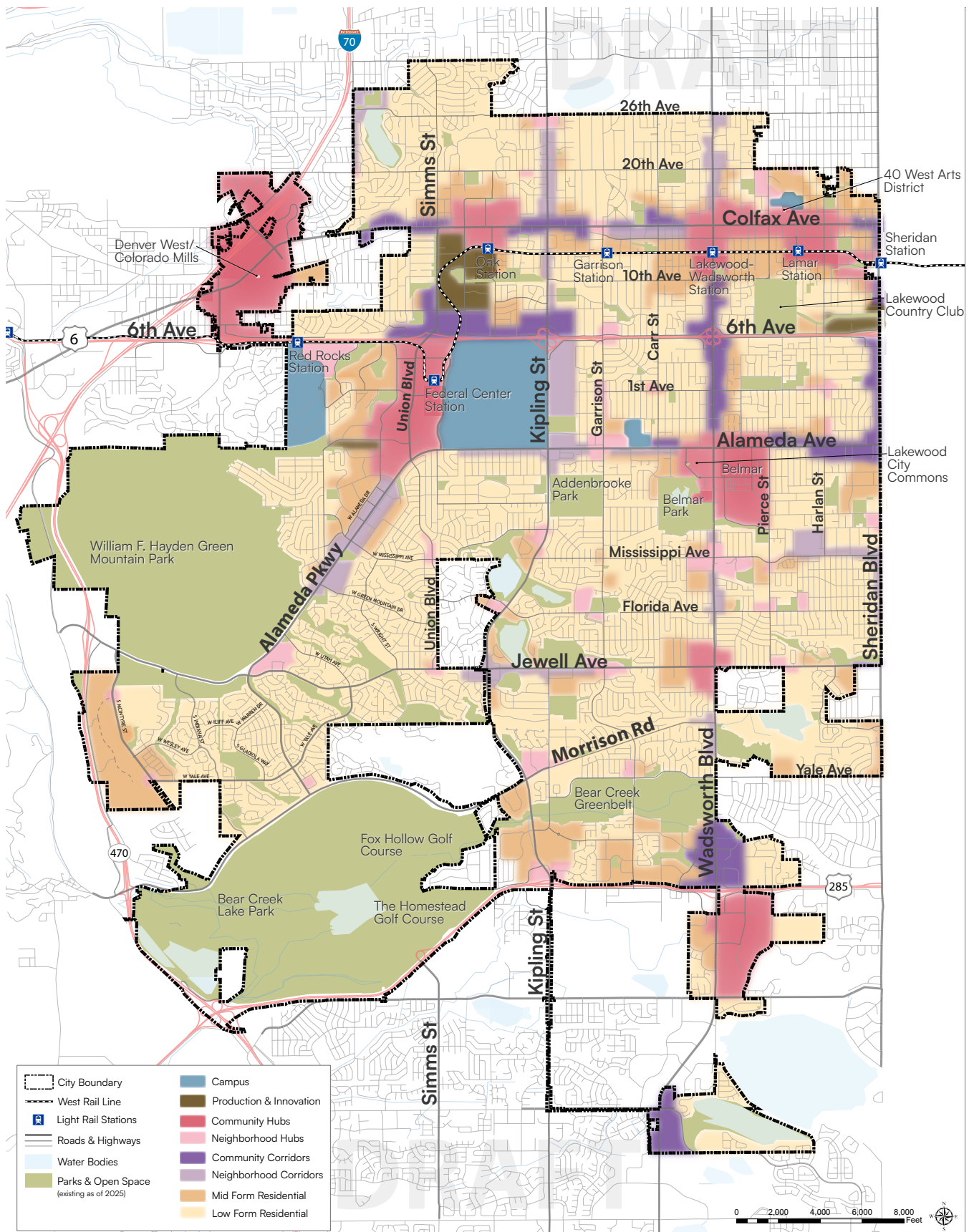
The two residential categories, Low Form Residential and Mid Form Residential, correspond to residential scale and density. These take into account new state laws passed during the time of Plan development and inform updates to the Zoning Code.

Existing development may or may not align with the mapped land use categories in the FLUM. Rather, the map illustrates what is envisioned for existing development as well as future infill development, redevelopment, or new development in the area.

While the FLUM defines a conceptual vision for future development across the city, it does not regulate development itself. Development is regulated by the City's Zoning Ordinance, Building and Construction Code, Housing Code, Subdivision Ordinance, Design Standards and Guidelines, and other supporting regulations. Adoption of the Comprehensive Plan does not automatically apply changes to these ordinances and codes that regulate development. However, the FLUM and Plan Vision Elements guide changes to those regulations that will be necessary to achieve the Plan's Vision.

Regulatory changes may come about through proactive efforts by the City to revise these ordinances and codes. Those efforts may be comprehensive (all necessary revisions to align with the FLUM at once) or incremental (addressing revisions to one or more specific sections of the ordinance or code to align with the FLUM). Changes may also come about through rezoning requests from individual property owners or developers. In these cases, City staff and Planning Commission evaluate the requested zoning change against the FLUM to ensure alignment with the Plan's Vision Elements

Envision Lakewood 2040 Future Land Use Map





Community Hubs Future Land Use Category

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of Belmar and Lamar St as well as other mixed-use areas at the Community Hub scale.

Intent

The purpose of the Community Hubs Future Land Use Category is to include:

- » Mixed-use, urban, higher density and intensity activity areas.
- » Regionally-serving destinations that also serve local residents.
- » Typically found at arterial intersections and/or near light rail stations.
- » Highly walkable, with frequent transit service, while still accommodating automobile access.
- » Active and lively places—daytime, evenings, and weekends.
- » Enhanced public plazas and other spaces that incorporate art and other amenities.

Example Land Uses and Typical Forms

Within the Community Hubs Future Land Use Category, the following land uses and building forms are most common:

- » Vertical and/or horizontal mixed use
- » Mixed Use Buildings: Ground Floor Commercial with
- » Residential or Office above, depending on context
- » Office, Retail, Services, Hospitality
- » Auto oriented uses generally not allowed
- » Gathering spaces for larger events (indoor and outdoor)
- » Live/work
- » Townhomes
- » Multifamily Housing
- » Includes Large Form and High Density Residential with taller building heights

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Community Hubs Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached

Lakewood's Community Hubs

The Community Hubs shown on the Future Land Use Map identify areas of Lakewood that are anticipated to be regionally-serving destinations comprised of mixed use, higher density development that results in walkable, urban environments. While all Community Hubs share a variety of characteristics including the potential land uses identified on the previous page, each individual Community Hub is unique. The descriptions that follow identify the distinct characteristics of each Community Hub, which will be used to review potential future projects to ensure compatibility with the desired character of the area.

Sheridan Station Community Hub

The Sheridan Station hub is located directly north and south of the station area and extends west toward Harlan Street where it joins the 40 West Arts Creative District/Colfax Core Hub. The area is envisioned as a 20-minute neighborhood, with mixed use redevelopment opportunities and strong local and regional transportation options via the trail network and bus and rail transit. The area will benefit from future multi-modal transportation improvements that are identified in the Sheridan Station 20-Minute Neighborhood Implementation Strategy and through regional corridor planning efforts. Opportunities to create a stronger and more cohesive identity for the area through design guidelines and coordinated planning with Denver, Lakewood, CDOT, and RTD will also improve livability in the area.

40 West Arts Creative District/Colfax Core Community Hub

The 40 West Arts Creative District/Colfax Core hub is a designated state-certified creative district and planning and development in the area should be done in close collaboration with 40 West Arts. The area is envisioned as a walkable, vibrant, arts and creative business-focused area that serves the local community and is also a regional attraction and destination.

The hub is generally located between Depew and Teller Streets and encompasses the 40 West ArtLine. The area is known for its public art and creative placemaking enhancements, as well as creative businesses and destinations like Casa Bonita, the 40 West Arts HUB, art galleries, theater, the historic Rocky Mountain College of Art + Design campus, and transit-oriented development near Lamar Station. Local, neighborhood-serving businesses in vertical mixed-use buildings, especially along Lamar Street, are envisioned. Flexible standards to encourage adaptive reuse of existing buildings (including motels and industrial brick buildings) and creative urban design should be encouraged. Zoning should be updated to prohibit new auto-oriented uses to help ensure the area develops as a pedestrian-oriented hub. Safe multi-modal connections via transit, biking, and walking are a priority as is activation and enhancement of the limited park and open space in the area.

The adopted *40 West ArtLine Framework Plan* establishes an aspirational long-term vision for the area and provides additional guidance. The 40 West ArtLine Design Standards and Guidelines provide direction for development along the ArtLine route. Design guidelines should also be created for areas of Colfax outside of the ArtLine route in this hub area.

Lakewood-Wadsworth Station Community Hub

The Lakewood-Wadsworth Station hub is focused on the blocks immediately surrounding the station and extending north across Colfax Avenue. The area will include high-density residential south of the light rail station and mixed-use with transit supportive commercial business to the north. Wadsworth Blvd is a key transportation connector between historic West Colfax Avenue and Downtown Lakewood/Belmar and bisects this hub.

Multi-modal connectivity along and across Wadsworth Blvd and 14th Avenue near the hub is important to achieving the long-term vision. Consideration must also be given to transition in height and scale from the hub core to adjacent residential neighborhoods as the area redevelops. The plaza on the west side of the parking structure is envisioned as a future activation area for events and community gathering space.

Downtown Lakewood/ Belmar Community Hub

The downtown Lakewood/Belmar hub is the City's primary mixed-use, entertainment, government, and large-scale cultural destination. It will continue to grow as a retail, employment, residential, and visitor destination, with enhanced arts and cultural venues and creative destinations.

In order to continue to accomplish this, the City, partners such as Alameda Connects, and developers, will:

- » Continue to evaluate and implement the recommendations of the Downtown Lakewood Connectivity and Urban Design Plan.
- » Evaluate opportunities to implement improved pedestrian connections across Wadsworth Boulevard.
- » Continue to support and grow art and placemaking efforts including the Discover Alameda Trail and Arts on Belmar.

Oak Station Community Hub

The Oak Station hub is being transformed into a mixed-use center, with an emphasis on research and development, retail opportunities, and residential redevelopment in accordance with transit-oriented development and walkable neighborhood principles.

In order to fully accomplish this, the City, its partners, and developers, will:

- » Develop a specific plan for the hub that evaluates mixed-use development opportunities for existing underutilized properties and includes design standards and guidelines.
- » Develop a green street, or tree lined parkway, between the rail station and Colfax Avenue, and connecting north of Colfax as well.
- » Develop and implement identity and placemaking elements along Colfax Avenue.
- » Enhance safety and improve the pedestrian experience on Colfax Avenue.
- » Improve multimodal connectivity within the Hub on both sides of Colfax by reconnecting the street grid and creating quality pedestrian and bicycle connections to the light rail station.

Denver West Community Hub

The Denver West hub, which includes the Colorado Mills shopping mall, will continue to be a primary regional retail and office location, with opportunities for infill residential and redevelopment opportunities, including mixed-income housing. The City and major stakeholders and property owners should work with RTD to evaluate opportunities to better connect the Denver West hub to nearby light rail stations via pedestrian access, public transit and/or shuttles.

Union Blvd. and Federal Center Community Hub

The Union Boulevard/Federal Center hub will provide a significant growth opportunity due to the continued expansion of the St. Anthony Hospital campus and development of necessary medical office buildings, and the growth and potential changes at the Federal Center. Along the Union Boulevard corridor there will be mixed use commercial and office development as well as residential infill and redevelopment.

In order to accomplish this, the City, major stakeholders, and developers, will:

- » Improve pedestrian access from the Federal Center Station to Union Boulevard and surrounding areas, improve pedestrian and bike crossings of Union Boulevard, and implement other recommendations in the Federal Center/ Union Boulevard Corridor Connectivity Plan.
- » Create a more walkable and attractive urban district with strong connections to the Federal Center Station, streetscape improvements, sidewalks, and pedestrian and bicycle connections, lighting, and other recommendations from the Union Boulevard Corridor Urban Design Plan.

Jewell and Wadsworth Community Hub

The Jewell Ave and Wadsworth Blvd hub is a smaller scale community hub that is envisioned as a well-connected mixed-use activity area for southeast Lakewood. To help achieve this, the following multi-modal transportation improvements are needed:

- » Connect the hub to adjacent neighborhoods via pedestrian and bicycle paths.
- » Improve multimodal connectivity within the hub by reconnecting the street grid.
- » Evaluate improvements to multi-modal access across Wadsworth Boulevard and to improve pedestrian and bicycle safety.
- » Evaluate opportunities to improve the pedestrian experience along both Jewell and Wadsworth through the installation of detached sidewalks, tree lawns, and amenity zones.

Academy Park Community Hub

Academy Park provides an opportunity for residential infill and redevelopment of existing underutilized office properties, with enhanced multimodal transportation connections within the hub, across Wadsworth, and to surrounding areas.



Neighborhood Hubs Future Land Use Category

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of small shops and gathering spaces at the Neighborhood Hub scale.

Intent

The purpose of the Neighborhood Hubs Future Land Use Category is to include:

- » Smaller-scale commercial and mixed-use activity areas with neighborhood-serving local businesses, as well as a variety of housing types (20-minute neighborhood concept).
- » Accommodates “third places” that offer informal gathering opportunities for residents.
- » Typically found at collector and/or arterial intersections.
- » Prioritizes pedestrian safety and accessibility, transit, and bike access.
- » Minimized presence of on-site surface parking.

Example Land Uses and Typical Forms

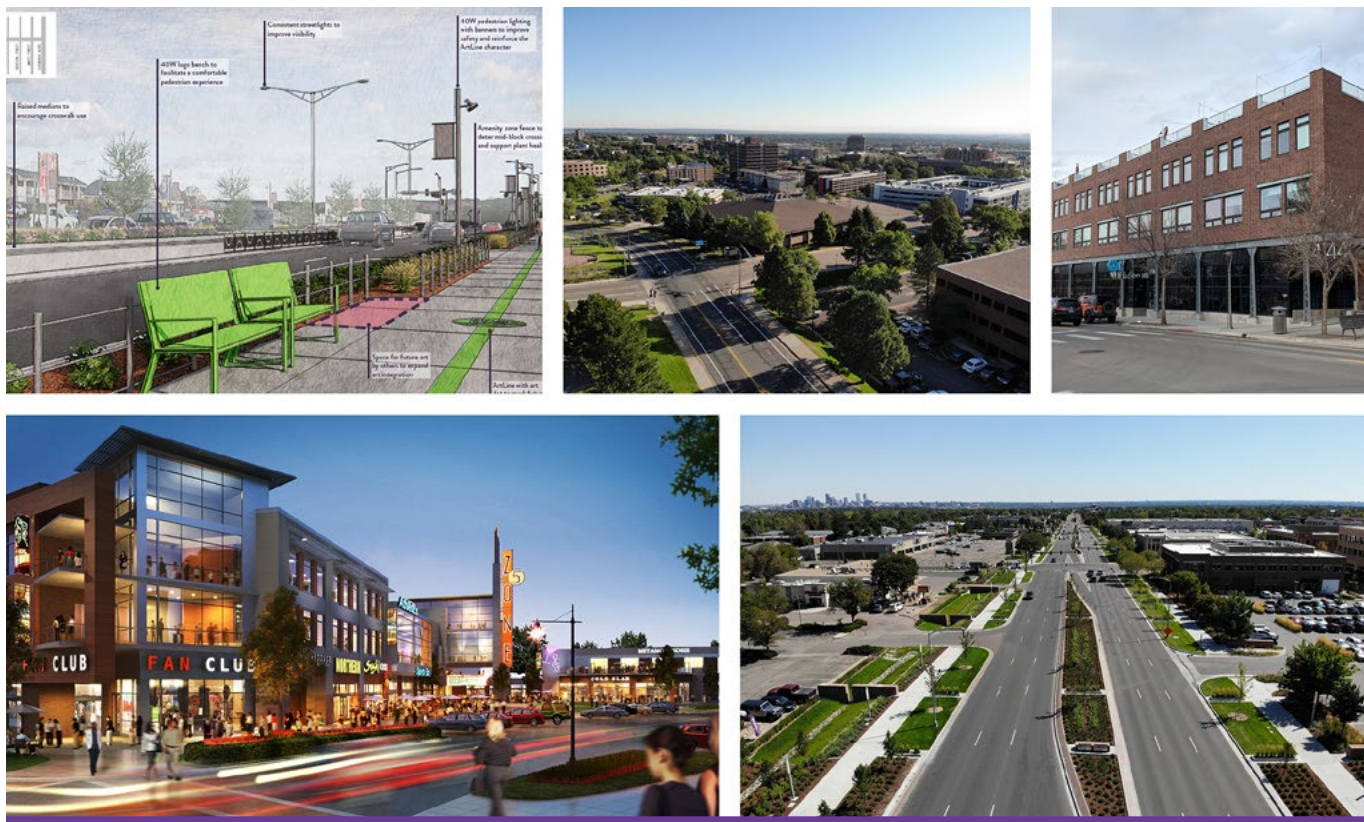
Within the Neighborhood Hubs Future Land Use Category, the following land uses and building forms are most common:

- » Vertical or Horizontal Mixed Use; Ground Floor Commercial with Residential or Office Above, where feasible
- » Lower intensity Office, Retail, Services, Hospitality, Restaurants
- » Auto oriented uses generally not allowed
- » All residential forms including multifamily, live/work, duplexes, triplexes, quadplexes, townhomes

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Neighborhood Hubs Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



Community Corridors Future Land Use Category

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of the Colfax, Union, and Alameda corridors as well as other areas at the Community Corridor scale.

Intent

The purpose of the Community Corridors Future Land Use Category is to include:

- » Linearly arranged commercial, retail, mixed-use and employment areas with city-serving and broadly accessible businesses and services, that also accommodate small businesses and serve local residents.
- » Spaces designed to be flexible to accommodate businesses responding to changing markets and opportunities.
- » Typically located along highways and arterial roadways.
- » Multimodal access that prioritizes walkability, pedestrian and bicycle access and safety, transit access, and safe connections, while accommodating vehicular traffic flow and access, parking, and the distribution of goods and services.

Example Land Uses and Typical Forms

Within the Community Corridors Future Land Use Category, the following land uses and building forms are most common:

- » Vertical or Horizontal Mixed Use; Ground Floor Commercial with Residential or Office Above, where feasible
- » Higher intensity Office, Retail, Services, Hospitality
- » Allows auto-oriented uses, lite manufacturing, storage, etc. within design guidelines and limitations, especially in the suburban context
- » All residential forms including multifamily, live/work, duplexes, triplexes, quadplexes, townhomes (residential uses currently not allowed in CR zone)

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Community Corridors Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



Neighborhood Corridors Future Land Use Category

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of smaller shops and pedestrian oriented areas at the Neighborhood Corridor scale.

Intent

The purpose of the Neighborhood Corridors Future Land Use Category is to include:

- » Linearly arranged smaller-scale, lower-intensity commercial and mixed-use areas with local neighborhood-serving businesses that may also provide a variety of housing.
- » Typically found along collector or arterial roadways in or near residential neighborhoods.
- » Multimodal access and connections to adjacent neighborhoods that prioritizes walkability, pedestrian and bicycle access and safety and safe connections, while accommodating vehicular access.

Example Land Uses and Typical Forms

Within the Neighborhood Corridors Future Land Use Category, the following land uses and building forms are most common:

- » Vertical or Horizontal Mixed Use; Ground Floor Commercial with Residential or Office Above, where feasible
- » Allows limited auto-oriented uses
- » Small/Mid-Scale and lower intensity Office, Retail, Services, Hospitality, Restaurants
- » All residential forms including multifamily, live/work, duplexes, triplexes, quadplexes , townhomes

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Neighborhood Corridors Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



Low Form Residential Future Land Use Category

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of Low-Form Residential buildings such as single-family homes, duplexes, ADUs, and cottage court style communities.

Intent

The purpose of the Low Form Residential Future Land Use Category is to include:

- » Primarily residential neighborhoods with limited home occupation uses.
- » Generally, maintain existing, low-scale residential context, while modestly increasing housing choice that is compatible.
- » Provides vehicular, pedestrian, and bicycle connections to nearby Neighborhood Hubs and Corridors generally via the local and collector street, sidewalk, and bikeway network.

Example Land Uses and Typical Forms

Within the Low Form Residential Future Land Use Category, the following land uses and building forms are most common:

- » Single-Dwelling Unit
- » Patio homes
- » Cottage Cluster
- » Duplexes
- » Tandem homes
- » Limit Overall Size; No Limit on number of Units
- » Mobile Homes in designated areas

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Low Form Residential Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



Mid Form Residential Future Land Use Category

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes photos of Mid-Form Residential buildings such as town homes, apartments, and other mid-form residential buildings.

Intent

The purpose of the Mid Form Residential Future Land Use Category is to include:

- » Primarily residential neighborhoods that allow a wide range of housing types with limited complementary non-residential uses.
- » Medium in scale, with emphasis placed on compatibility near adjacent lower-scale residential development and provides a scale transition between lower and higher density residential areas, corridors, and hubs.
- » Provides vehicular, transit, pedestrian, and bicycle connections to nearby Neighborhood Hubs and Corridors generally via the local and collector street, sidewalk, and bikeway network.

Example Land Uses and Typical Forms

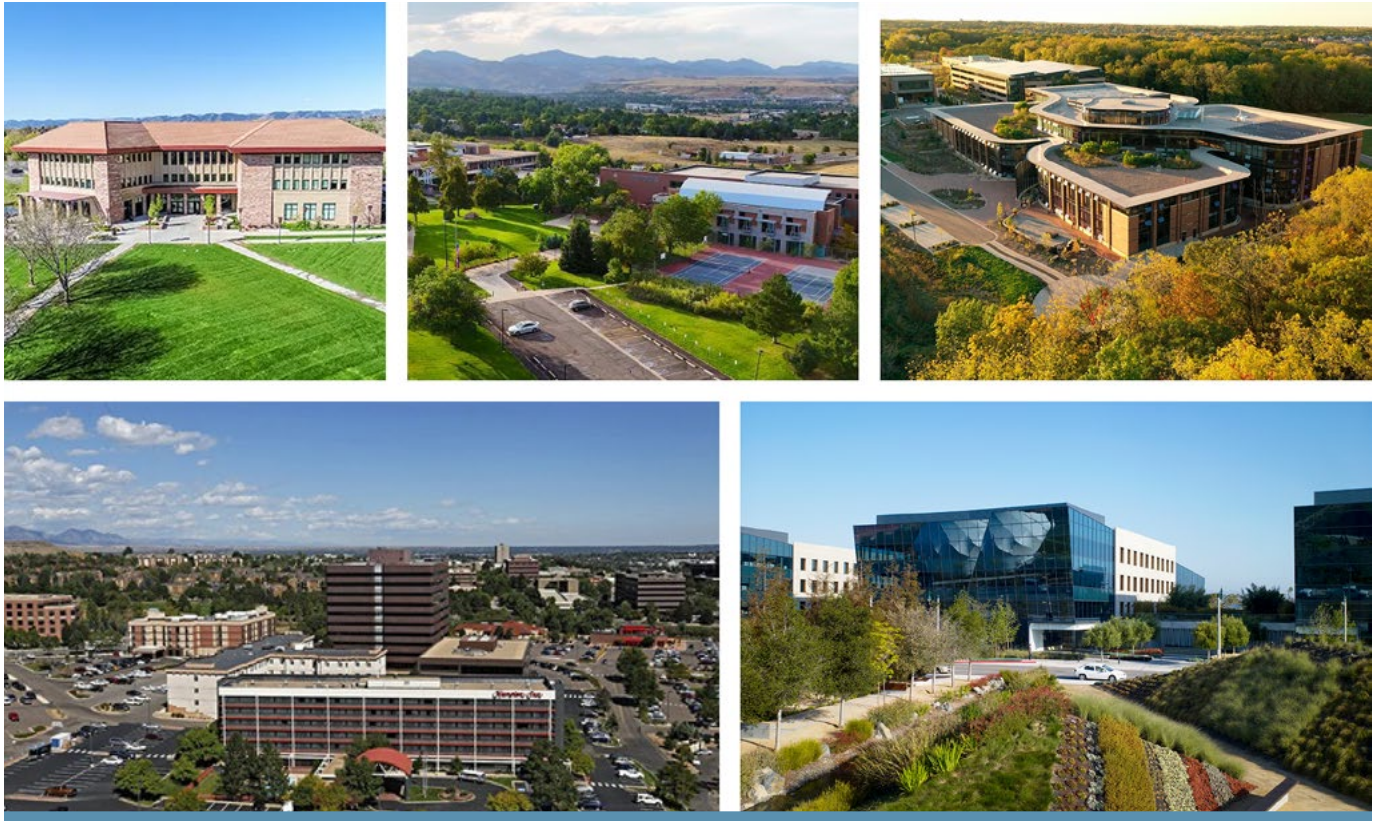
Within the Mid Form Residential Future Land Use Category, the following land uses and building forms are most common:

- » Single-Dwelling Unit
- » Patio homes
- » Cottage Cluster
- » Tandem homes
- » Duplexes, Triplexes, Quadplexes
- » Townhomes
- » Rowhomes
- » Multifamily housing
- » Accessory/ancillary commercial uses

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Mid Form Residential Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



Campus Future Land Use Category

Intent

The purpose of the Campus Future Land Use Category is to include:

- » Focus is on a single or multiple complementary uses in a cohesively designed setting, such as higher education, government, healthcare, and business.
- » Multimodal access, while accommodating site-specific transportation needs.

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes existing Campuses in Lakewood such as the Federal Center, Red Rocks Community College, and Colorado Christian University.

Example Land Uses and Typical Forms

Within the Campus Future Land Use Category, the following land uses and building forms are most common:

- » Office, Services (e.g., healthcare)
- » Research and Development
- » Tech
- » Higher Education
- » Government/Civic Uses
- » Complementary uses for campus residents/employees/visitors
- » Form is cohesively designed

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Campus Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



Innovation and Production Future Land Use Category

A photo collage of images within and outside of Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes existing Innovation and Production areas in Lakewood such as Lakewood Brick Company.

Intent

The purpose of the Innovation and Production Future Land Use Category is to include:

- » Facilities for production, manufacturing, technical innovation, storage and distribution for goods and services.
- » Strengthen and diversify Lakewood's economic base and provide employment opportunities.
- » Accessible to truck and freight vehicles via major transportation routes.

Example Land Uses and Typical Forms

Within the Innovation and Production Future Land Use Category, the following land uses and building forms are most common:

- » Office
- » Research and Development
- » Warehouse, storage, and distribution
- » Maker spaces/light industrial uses
- » Some auto-oriented uses
- » Residential uses generally not permitted

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Innovation and Production Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached



Parks and Open Space Future Land Use Category

A photo collage of parks within Lakewood, including photos selected by Advisory Group members during a Future Land Use workshop. This collage includes Union Ridge, Big Soda Lake, Peak View Park, and more.

Intent

The purpose of the Parks and Open Space Future Land Use Category is to include:

- » Public land preserved for conservation and natural habitat
- » Recreation facilities that provide community benefit
- » Locally accessible, neighborhood and regionally serving parks, trails, and facilities
- » Multimodal vehicular, transit, pedestrian, and bicycle access generally via street, sidewalk, paths and the bikeway network

Example Land Uses and Typical Forms

Within the Parks and Open Space Future Land Use Category, the following land uses and building forms are most common:

- » Community and Neighborhood Parks
- » Recreation Centers
- » Golf Courses
- » Sports Facilities
- » Natural Habitat, Conservation land, Wetlands and Waterways

Land Uses Generally Allowed

The following land uses are typically allowed in each Future Land Use Category, including the Parks and Open Space Future Land Use Category:

- » Schools
- » Religious institutions
- » Parks, trails, and recreational uses
- » Community Gardens
- » Urban Agriculture, horticulture, and limited animal keeping
- » Drainage, transportation, and utility infrastructure
- » Government/Civic Uses
- » Cultural/creative attractions
- » Renewable Energy Generation
- » Limited and accessory home occupations where residential is allowed
- » Accessory Dwelling Units (ADUs), Attached and Detached

Glossary

The Glossary defines key terms used throughout the Envision Lakewood 2040 Plan. While the Plan is written to be as accessible as possible using everyday language, some technical and more nuanced terms are necessary to convey industry specific concepts. These terms are defined in this section.

Glossary

Term	Definition
Affordable Housing	Housing for which, pursuant to a recorded deed restriction in place for not less than 20 years, the occupants cannot be required to pay more than 30 percent of their gross monthly household income on rent/mortgage and utilities, and includes housing that qualifies as “low income,” where the occupant earns 0 percent to 50 percent of AMI; “moderate income,” where the occupant earns 51 percent to 80 percent AMI; and “middle income,” where the occupant earns 81 percent to 120 percent AMI. <i>See also Area Median Income (AMI)</i> Publicly owned, subsidized housing that is rented or sold at below fair market value. This type of housing product is subsidized through local, state, or federal funds and has rents priced at varying Area Median Income (AMI) levels to ensure that housing is no more than 30 percent of a household’s income. These housing products are owned by either a public housing authority (PHA), nonprofit, or in some cases, for-profit owners. Metro West Housing Solutions (the public housing authority serving Lakewood) owns and operates several throughout the city. <i>See also Area Median Income (AMI)</i>
Animal Keeping	Animal keeping includes equestrian uses, and encompasses livestock including horses, as well as the keeping of other large and small animals as defined in the Zoning Ordinance.
Area Median Income (AMI)	The median household income for the City of Lakewood and Jefferson County, as adjusted by household size, determined by the United States Department of Housing and Urban Development (HUD) and published annually by the Colorado Housing and Finance Authority (CHFA). <i>See also Affordable Housing</i>
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. <i>See also Stormwater and Stormwater Management.</i>

Term	Definition
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 Lakewood 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.
Civic Participation	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.
Climate Action	Climate Action refers to strategies and actions that reduce greenhouse gas emissions (mitigation) and/or that enhance resilience (adaptation) to the impacts of climate change. <i>See also Climate Adaptation, Climate Mitigation, and Climate Hazards.</i>
Climate Adaptation	means preparing for new conditions, reducing vulnerabilities, and leveraging changes to create new opportunities for growth and sustainability. <i>See also Climate Action, Climate Mitigation, and Climate Hazards.</i>
Climate Mitigation	means limiting the magnitude and rate of climate change and associated impacts, largely through preventing or reducing GHG emissions. <i>See also Climate Action, Climate Adaptation, and Climate Hazards.</i>

Term	Definition
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. <i>See also Climate Action, Climate Adaptation, and Climate Mitigation.</i>
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) <i>See also Extended Producer Responsibility Program.</i>
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.
Community Wellness and Vitality	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.
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. <i>See also Affordable Housing (housing product) and Area Median Income.</i>
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.

Term	Definition
Decarbonization	Decarbonization is the removal or reduction of carbon dioxide (CO ₂) 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 (CO ₂ e) or carbon dioxide equivalent emissions associated with the entire lifecycle of a material or building. This includes all emissions from the extraction and processing of raw materials, manufacturing, transportation, construction, and even disposal or recycling of the material or structure.
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) <i>See also Colorado Extended Producer Responsibility.</i>
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. <i>See also Bioswales and Rain Garden.</i>
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 chlorofluouro carbons, among others. According to Lakewood's 2021 GHG inventory, 42% of the city's emissions result from building energy use, 28% result from transportation, 27% result from consumption-based activities (indirect emissions of products and services), and 2% result from solid waste.
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.

Term	Definition
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). <i>See also the Lakewood Zoning Code.</i>
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. <i>See also Complete Streets.</i>

Term	Definition
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)	Naturally occurring affordable housing (NOAH) refers to residential properties that are “affordable” but are not subsidized by any federal programs; the rents are naturally relatively low compared to the regional housing market.
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.
Opportunity and Mobility	Opportunity and mobility are what allows a community and its residents to achieve social and economic mobility- through the environmental, circumstantial, and programmatic factors that allow residents to develop skills, secure and maintain a job, start a business, find housing, travel between destinations, access healthcare services, and much more.
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. <i>See also Stormwater, Stormwater Management, and Bioswale.</i>
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). <i>See also Climate Hazards.</i>
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.

Term	Definition
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 <i>Micromobility</i>
Science-Based Target	A greenhouse gas (GHG) reduction goal that is aligned with the latest climate science to determine a community's fair share of emissions reductions needed to meet the Paris Climate Agreement's goal of limiting global warming to 1.5°C above pre-industrial levels. Lakewood has a Science-Based Target (SBT) commitment to reduce community-wide GHG emissions by 60.7% below 2018 levels by 2030 and achieve net zero GHG emissions by 2050. Interpolating these SBTs to 2040 results in an interim target of reducing emissions by 80.4% below 2018 levels.
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 <i>Community Resilience</i> .
Stormwater	The water that is produced in large amounts resulting from large rain and/or snow events. See also <i>Stormwater Management</i> , <i>Bioswale</i> , and <i>Rain Garden</i> .
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 <i>Stormwater</i> , <i>Bioswale</i> , and <i>Rain Garden</i> .
Sustainability	Sustainability means creating a just and rightful balance between the environment, our economy, and an equitable society. Sustainability is not an end goal, but a holistic approach to decision-making that ensures short term needs do not inequitably outweigh the long-term viability of our planet and future generations who will live on it.

Term	Definition
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.

STAFF MEMO

DATE OF MEETING: JULY 28, 2025 / AGENDA ITEM NO. 11

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

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: JULY 28, 2025 / AGENDA ITEM NO. 12A

To: Mayor and City Council

From:

Subject:

SUMMARY STATEMENT:

BACKGROUND INFORMATION:

BUDGETARY IMPACTS: None

STAFF RECOMMENDATIONS: None

ALTERNATIVES: None

PUBLIC OUTREACH: This item has been promoted through the regular communication channels to be considered by the Lakewood City Council.

NEXT STEPS: None

ATTACHMENTS: None

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

City Council Request for Legislative Modifications



Lakewood
Colorado

Submitted on	16 July 2025, 12:07PM
Receipt number	77
Related form version	8

Council member sponsor(s)	Paula Nystrom
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Enter email address to receive a copy of this submission	pnystrom@lakewood.org
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Briefly describe the minor modification being requested	I am requesting that a committee be established to augment the LAC, with neighborhood park "stewards". This would create an engagement network for the local points of contact, who are acting in this role informally, to connect with other park stewards. Director Weiland felt this would be a good way to have a feedback loop from our passionate neighbors who frequent and take care of parks. These representatives could work together on joint clean up efforts, share best practices, and make suggestions for enhancements. This would also support "promoting a park", to create awareness with residents, of what other parks and features are available and garner interest across the city. This may also be an avenue to create a volunteer bike path group. I've heard an increase in concerns about bike path etiquette, including speed of cyclists, and awareness of all multi use path users.
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Provide history / background information that supports the request	I have been approached by several constituents about this idea. People that are in parks and on bike paths on a regular basis, have a unique perspective and are in tune with their parks. This could be very helpful to city staff, as well as neighborhoods, and the LAC Park committee. LAC has come to us looking for more work, and ideas spawned from this, may be an avenue for them. This is also an opportunity to build unity in the community as well.
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If it needs expedited handling, please provide an explanation why	Please expedite in order to include in the discussion on 7/28 (boards and commissions).
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Attach file if needed