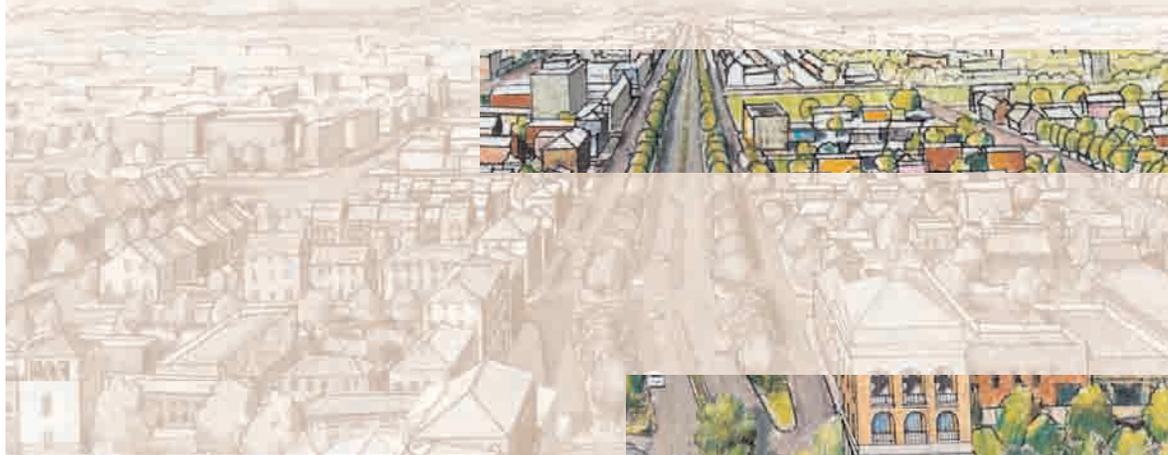


# THE ALAMEDA CORNERSTONE PLAN



The Future of Alameda Avenue

# THE ALAMEDA CORNERSTONE PLAN

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## The Future of Alameda Avenue

prepared by:

DOVER, KOHL & PARTNERS  
town planning

Charlier Associates, Inc  
transportation



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# EXECUTIVE SUMMARY

## FOR THE ALAMEDA CORNERSTONE PLAN

The Alameda Cornerstone Plan is a community based plan created to realize the long-standing vision of West Alameda Avenue as the Grand Parkway from Denver to the Mountains. Lakewood values West Alameda Avenue's distinctive character and potential, with its stunning views to Green Mountain and location within the City and region. West Alameda Avenue should become a great place to live, work, shop, and play - that 24-hour environment and desirable address businesses covet. Achieving this vision will require teamwork.

The Cornerstone Plan is the result of an unprecedented collaboration between the greater Lakewood community, the Alameda Gateway Community Association, the City of Lakewood, the Regional Transportation District, and Denver Federal Center / General Services Administration.

The Cornerstone Plan is intended to promote reasonable and responsible growth. It sets forth a proactive approach to guiding growth while respecting the needs of residents and existing businesses, and at the same time, addressing the full spectrum of transportation needs. As development and redevelopment take place, the Alameda corridor will need to be able to adapt to meet both immediate and future needs. This Plan takes a comprehensive approach, coordinating the connection between land use and transportation, establishing urban design details such as the relationship between buildings and streets, and identifies strategies to achieve the community's vision for this important corridor.

### Building on community values for the future of the corridor, the Alameda Cornerstone Plan identifies **Seven Guiding Principles** for the future of West Alameda Avenue:

1. **Think Green** - Unify the corridor with landscape and urban design to create a "Grand Parkway to the Mountains."
2. **Balance and Choice** - Provide for motoring, walking, biking, and transit.
3. **Make it Walkable** - Enhance and continue to provide a distinctive, continuous pedestrian, bicycle, and equestrian path along West Alameda Avenue.
4. **Think Big and Small** - Create a distinct downtown and small neighborhood serving centers.
5. **Create Character** - Transform the major intersections with smart design and civic art.
6. **Face Front** - Develop buildings that relate to streets, with doors and windows facing the street.
7. **Catalyze** - Keep working with investors. Actively encourage and participate in the development and redevelopment process.

# THE FUTURE OF ALAMEDA AVENUE

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## 1

### INTRODUCTION

**L**akewood is evolving from its agrarian roots and post-war subdivisions to a more complete City with a downtown. The recently added Lakewood City Commons has proven that new development can help strengthen sense of community. The Civic Center creates a much needed public space and cultural heart for the town. Now the upcoming redevelopment of Belmar, formerly Villa Italia, signals the creation of a true downtown.

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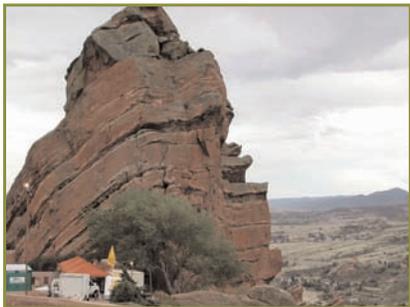
CIVIC CENTER

Lakewood's population is increasing while the City is maintaining its boundaries. The current population of Lakewood exceeds 142,000. By the year 2020 the population is expected to grow by 8.5%. Jefferson County and the overall Denver Metropolitan Area are experiencing increased population growth, with projected growth by 2020 of 14% for Jefferson County and 37% for Denver . The increasing population of Lakewood and the surrounding region can greatly contribute to the economic vitality of the City and West Alameda Avenue.



COFFEE SHOP

As Lakewood's Downtown emerges at the intersection of West Alameda Avenue and South Wadsworth Boulevard, the Alameda corridor plays a key role in linking neighborhoods, businesses, and offices to the center of town. The Alameda Cornerstone Plan sets forth a vision to create a vital and livable environment with enduring buildings and streets. Providing high-quality design can create new walkable places to live, work, and play in Lakewood.



RED ROCKS

West Alameda Avenue was originally developed as the road to Red Rocks and the gateway to the entire Rocky Mountain range. More than any other street, Alameda embodies Lakewood's identity with its spectacular views to Green Mountain, its new retail developments, and its vital employment locations. The Alameda Cornerstone Plan builds upon previous planning efforts and provides a very specific and detailed plan to guide future development and redevelopment.

<sup>1</sup>City of Lakewood Land Use and Strategic Planning, 2001.

# THE PUBLIC PROCESS

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## 2

A PLAN AUTHORED BY THE COMMUNITY



What does the future hold for the City of Lakewood?  
Working together as a community can help guide  
growth and assure quality development for future  
generations of Lakewood residents.

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- MAYOR BURKHOLDER ADDRESSING THE COMMUNITY P 2.3
  - KEY ISSUES ADDRESSED P 2.4
  - IDENTIFIED GOALS P 2.5



THE ALAMEDA AVENUE CORNERSTONE PLAN BANNER

## ESTABLISHING A COMMUNITY VISION

Recognizing that West Alameda Avenue is growing and changing, the City of Lakewood, Alameda Gateway Community Association, Regional Transportation District, and Denver Federal Center/General Services Administration joined together on a planning venture to promote and guide the future of West Alameda Avenue. The consultant team included Dover, Kohl & Partners, Charlier Associates, and Urban Advantage. Dover, Kohl & Partners, town planning, was chosen to lead a team of knowledgeable consultants in facilitating and constructing a unified plan for West Alameda Avenue. Charlier Associates provided transportation planning expertise while Urban Advantage created computer visualizations to illustrate planning possibilities.

Following months of background work and preparation, the public participation process began in August 2001. The planning team relied on residents of the City of Lakewood to prepare a vision for the future of West Alameda Avenue. Concentrating on a process known as "designing in public," the planning team conducted a planning process to identify the needs and concerns of the community. Active participants helped to create the Cornerstone Plan through an intense design event called a 'charrette.' Over the course of seven days, a series of hands-on workshops were held with the community and design team. Community participants included property owners, neighbors, business people, developers, city officials, federal employees, city staff, and community leaders.



**MAYOR BURKHOLDER ADDRESSES COMMUNITY AND DESIGN TEAM**

**THE COMMUNITY WORKING TOGETHER IN CHARRETTE TEAMS**



**THE PUBLIC PROCESS**

The week-long charrette started with a community design workshop. The workshop was held on a Saturday morning in the Lakewood City Commons and was advertised in the local newspaper, on local cable TV, on flyers, and through open invitations. After a presentation on urban design principles, transportation issues, and corridor planning, residents worked in small groups. Each small group gathered around a table with a map of the corridor. Residents came full of ideas and went to work, becoming "citizen planners." Armed with markers and pencils, residents rolled up their sleeves and drew their ideas on large maps. Later in the day, a spokesperson from each table presented their main ideas to the larger group of community participants.

Throughout the remainder of the week, meetings and interviews were held to gather additional information. Residents were invited to come by the design studio to review initial ideas and evaluate the progress of the design effort. A "Work in Progress" presentation of the Alameda Cornerstone Plan was presented to the community at the close of the charrette. Using extensive visuals and examining both big picture ideas and technical issues, the informative session allowed for additional community input assuring that the planning team was on the right track to producing a viable plan and vision for the future of West Alameda Avenue.

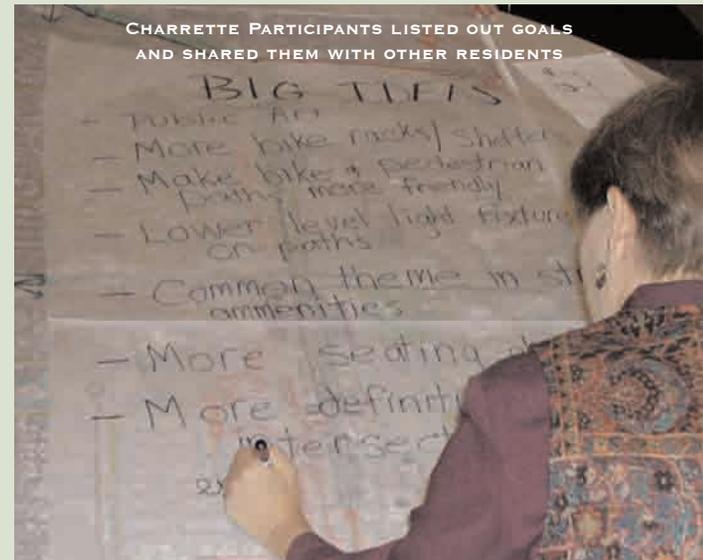
The weeklong charrette resulted in the formation of the "Seven Guiding Principles," which will be introduced in Chapter 4 of this document. To test the vision and guiding principles that were developed through the weeklong charrette, three open houses were held and surveys were mailed to 14,000 residents and businesses. A video, detailing the planning process and "Seven Guiding Principles" was developed and aired on the City's cable TV station. A 15% response rate was recorded for the public opinion survey, a significantly higher rate than typically received for such surveys. Overwhelmingly, the survey respondents supported the vision for West Alameda Avenue and the Seven Guiding Principles. These results are reported in Chapter 5.





 Key issues addressed by the community included:

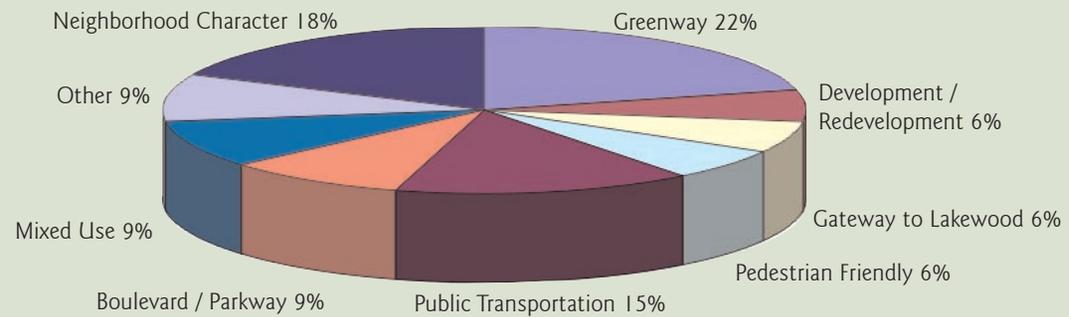
- “quality places to work and live”
- “boulevard with trees and secondary lanes”
- “thriving businesses”
- “friendly, inviting places to work and play”
- “a cleaner, more pedestrian oriented city and downtown area”
- “pleasant area, attractive for living and for pedestrian shoppers”
- “heart of the city”
- “parkway to the mountains”





## Identified Goals for Transforming Alameda Avenue

A community survey collected after the Work in Progress presentation compared three items (fast-moving traffic, quality of life, and economic vitality) to find out which ones were most important to the residents of Lakewood. Of survey respondents, only 2% agreed that fast-moving traffic was important, but over 50% of residents supported economic vitality and quality of life as key factors in the future of West Alameda Avenue.



# HOW ALAMEDA HAS GROWN

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## 3

### THE STATE OF THE STREET

**T**he planning area for the Alameda Cornerstone Plan encompasses approximately four and a quarter miles of West Alameda Avenue and the properties adjacent to the Avenue. The plan focuses on the area from South Union Boulevard to South Sheridan Boulevard. The plan also addresses West Alameda Avenue's role as part of the greater regional transportation system. West Alameda Avenue is the thoroughfare that joins adjacent neighborhoods to Downtown Lakewood and nearby regional destinations.

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■ CHARACTER OF THE STREET	P 3.2
■ TRANSPORTATION SYSTEMS	P 3.9

## CHARACTER OF THE STREET

At present, West Alameda Avenue's most apparent duty is to carry cars and buses through the City and to local destinations, but West Alameda Avenue also has the responsibility of providing a desirable address, providing a public space, and a sought after location for businesses and homes.



ALAMEDA AVENUE DURING MORNING PEAK



AN OVERHEAD VIEW SHOWS THE DIVERSE CHARACTER OF THE STREET. HOMES FACE STRIP DEVELOPMENT, IN OLD AND NEW FORMATS. THE FRONTAGE ROAD MAKES HOMES ON ALAMEDA LIVABLE.

Within the study area, the appearance of the street and the development pattern varies greatly. The newly developed Lakewood City Commons shows how West Alameda Avenue is growing and changing. The street is beginning a new and exciting phase in becoming more complete and livable. West Alameda Avenue can function as a catalyst for social, economic, and physical change in the City of Lakewood.



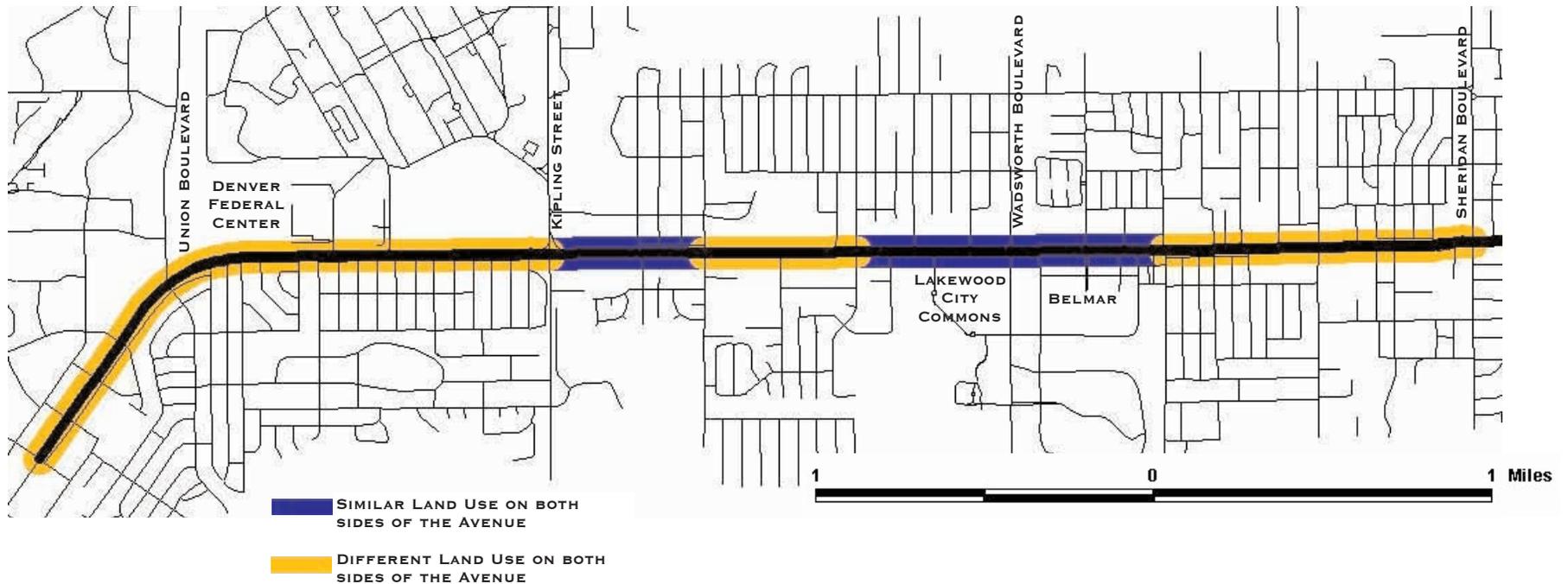
THE WADSWORTH INTERSECTION:  
WHERE ARE THE PEOPLE?



ALAMEDA AVENUE DURING MORNING PEAK

## THE CHANGING CHARACTER OF DEVELOPMENT

West Alameda Avenue was originally an agricultural road. Over time, the economy and rural culture of the community has evolved. The roadway shows the move from a rural environment to a more urban city. This transition has not occurred evenly along the corridor, and has resulted in a diverse pattern of character and land use. Walking and driving along the street, the project team examined the current state of West Alameda Avenue, analyzing current land uses, physical forms and functions, traffic flow, pedestrian interaction with the vehicular roadway, overall appearance, and adjacent land uses. The following sections describe the current conditions along West Alameda Avenue.



## WEST ALAMEDA AVENUE: SOUTH UNION BOULEVARD TO SOUTH KIPLING STREET



AERIAL VIEW OF WEST ALAMEDA AVENUE, FROM SOUTH UNION BOULEVARD TO SOUTH KIPLING STREET

Key features in this area include the Denver Federal Center, a major employer and land owner. The Federal Center is located on the north side of the street. There is a small neighborhood shopping area located on the south side of West Alameda Avenue at South Oak Street. Frontage roads on the south side provide access to the shopping area. A Federal Post Office is also located in this area on the north side of the street. Outside of the small shopping area, the area is comprised of single-family residences.



AT THE CORNER OF KIPLING STREET



THE FRONTAGE ROAD ON THE SOUTH SIDE IS USED BY BICYCLIST AND CARS. THE STRIP FORMAT DEVELOPMENT, LACK OF SIDEWALK AND EXCESSIVE CURB CUTS DO NOT ENCOURAGE WALKING.



AT QUEEN STREET THE FRONTAGE ROAD ENDS AND CONTINUES AS AN INFORMAL SIDEWALK.

## WEST ALAMEDA AVENUE: SOUTH KIPLING STREET TO SOUTH WADSWORTH BOULEVARD



AERIAL VIEW OF WEST ALAMEDA AVENUE, FROM SOUTH KIPLING STREET TO SOUTH WADSWORTH BOULEVARD

In this area, there is a mixture of office and multi-family residential uses. Colorado Christian University, located along West Alameda Avenue from South Garrison Street to South Carr Street, adds several thousand college students to this area. Other key developments in this area include the Lakewood City Commons, at the southwest corner of West Alameda Avenue and South Wadsworth Boulevard, and a small neighborhood shopping center, at the intersection of South Garrison and West Alameda Avenue, with a frontage road in place along the northwest quadrant of the intersection.



A VIEW LOOKING SOUTHWEST ALONG WEST ALAMEDA AVENUE, TOWARD SOUTH KIPLING STREET.



A VIEW LOOKING NORTHWEST ALONG WEST ALAMEDA AVENUE, NEAR SOUTH GARLAND STREET.

# WEST ALAMEDA AVENUE: SOUTH WADSWORTH BOULEVARD TO SOUTH PIERCE STREET

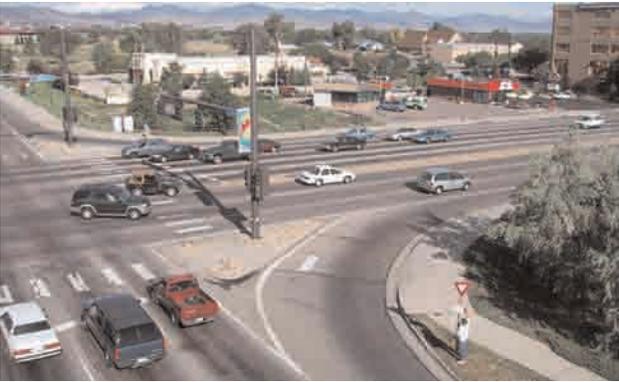


AERIAL VIEW OF WEST ALAMEDA AVENUE, FROM SOUTH WADSWORTH BOULEVARD TO SOUTH PIERCE STREET

West Alameda Avenue and South Wadsworth Boulevard comprise Lakewood's newly emerging Downtown. The Belmar District is an exciting redevelopment of the Villa Italia Mall, which will result in a new mixed-use development that incorporates commercial, office, and residential. The goal is to create a vibrant Downtown Center, where people can live, work, and play. The properties located on the northern side of West Alameda Avenue are smaller scale, commercial establishments.



ALTHOUGH THERE IS A SIDEWALK ALONG LAKEWOOD CITY COMMONS, THE PUBLIC REALM DOES NOT FEEL COMPLETE. KEY DETAILS SUCH AS ON-STREET PARKING AND DOORS FACING THE STREET ARE NEEDED TO MAKE A GENUINE PEDESTRIAN ENVIRONMENT.



AT WADSWORTH LOOKING WEST

## WEST ALAMEDA AVENUE: SOUTH PIERCE STREET TO SOUTH SHERIDAN BOULEVARD



AERIAL VIEW OF WEST ALAMEDA AVENUE, FROM SOUTH PIERCE STREET TO SOUTH SHERIDAN BOULEVARD

There is a mixture of uses located along West Alameda Avenue between South Pierce Street and South Sheridan Boulevard, ranging from large scale commercial to single-family residential. Home Depot, located at the northeast corner of South Pierce Street and West Alameda Avenue, is an example of a large-scale redevelopment project. Another example is the All Star Ballpark, located at South Harlan Street and West Alameda Avenue. The remainder of this section is a mix of small-scale commercial and single-family residential uses. Where residential properties are located, a frontage road separates the fast moving through-traffic from locally generated trips. The frontage road acts as a buffer, providing the adjacent homes with a quieter street with slower local traffic.



FENTON STREET: NUMEROUS CURB CUTS, DISCONNECTED SIDEWALKS



CHASE STREET: THE FRONTAGE ROAD HAS A MULTI-USE PATH AND BENCHES.



CROSSING ALAMEDA AT WADSWORTH BOULEVARD INTERSECTION



CROSSING ALAMEDA AT VANCE STREET



WAITING TO CROSS ALAMEDA AT THE WADSWORTH INTERSECTION

## TRANSPORTATION OVERVIEW

West Alameda Avenue in Lakewood is classified as a major arterial street by the City of Lakewood. The road has approximately 200 feet of right-of-way, two to three travel lanes in both directions, moderately heavy traffic, ranging from 25-30,000 vehicles per day, and a regional bike/ pedestrian/ equestrian pathway the full length of the corridor.

Currently, West Alameda Avenue operates at a level of service "D" during peak commute hours (20 to 30 minutes in the AM). While level of service "D" indicates traffic congestion, this condition is typically considered acceptable in urban communities. Future traffic projections show West Alameda Avenue operating at a level of service "F" during peak hours in the year 2020.

### Level of Service (LOS)

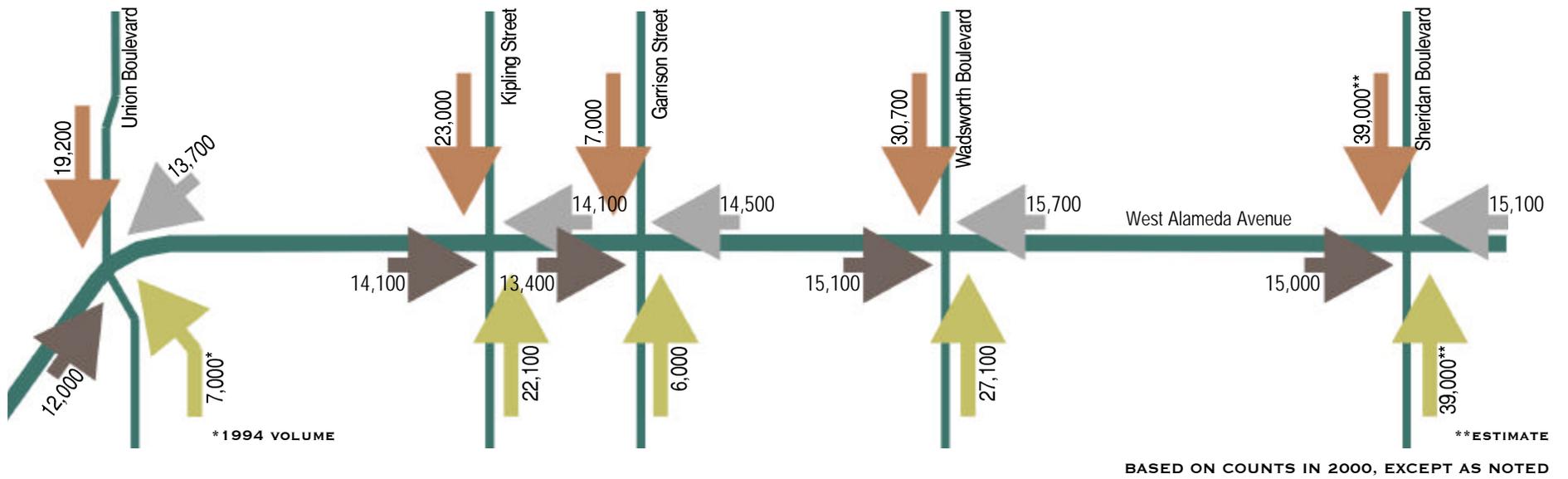
A qualitative measure describing operational condition within a traffic stream, based on service measures such as speed and travel time, freedom to maneuver, traffic interruptions, comfort, and convenience. (*Highway Capacity Manual - 2000*)

LOS is a letter code ranging from "A" for excellent conditions (free-flow operations with no restrictions) to "F" for failure conditions (breakdown of the traffic stream). LOS "B" through LOS "E" describe progressively worse traffic conditions.

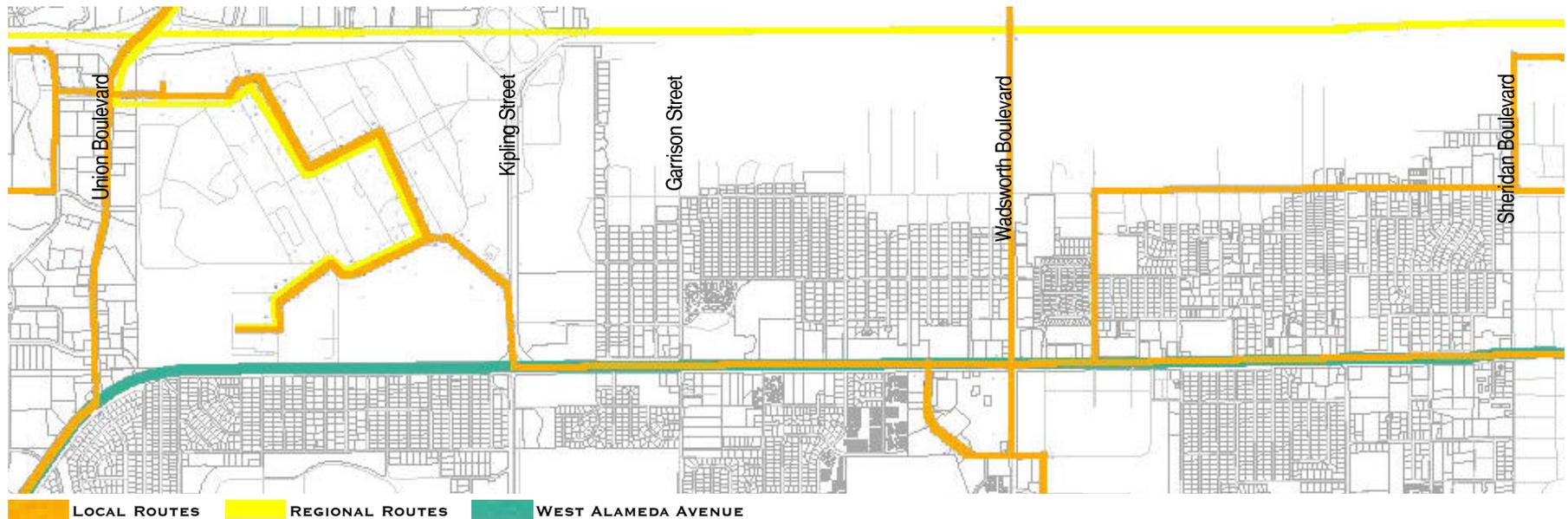
As communities grow and congestion increases, alternatives to the automobile become increasingly important. Ways to handle congestion include not only roadway improvements, but improvements that manage demand for our roadways, such as frequent transit service, provision of continuous walkways, and encouraging types of development that allow people to live and work in the same place.

# Alameda Avenue - Transportation Systems

- Automobiles Approaching Intersection -



- Existing Transit Routes -



# THE SEVEN GUIDING PRINCIPLES

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## 4

### DEFINING THE BIG IDEAS

**G**reat streets endure for generations. They manage to change over time, adapt and remain prestigious places to live and work. Why? Great streets are memorable places. They have common physical qualities. They are interesting and walkable places. Great streets showcase high quality buildings. They create community pride and identity, and they establish desirable addresses for businesses and residences.

## Seven Guiding Principles

### 1. Think Green

Unify the corridor with landscape and urban design to create a "Grand Parkway to the Mountains."

### 2. Balance and Choice

Provide for motoring, walking, biking, and transit.

### 3. Make it Walkable

Enhance and continue to provide a distinctive, continuous pedestrian, bicycle, and equestrian path along West Alameda Avenue.

### 4. Think Big and Small

Create a distinct downtown and small neighborhood serving centers.

### 5. Create Character

Transform the major intersections with smart design and civic art.

### 6. Face Front

Develop buildings that relate to streets, with doors and windows facing the street.

### 7. Catalyze

Keep working with investors. Actively encourage and participate in the development and redevelopment process.

Through the charrette process, the community and planning team arrived at a set of "Seven Guiding Principles" to achieve the vision of West Alameda Avenue as a great street. These fundamental principles adapt traditional neighborhood design conventions and local desires to this unique road. These big ideas define the plan for the future of West Alameda Avenue.

In essence, the Seven Guiding Principles reflect the community's values for the future of West Alameda Avenue. This vision recognizes the necessary balance between pedestrians and vehicular traffic, stimulating economic development, and creating an identifiable center of town.

## HOW THIS PLAN WORKS

The Cornerstone Plan takes the form of a toolkit of options to implement the community's vision for West Alameda Avenue. This approach provides flexibility as properties develop and redevelop. In addition, the Cornerstone Plan also requires the fine-tuning of existing City policies and regulations. Through physical design, regulation and policy revisions, and infrastructure improvements over time, the Plan not only articulates the community's vision, but serves as a work program for the City, the Alameda Gateway Community Association, the General Services Administration/ Denver Federal Center and the Regional Transportation District.

The Seven Guiding Principles serve as the framework of the community's vision for West Alameda Avenue. The following is a summary of the principles and their detailed implementation strategies.

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*West Alameda Avenue faces many of the same challenges that other American streets designed and built in the twentieth century have encountered. This can be a model for similar corridors across the region and nation.*

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## PRINCIPLE 1: "THINK GREEN"

West Alameda Avenue is developing into a great street. The public's preference for the look of the Alameda corridor reveals a desire for a green environment - specifically a wide landscaped median with street trees along the sides. Past planning efforts have confirmed the long-standing vision of a ceremonial, grandly landscaped street passing through Lakewood from Denver to the mountains - a street that is superior in character and quality to other streets in the Denver region. A "green" street can be accomplished within the context of the Denver region's arid climate through the use of appropriate drought tolerant plant materials and xeriscape principles.

The Cornerstone Plan identifies the need for consistent landscaping along the corridor. By establishing landscaped medians in the middle of the roadway and landscaped areas along the sides of the roadway, West Alameda Avenue will be greatly enhanced and the corridor will be visually connected from South Sheridan Boulevard to South Union Boulevard. Additionally, landscaping along the corridor will make West Alameda Avenue a more pleasant walking and biking environment.

*Unify the corridor with landscape and urban design to create a "Grand Parkway to the Mountains."*

**81%** of survey respondents agreed with this statement.

DATA FROM THE ALAMEDA CORNERSTONE PLAN SURVEY (2001-15% RESPONSE RATE)

## ACTION STEPS

Through the implementation of the following Action Steps, West Alameda Avenue will become a more desirable place to be, a place to which people will return again and again. As a readily recognizable and memorable place, West Alameda Avenue will enhance the image of the City of Lakewood.

1- Implement drought tolerant and xeriscape landscaping which is appropriate to the climate.

West Alameda Avenue can become a regional model through the use of native and drought tolerant vegetation along its stretch through the City of Lakewood.

2- Continue to implement the City of Lakewood's Functional Plan for West Alameda Avenue.

The Functional Plan delineates the ultimate roadway configuration for West Alameda Avenue, with the implementation of center median for the full length of the corridor and frontage roads at the neighborhood centers of South Oak, Garrison, and Harlan Streets.

3- Explore using Side Medians to function as linear parks.

Side medians could be utilized to function as linear parks, thus becoming a public amenity. The challenge throughout the Metro area today is creating great streets and building high-quality integrated development. The advantages of West Alameda Avenue, however, are its scale, the generous width of the right-of-way and the exceptional opportunity to plan on a comprehensive manner for four miles. These advantages make the corridor a perfect candidate to become a high-quality public realm.



A VIEW LOOKING WEST ON ALAMEDA AVENUE, WITH ENHANCED LANDSCAPING.

## PRINCIPLE 2: BALANCE AND CHOICE

As West Alameda Avenue evolves into a great street, land uses must be connected and facilities provided for all modes of travel. Great streets benefit from commercial and social synergy, they are places where people move between modes of travel freely and often, made possible by good connections. Stores, restaurants, hotels, offices, civic buildings, and residences are connected to each other. People move between these different land uses and activities with ease and the resulting outcome supports business and enhances quality of life. The vision for West Alameda Avenue is to provide opportunities to use all modes.

On West Alameda Avenue, achieving balance and choice by providing for motoring, walking, biking and transit will be accomplished in three main ways:

1. Through roadway improvements.
2. Through the development of West Alameda Avenue as a transit street.
3. Through strategically managed access on West Alameda Avenue.

These strategies are described in detail in the following pages.

*Provide for motoring, walking, biking and transit.*

**91%** of the survey respondents agreed with this statement.

DATA FROM THE ALAMEDA CORNERSTONE PLAN SURVEY (2001-15% RESPONSE RATE)

### 1. Roadway Improvements

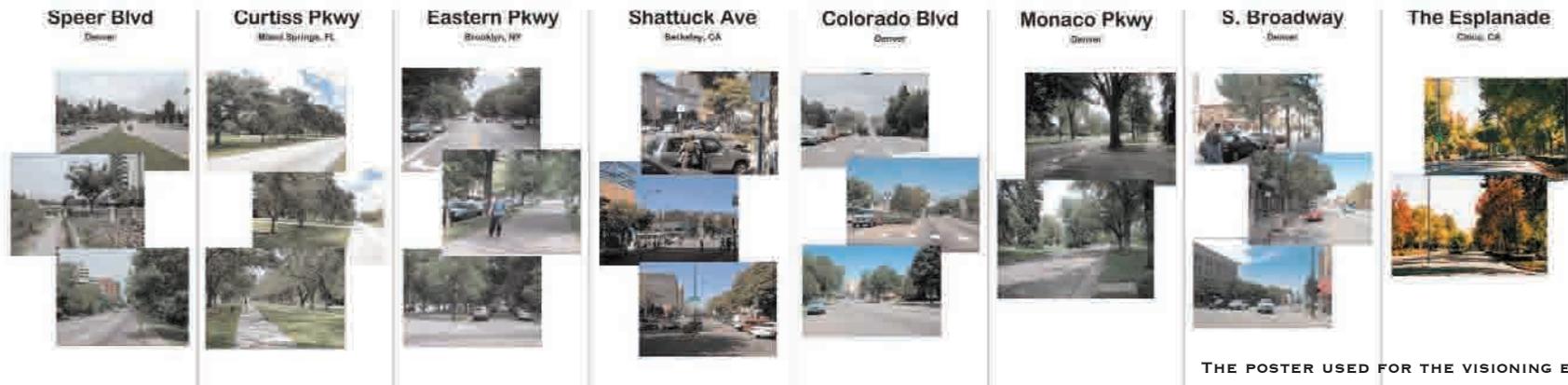
In looking at ways to improve the look and function of the road, the community went through a series of visioning exercises facilitated by the planning team to arrive at a street design that would meet community needs for a more interesting and pedestrian friendly street, and at the same time be a realistic design response to the projected traffic demands of West Alameda Avenue.

People were asked to rate their preference among Speer Boulevard in Denver, Curtiss Parkway in Miami Springs, FL, Eastern Parkway in Brooklyn, NY, Shattuck Avenue in Berkeley, CA, Colorado Boulevard in Denver, Monaco Parkway in Denver, South Broadway in Denver, and The Esplanade in Chico, CA. Of these choices, the two most preferred national examples were Monaco Parkway in Denver and Eastern Parkway in Brooklyn, New York. Monaco Parkway is a traditional parkway in that it has a linear, gracious median that is wide enough to be used as a passive greenspace by residents. Eastern Parkway is a parkway with frontage streets. It has center travel lanes for through traffic, along with wide medians on each side.

The City of Lakewood adopted a Functional Plan for West Alameda Avenue in 1985 that identified the traditional parkway treatment for West Alameda Avenue; however, through the visioning exercises described above, the community demonstrated a preference for a combination of treatments. Based on these preferences, the planning team arrived at a two-tiered Parkway concept for West Alameda Avenue that addresses both community and automobile needs. This two-tiered Parkway concept encourages the use all the modes. The two tiers of the parkway system are "*Enhanced Parkway*" and "*Traditional Parkway*."

# Design Makes a Difference ...Pick Your Favorites!

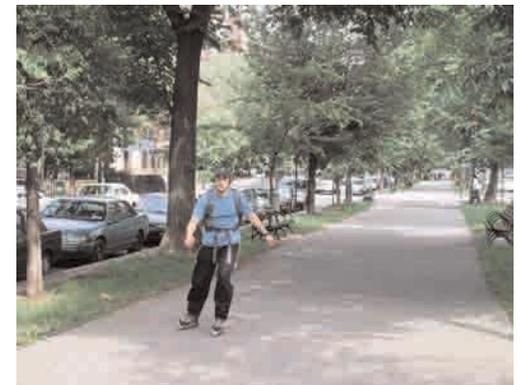
Place a sticker dot under the two you like best.



THE POSTER USED FOR THE VISIONING EXERCISE

## *Enhanced Parkway*

The "enhanced parkway" is a parkway that has center travel lanes, landscaped medians, landscaping along the sides of the roadway, and frontage streets. The enhanced parkway is designed to separate fast moving through traffic from slower moving local traffic and provide a safe pedestrian environment even on a busy commercial street. The enhanced parkway is able to provide both access to abutting land uses and efficient through movement. Eastern Parkway is an example of the enhanced parkway treatment. Along West Alameda Avenue, the enhanced parkway treatment is envisioned for use in the identified neighborhood centers at South Oak, Garrison, and Harlan Streets.



THE ENHANCED PARKWAY HAS FRONTAGE STREETS: EASTERN PARKWAY, BROOKLYN, NY

## *Traditional Parkway*

The "traditional parkway" is a wide urban street with center travel lanes, landscaped medians, landscaping along the sides of the roadway, and limited vehicular access along the road. Sidewalks are separated from the travel lanes by a green buffer. Access to businesses is typically provided at major intersections. Monaco Parkway is an example of the traditional parkway treatment. Along West Alameda Avenue, the traditional parkway treatment is envisioned for use in the areas between the identified neighborhood centers.



THE TRADITIONAL PARKWAY HAS A LANDSCAPED CENTER MEDIAN: MONACO PARKWAY, DENVER, CO

## Eastern Parkway as an Example

THE PEDESTRIAN REALM IS DELINEATED FROM THE VEHICULAR REALM. THE SIDEWALK AND FRONTAGE STREET MAKE UP THE PEDESTRIAN REALM, WHILE THE THROUGH LANES ARE THE VEHICULAR ENVIRONMENT.



THE MULTI-USE PATH ON THE SIDE MEDIAN IS WIDE ENOUGH TO ACCOMMODATE PEOPLE AND TREES



PARKED CARS ON THE FRONTAGE STREET MAKE THE SIDEWALK COMFORTABLE



PEDESTRIAN REALM POTENTIAL TRANSIT REALM VEHICULAR REALM PEDESTRIAN REALM

## 2. Development of West Alameda Avenue as a Transit Street

The community and planning team recognized that improving transit operations along West Alameda Avenue is critical to managing transportation demand and allowing West Alameda Avenue to develop into a true transit street. Simultaneously a joint study effort was in progress among the City of Lakewood, RTD, and the GSA to relocate the Cold Springs Park'n'Ride further into the Federal Center and make it a major intermodal facility anchoring a Transit Oriented Development. The resulting Lakewood Urban Center Master Plan compliments the Alameda Cornerstone Plan, particularly the transit components. The action steps for the transit street provide recommendations for ensuring connections are made to future Light Rail Transit along 13th Avenue, and ways to improve transit service along West Alameda Avenue.

## 3. Strategically Manage Access of West Alameda Avenue

As the City of Lakewood achieves its vision of a mix of local and regional businesses along West Alameda Avenue and the creation of a vibrant city center, access to businesses within the centers is vital. Currently, there are many areas along West Alameda Avenue where it is not possible to access different businesses and areas without getting back out onto West Alameda Avenue. Additionally, in the older commercial areas there are drivecuts that create confusing access and diminish pedestrian safety.

## ACTION STEPS

To facilitate the realization of the community's desires for balance and choice along West Alameda Avenue, the following Action Steps are recommended:

### **Roadway Improvements:**

Based on the combination of the City of Lakewood Functional Plan for West Alameda Avenue (1985) and the visioning exercise conducted during the Charrette, the Alameda Cornerstone Plan proposes the use of a two-tiered Parkway concept to improve the function of West Alameda Avenue.

1- Implementation of the Enhanced Parkway treatment is recommended in the neighborhood centers at South Oak, Garrison, and Harlan Streets, and other areas along the corridor where feasible (to enhance existing parkway situations).

2- Implementation of the Traditional Parkway treatment is recommended in locations along the corridor other than the neighborhood centers.

### **Transit Street:**

There is currently bus service along West Alameda Avenue between South Sheridan and South Kipling Streets provided by the RTD. Peak hour service is once every 15 minutes and off peak is once every 30 minutes. At South Kipling Street the route splits, with one branch going through the Federal Center to the Cold Springs Park'n'Ride, and the other branch continuing west on West Alameda Avenue. Service for each branch is half as frequent as that to the east or once every 30 minutes in the peak hours and hourly off peak.

1- When the light rail is constructed and an intermodal facility built to replace the Cold Springs Park'n'Ride, these branches should be combined and routed through the intermodal facility. A shuttle could be introduced starting at the 13th Avenue and Sheridan light rail station, running southward to South Sheridan Street and West Alameda Avenue (this supplements RTD's hourly service on the

route 51). At that point the shuttle would follow the same route as the RTD route 3 between South Sheridan Street and the Westside Intermodal facility on the Federal Center. With proper coordination of the routes, 7½-minute headways would be achieved during the peak and 15-minute headways in the off-peak. The shuttle could use smaller community transit style vehicles.

2- A similar opportunity exists along South Wadsworth Boulevard where the RTD operates the route 76 on 15-minute headways during the peak and 30-minute headways off peak. A shuttle could be introduced to supplement this service between the Belmar/City Commons area and the light rail station at 13th and Wadsworth. With proper coordination of the routes 7½-minute headways would be achieved during the peak and 15 minute headways in the off-peak. The shuttle could use smaller community transit style vehicles.

3- The City of Lakewood and West Alameda Avenue stakeholders should work with RTD to increase transit service on West Alameda Avenue that connects to Denver and provides better mobility within Lakewood. These routes should operate as the main lines of Lakewood's transit service, connecting major employment and residential areas in the City. To support these routes, the City should continue the plan for transit stop locations, both on the side streets in the Enhanced Parkway sections, and along the travel lanes of the Traditional Parkway. Wherever possible, shelters and traveler amenities should be incorporated into West Alameda Avenue transit stops.

### **Strategically Manage Access:**

1- Continue to manage access to areas based on the types of land uses present as well as on the desired future land development patterns, combine curb-cuts and encourage interconnectivity through parking lots (and require it where applicable).

2- Consolidate primary access points to developments and identified neighborhood centers at South Oak, Garrison, and Harlan Streets.

### PRINCIPLE 3: MAKE IT WALKABLE

Along West Alameda Avenue, the purposes of walking vary. In Downtown Lakewood and the neighborhood centers, walking trips are most focused on shopping. In these areas, people gather and relax. Amenities such as benches and clearly defined pedestrian areas are necessary. In between the centers, the pathway accommodates pedestrians, bicyclists, and equestrians. In these areas, there is less need for gathering spaces.

*Enhance and continue to provide a distinctive, continuous pedestrian, bicycle and equestrian path along West Alameda Avenue.*

**88%** of the survey respondents agreed with this statement.

DATA FROM THE ALAMEDA CORNERSTONE PLAN SURVEY (2001-15% RESPONSE RATE)



HYPOTHETICAL VIEW LOOKING EAST ON WEST ALAMEDA AVENUE, NEAR SOUTH HARLAN STREET. IN THE FUTURE, WEST ALAMEDA AVENUE CAN OFFER A FRIENDLY INFORMAL ENVIRONMENT FOR BUSINESSES AND PEOPLE.



SOUTH GARRISON STREET CAN BE REDESIGNED TO BE AN INTIMATE, WALKABLE NEIGHBORHOOD CENTER FOR THE COMMUNITY.



**A VIEW LOOKING EAST; WEST ALAMEDA AVENUE CAN OFFER EXCELLENT OPPURTUNITIES FOR RECREATION.**

## ACTION STEPS

To ensure and enhance the walkability of West Alameda Avenue, the following Action Steps are proposed:

- 1- Ensure the provision of continuous sidewalks and walkways that are well-designed and clearly visible.
- 2- Recognize the different role of West Alameda Avenue with respect to walkability in that Downtown Lakewood; the neighborhood centers are to be social places where people move about freely and often, and the general parkway areas are to function as greenways for recreational use.
- 3- Ensure the provision of safe, well-marked, well-designed crosswalks at significant street crossings. Priority should be given to locations where pedestrian activity is observed or desired. Attributes could include pedestrian refuge areas in medians equipped with pedestrian signal activation, count-down walk signals, etc.
- 4- Continue implementing Lakewood Street Standards, which require separating sidewalks from the street with a landscaped area.
- 5- Continue the maintenance of sidewalks, through a combination of regulatory requirements to be fulfilled by land owners and City provided services.
- 6- Provide well-defined transit stops and functional street furniture.

## PRINCIPLE 4: THINK BIG AND SMALL

A key element of the Cornerstone Plan is the establishment of a hierarchy of centers along West Alameda Avenue. "Downtown" Lakewood would be located at South Wadsworth Boulevard and West Alameda Avenue. Smaller neighborhood serving centers that are currently in place at South Harlan Street, South Garrison Street, and South Oak Street would remain neighborhood serving in character. These neighborhood centers would include uses such as coffee shops, small retail shops, and small service shops. There is also the possibility for a new transit-oriented development to occur on the Federal Center site, pursuant to the Lakewood Urban Center Master Plan. This new development would include high-intensity office uses and high density housing clustered around an LRT station.

Along West Alameda Avenue, these Centers display a distinct physical character, varying in the types of buildings, intensity of development, scale, and appropriate land use. The following is a description of each of these areas. Action steps are provided after the descriptions.

*Create a distinct downtown and small neighborhood serving centers.*

79% of the survey respondents agreed with this statement.

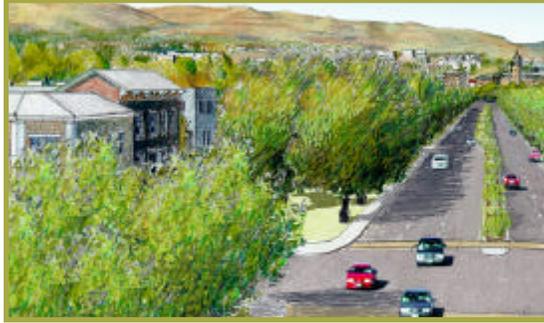
DATA FROM THE ALAMEDA CORNERSTONE PLAN SURVEY (2001-15% RESPONSE RATE)



1- DOWNTOWN LAKEWOOD



2- OAK STREET NEIGHBORHOOD CENTER



3- GARRISON STREET NEIGHBORHOOD CENTER



4- HARLAN STREET NEIGHBORHOOD CENTER



5- LAKEWOOD URBAN CENTER



6- GENERAL PARKWAY





HYPOTHETICAL FUTURE LAYOUT OF WEST ALAMEDA AVENUE AND THE SURROUNDING AREA AT THE ALAMEDA / WADSWORTH INTERSECTION



The intersection of South Wadsworth Boulevard and West Alameda Avenue defines the heart of Downtown Lakewood. It is the center of the City and expresses the vitality and activity of a downtown regional center. Residents of Lakewood and regional visitors perceive Downtown as a well respected destination for the area. The Cornerstone Plan addresses issues which further improve the Downtown district.

Downtown is composed of four quadrants: Lakewood Commons, Belmar, Riata apartments, and the Belmar Park. The key to strengthening Downtown is to physically and visually unite these four quadrants so that they are thought of as a unified district. The Cornerstone Plan builds upon the City's adopted plan for this area, the Lakewood City Center Plan. The Alameda Cornerstone Plan proposes additional tools and action steps to strengthen the identity and development of this area.

## DOWNTOWN LAKEWOOD



A VIEW LOOKING NORTH ON YARROW STREET. DOWNTOWN LIVING IS ATTRACTIVE WHEN THE STREETS ARE PEDESTRIAN FRIENDLY. A VARIETY OF HOUSING TYPES, SUCH AS APARTMENTS, TOWNHOUSES, AND LIVE/WORK UNITS, ADDRESS THE STREET.

A downtown scale exists when development is most intense and land uses are dense. Downtowns have a larger concentration of jobs, local and national retailers, and regional visitors. Uses are primarily destination retail, entertainment venues, offices, and residences. The mix of housing types typically includes apartments, lofts, condominiums, townhomes, and live-work units.

## NEIGHBORHOOD CENTERS

A Neighborhood Center is smaller in scale than the Downtown and has a casual, "village" atmosphere. In centers such as these, mixed-use buildings can provide daily services and needs within walking distance of the adjacent neighborhoods. Live-work units have been very successful in neighborhood centers, providing opportunities for residents to run their business from home. Along West Alameda Avenue, neighborhood centers are currently located on narrower, intimate streets, including South Oak Street, South Garrison Street, and South Harlan Street. As these centers change over time, it is important that development occurs at a scale that respects the existing character of the surrounding neighborhoods. It is not anticipated that the existing commercial areas would expand beyond their current boundaries.

## OAK STREET NEIGHBORHOOD CENTER



- A** A LINER BUILDING CREATES A BETTER FACADE ON THE POST OFFICE. THE POST OFFICE BECOMES ONE OF THE SIDES OF A CIVIC NEIGHBORHOOD GREEN
- B** ADDITIONAL BUILDINGS DEFINE THE NEW GREEN
- C** THE GREEN IS CREATED USING RIGHT-OF-WAY AND FEDERAL CENTER LANDS
- D** WHEN COMMERCIAL PROPERTIES ON THE SOUTH SIDE OF ALAMEDA AVENUE ARE REDEVELOPED, NEW BUILDINGS ARE CONSTRUCTED AT THE PROPERTY LINE, BETTER DEFINING THE STREET



HYPOTHETICAL FUTURE LAYOUT OF WEST ALAMEDA AVENUE AND THE SURROUNDING AREA AT THE OAK STREET NEIGHBORHOOD CENTER

The Oak Street Neighborhood Center focuses on the existing Post Office as a key component to the establishment of a neighborhood gathering place at the edge of the Denver Federal Center.

Anchoring the center, the newly built Post Office is a specific use that draws residents of Lakewood to South Oak Street. The key to continuing to establish a successful neighborhood center at South Oak Street is to create a pedestrian-friendly environment for neighboring residents, offering the ability to cross West Alameda Avenue comfortably to reach a collection of destinations.

On the south side of West Alameda Avenue, as the neighborhood center continues to evolve, neighborhood services and housing can be provided in mixed-use buildings. Concentrating these neighborhood services protects the character and quality of adjacent residential homes.

The vision for the Oak Street Neighborhood Center is one where the existing frontage roads would be flanked by a combination of mid-size residences, live-work units, small-scale retail shops with upstairs dwelling units, and condos or townhomes. This vision encourages a smaller-scale building style to respect the predominantly residential character of the surrounding neighborhood. The buildings would front the street and create a walkable environment that connects the uses north and south of West Alameda Avenue. Crosswalks at the signalized intersection of South Oak Street would encourage pedestrian connections. The crosswalks would link the residential community with the Oak Street Neighborhood Center.

## OAK STREET NEIGHBORHOOD CENTER

On the north side of the Oak Street Neighborhood Center the Post Office would continue to serve as the primary civic space. Around the post office would be a mix of retail, residential, and small-scale commercial services designed to create a destination point adjacent to the Post Office. At the Post Office there should be a park/green space. The intent of a park space would be to continue the green feel along the corridor, provide open space, and act

as the catalyst for future civic development. The plan depicts a hypothetical example of how new buildings can begin to define the green space and continue to encourage a pedestrian-scale environment.

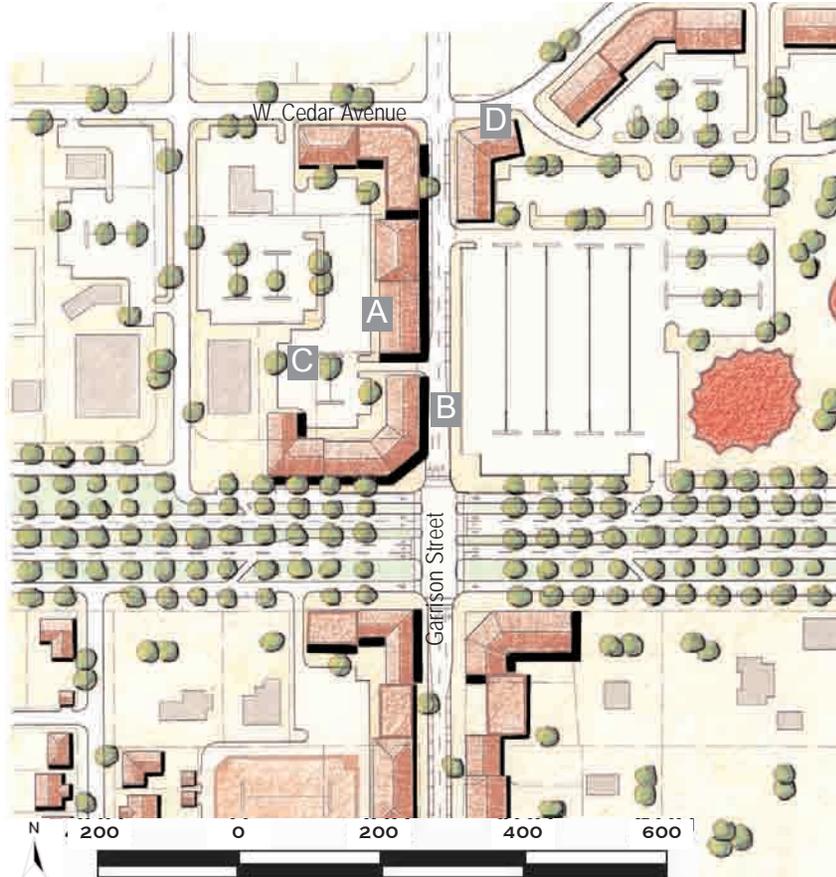


A VIEW LOOKING WEST FROM THE OAK NEIGHBORHOOD CENTER. THE TOWER AT UNION BOULEVARD IS SEEN IN THE DISTANCE.



THE INFORMAL CHARACTER OF A NEIGHBORHOOD CENTER.

## GARRISON STREET NEIGHBORHOOD CENTER



HYPOTHETICAL FUTURE LAYOUT OF WEST ALAMEDA AVENUE AND THE SURROUNDING AREA AT THE GARRISON STREET NEIGHBORHOOD CENTER

- A** WHEN REDEVELOPED, BUILDINGS ARE CONSTRUCTED AT THE PROPERTY LINE, BETTER DEFINING THE STREET
- B** THE GARRISON STREET RIGHT-OF-WAY IS REDESIGNED AS A PEDESTRIAN FRIENDLY STREET WITH ON STREET PARKING
- C** ADDITIONAL PARKING IS LOCATED BEHIND BUILDINGS
- D** WEST CEDAR AVENUE, EAST OF GARRISON STREET, IS DEFINED BY BUILDINGS



Garrison Street Neighborhood Center is already considered a neighborhood gathering place for the Lakewood community. A University, Addenbrooke Park, and an assortment of retail services have addresses along South Garrison Street. Building from this already established neighborhood center, the vision for this area modifies the street to create a more pleasing pedestrian environment. The addition of on-street parking, with streetscape and landscaping improvements along the roadway enhances the walking environment. As buildings redevelop, they will be located closer to the street to create an intimate neighborhood setting.

As this center changes over time, buildings are to be designed to "meet the street." The settings for the University and the Church are to be improved as part of this vibrant neighborhood center. Drive aisles are to be connected to create an improved street network. The front doors and entryway of the church are to be respected and a new street defines the entrance. The existing frontage road, "Alameda Service Drive," is to be incorporated to work with the new frontage roads that become part of the West Alameda Avenue Enhanced Parkway concept.

## GARRISON STREET NEIGHBORHOOD CENTER



EXISTING CONDITIONS, 2001 - A VIEW LOOKING SOUTH ON SOUTH GARRISON STREET, TOWARD WEST ALAMEDA AVENUE.



BEAUTIFICATION



BUILDINGS DEFINE THE STREET

RIGHT: NEW BUILDINGS ARE USED TO FILL IN STRATEGIC LOCATIONS. LOST SPACE IS CAPTURED BY BUILDING ON KEY LOTS AS THEY BECOME AVAILABLE. BUILDINGS BROUGHT UP TO THE PROPERTY LINE BETTER DEFINE THE STREET. IN NEIGHBORHOOD CENTERS, ADDING MORE PLACES TO LIVE AND WORK NEAR NEIGHBORHOOD SERVING BUSINESSES WILL HELP ENSURE THE VIABILITY OF THESE LOCAL BUSINESSES.



## HARLAN STREET NEIGHBORHOOD CENTER



HYPOTHETICAL FUTURE LAYOUT OF WEST ALAMEDA AVENUE AND THE SURROUNDING AREA AT THE HARLAN STREET NEIGHBORHOOD CENTER



- A** THE EXISTING BASEBALL FIELD WITH ADDITIONAL RECREATION FACILITIES
- B** SHOPS AND RESTAURANTS IN A MIXED-USE ENVIRONMENT CATER TO NEIGHBORHOOD SERVICES AND NEEDS
- C** BUILDINGS ALONG HARLAN STREET ARE RETHOUGHT AND DESIGNED TO MEET THE STREET

In the Harlan Street Neighborhood Center, the All-Star Park anchors the center as a prime gathering place for recreational activity. Additional shops and restaurants would complement the recreational activities that are present and satisfy resident needs for neighborhood services.

## HARLAN STREET NEIGHBORHOOD CENTER



EXISTING CONDITIONS, 2001 - A VIEW LOOKING EAST ON WEST ALAMEDA AVENUE, TOWARD SOUTH HARLAN STREET.

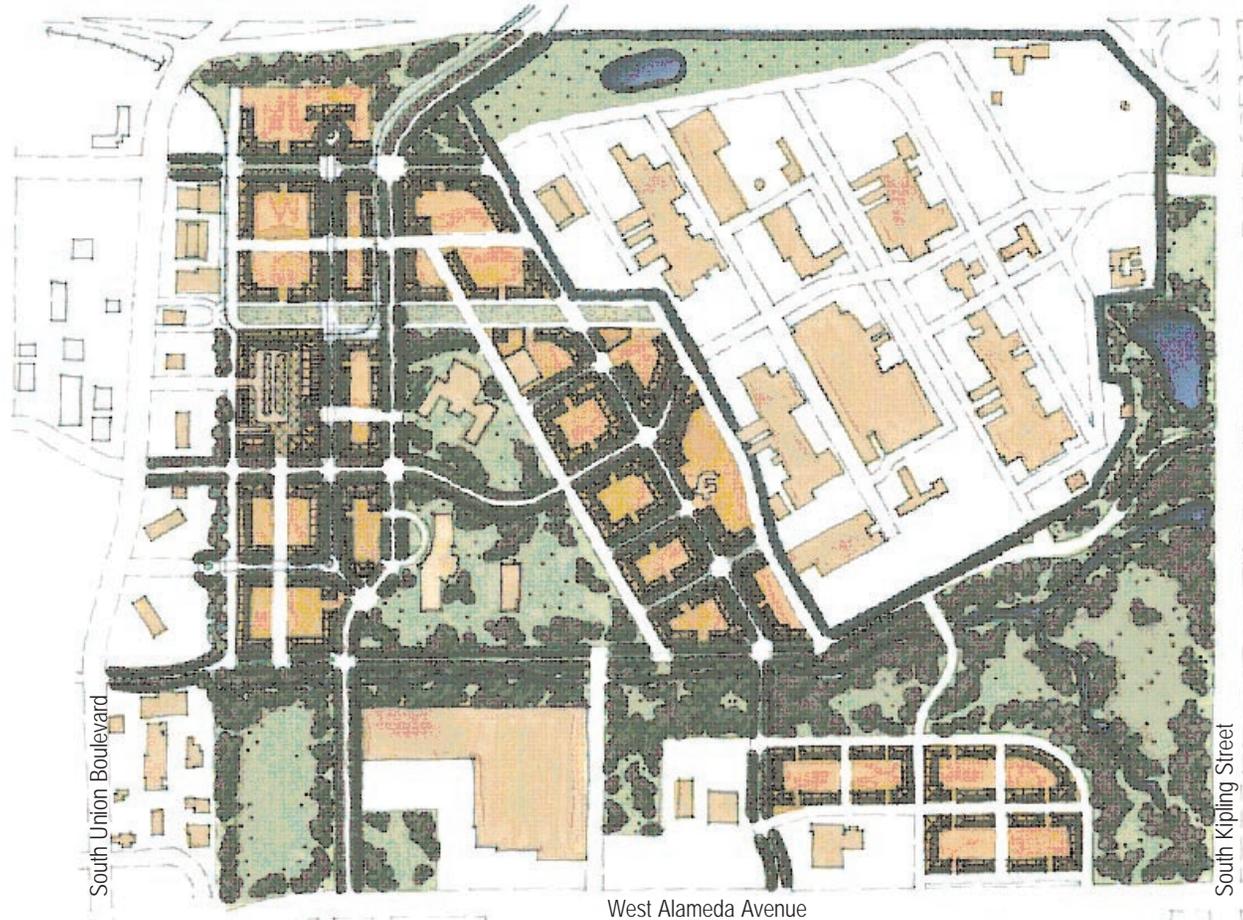


THE ADDITION OF THE SIDE MEDIAN HELPS TO CREATE A MORE COMFORTABLE ENVIRONMENT FOR PEDESTRIANS.



LEFT: THIS IS AN EXAMPLE OF HOW THE STREET CAN BE MORE COMPLETE, WITH NEW BUILDINGS CONSTRUCTED UP TO THE SIDEWALK. THERE IS A FRONTAGE ROAD IN PLACE FOR LOCAL TRAFFIC, WITH ON-STREET PARKING. FASTER THROUGH TRAFFIC IS IN THE CENTER LANES OF WEST ALAMEDA, BEYOND.

## LAKWOOD URBAN CENTER



ILLUSTRATIVE LAKWOOD URBAN CENTER MASTER PLAN, OBTAINED FROM "THE LAKWOOD URBAN CENTER MASTER PLAN - SEPTEMBER 2002", BY PARSONS BRINCKERHOFF.

The future Lakewood Urban Center will be located along West Alameda Avenue, between South Union Boulevard and the Denver Federal Center campus. The site will be developed as a walkable, high density mixed-use office and residential center with neighborhood-oriented retail uses, and convenient transit connections to locations throughout Lakewood, including the newly developing

downtown at the intersection of West Alameda Avenue and South Wadsworth Boulevard. The site will accommodate an intermodal transit center, which will greatly serve the citizens of Lakewood by providing enhanced transit services. The following page is a description of the project, as stated in The Lakewood Urban Center Master Plan, completed by Parsons Brinckerhoff in September 2002.

## LAKWOOD URBAN CENTER

The Regional Transportation District (RTD), the City of Lakewood, and the General Services Administration (GSA) selected the Parsons Brinckerhoff Team (Parsons Brinckerhoff, OZ Architecture and Leland Consulting Group) to develop a design for the Westside Intermodal Facility and a master plan for a transit-oriented urban center at the Denver Federal Center.

The PB Team was asked to provide a long-term framework for the Denver Federal Center to guide the phased development of the site as an exemplary mixed-use Transit-Oriented Development (TOD), an efficient Intermodal Facility, and a complementary use that adds value to the Denver Federal Center Campus and the uses along Union Boulevard.

With the objective of creating a place of true character the parties have agreed to an Urban Center Master Plan and a development program. The master plan was built around nine essential building blocks:

**1- Development Oriented Transit** - Transit investments on the site (Westside Intermodal Facility and West Corridor Light Rail) will meet all the transit requirements in a compact footprint and be designed with TOD in mind.

**2- Complement Adjacent Uses** - The Urban Center will be designed to complement and reinforce existing uses; the Denver Federal Center and Union Boulevard.

**3- Urban Street Grid** - A hierarchy of pedestrian-friendly urban streets will be developed to serve the Urban Center. The urban street grid and block pattern provides a hierarchy of streets (through streets and internal circulation streets) and creates a

strong structural framework to establish a compact walkable transit-friendly urban center.

**4- Grand Arterial** - Quail will be phased in as a new north/south grand arterial featuring designs for low traffic speeds and light rail at grade in the street. The master plan will allow for a future connection to Sixth Avenue. The initial segment of Quail will be provided by RTD (from Alameda Avenue to the Intermodal Facility).

**5- Green Network** - The master plan calls for a Green Network of parks, natural and wildlife areas. Approximately half of the site will be preserved in open space or developed as neighborhood parks.

**6- Park Blocks** - Third Avenue becomes the preferred east west pedestrian route; a green ribbon connecting the Federal Center, Union Boulevard and the Westside Intermodal Facility with a single lane of traffic in each direction.

**7- Main Street** - The major development street, home to the highest intensity uses in the Urban Center; a new north south street west of Quail.

**8- Transit Station at Third** - More than a transit station, the Westside Intermodal Facility is an important urban place. The location migrated a block north reflecting design changes as part of the West Corridor Light rail project.

**9- Federal Security Perimeter** - The "fenced area" of the Federal Center will be pulled back over time in a multi-step process. The security perimeter would be relocated eastward in two phases back to the historic core of the Federal Center.

## GENERAL PARKWAY



EXISTING CONDITIONS, 2001 - A VIEW LOOKING EAST DOWN WEST ALAMEDA AVENUE, BETWEEN SOUTH UNION STREET AND SOUTH OAK STREET.



THE STREET IMPROVED



LEFT: THE CENTER MEDIAN IS ADDED AND THE AESTHETIC OF THE ROADWAY IS IMPROVED

The General Parkway segments along West Alameda Avenue includes all properties along the corridor that are not located within an identified Center. Envisioned activities could include a flexible and dynamic range of uses, from preserved green spaces to less intense residential and office development.

## ACTION STEPS

To achieve the community's vision of a hierarchy of centers along West Alameda Avenue, the following Action Steps are proposed:

1. Use the Alameda Cornerstone Plan to guide future development to ensure that retail, office and residential uses are consistent with the concepts for the Centers and the identity of the Avenue.
2. Within the identified Centers, encourage mixed-use developments that are compact, pedestrian friendly, and help create livable communities along West Alameda Avenue. Fostering mixed-use development protects existing residential areas and helps manage growth and development in Lakewood by making the appropriate connection between land use and transportation.
3. Analyze existing zoning classifications and amend as necessary to allow for mixed-use development to occur within the designated Centers.
4. Extend the Alameda Overlay Zone to include commercially zoned properties along West Alameda Avenue between South Carr Street and South Union Boulevard.
5. Work with the Federal Center to Develop Urban Design Guidelines for the Oak Center and the Federal Center frontage along West Alameda Avenue. The Guidelines should include recommendations for perimeter fencing, landscaping, sidewalks, lighting, architectural scale and detail.

## PRINCIPLE 5: CREATE CHARACTER

Major intersections represent key access points into the heart of Lakewood. Along West Alameda Avenue the major intersections include South Sheridan Boulevard, South Wadsworth Boulevard, South Kipling Street, and South Union Boulevard. Each of these intersections is responsible for moving traffic as well as providing residents and visitors with a view of Lakewood's identity and high aspirations. By ensuring good and creative design, these intersections can function from a transportation standpoint as well as an urban design standpoint.

## ACTION STEPS

To create character at major intersections, the following is recommended:

- 1- Coordinate with City departments and CDOT to ensure functional and creative design of intersections, including appropriate landscaping and pedestrian amenities.
- 2- Create distinctive pedestrian crossings at major intersections.
- 3- Encourage distinctive architecture at key intersections.
- 4- Use the intersections as an opportunity to showcase regional artists and public art.

*Transform the major intersections with smart design and civic art.*

**71%** of the survey respondents agreed with this statement.

DATA FROM THE ALAMEDA CORNERSTONE PLAN SURVEY (2001-15% RESPONSE RATE)



**HYPOTHETICAL PERSPECTIVE LOOKING WEST DOWN ALAMEDA AVENUE, AT ITS INTERSECTION WITH SOUTH SHERIDAN STREET. A TRUE GATEWAY TO LAKEWOOD IS CREATED WITH CIVIC ART AND NEW BUILDINGS.**

## PRINCIPLE 6: FACE FRONT

The Alameda Cornerstone Plan calls for the creation of an identifiable image for the City of Lakewood along West Alameda Avenue. Through the public process, the community identified the desire to create a true downtown and small neighborhood centers. The creation and enhancement of the identified centers and the character of West Alameda Avenue is greatly influenced by the physical relationship between the buildings and the streets. There are many tools available to assist in implementing this vision, ranging from capital improvements, zoning amendments, and urban design standards. The following action steps outline these tools.

## ACTION STEPS

To ensure that buildings "face front" and relate to the streets, the following Action Steps propose that the City representatives:

- 1- Analyze existing zoning classifications and amend if necessary to ensure they allow mixed-use developments and require building doors and windows to face front, to the street.
- 2- Amend the Alameda Avenue Overlay Zone to include commercially zoned properties along West Alameda Avenue between South Carr Street and South Union Boulevard.

*Develop buildings that relate to streets, with doors and windows facing the street.*

**80%** of the survey respondents agreed with this statement.

DATA FROM THE ALAMEDA CORNERSTONE PLAN SURVEY (2001-15% RESPONSE RATE)



NEW BUILDINGS FACE FRONT AND HELP FORM AN INTERESTING STREET. THIS RENDERING DEPICTS A VIEW LOOKING NORTH ON YARROW STREET, IN DOWNTOWN LAKEWOOD.

## PRINCIPLE 7: CATALYZE

Creatively working with developers has resulted in the development of several key projects including Lakewood City Commons, Home Depot, All Star Park, and the Belmar project which is currently in the development process. As properties along Alameda Avenue develop and redevelop, it will be important for the City to remain creative and innovative throughout the development/ redevelopment process.



THE COMMUNITY INVOLVED IN THE REDEVELOPMENT PROCESS DURING THE CHARRETTE.

*Keep working with investors. Actively encourage and participate in the development and redevelopment process.*

**86%** of the survey respondents agreed with this statement.

DATA FROM THE ALAMEDA CORNERSTONE PLAN SURVEY (2001-15% RESPONSE)

## ACTION STEPS

The following Action Steps identify a number of ways to creatively work with property owners and other entities to achieve the vision for West Alameda Avenue:

- 1- Work with private developers to facilitate creative and innovative development projects.
- 2- Work with residents and businesses to ensure that new development and redevelopment projects effectively blend with the adjacent neighborhoods.
- 3- Work with the City's Economic Development Division to ensure that properties are included in regional real estate databases.
- 4- Work with Alameda Gateway Community Association to establish a Business Improvement District.

A Business Improvement District (BID) will improve prospects for the entire business community by raising revenue to produce noticeable physical improvements and streetscape design, as well as marketing the area. A BID can generate strong leadership among the business owners by charging them with the responsibility of promoting development and redevelopment along the corridor while stimulating economic growth and prosperity. The distinguished district would generate its own, highly-focused financial backing from property taxes to be used for directly beneficial improvements (maintenance, security, marketing, business recruitment, urban design, etc.). The BID can create a culture of overall management for the area, coordinating the efforts of the many involved property owners in marketing, promoting, and enhancing the District.

## 5- Create Incentives for Developers, Businesses, and Property Owners

Encourage private investment with public incentives. Some examples could include:

- a) Create a developer forum to identify techniques and strategies tailored to the needs of developers who share the community's vision for walkability and urban vitality.
- b) Research and investigate grant and loan opportunities for exploration of project feasibility and development. Loan opportunities could include seed money in the form of revolving funds, loan guarantees, or letters of credit.
- c) Continue to offer density bonuses and explore ways to increase use of the program.

## 6- Market the Plan

The Alameda Cornerstone Plan serves as a clearly articulated vision for Alameda. As such, it can be a powerful tool in marketing the area to the development community. A well-crafted marketing booklet should be created specifically as a fund raising tool. The content and format should be concise.

## 7- Set Fundraising Goals

Define a menu of ways to raise monies. Set short-term, annual goals plus long-term goals for larger capital improvements. Re-evaluate the fundraising strategy annually and retool accordingly.

### a) Establish a Fund Raising Team

Fund raising and creative finance is the primary way that the vision for the Alameda Cornerstone Plan will be realized. There should be a defined relationship, line of communication and coordinated effort between City staff and the Alameda Gateway Community Association, and a potential BID.

### b) Fundraising Initiatives

There is a range of fundraising resources and techniques to utilize, both traditional and non-traditional. Some examples could include:

- i. Pro bono assistance from law firms. Law firms will assist communities in applying for grants and lobbying at the state and federal level.
- ii. Annual Fundraisers. Fundraising galas, balls and dinners can be produced with the resources of the community and businesses to cater, entertain and host. It is important to identify the fund raising goal and publicize it accordingly. Think big. Host the event in prestigious locations, and places that would not typically be open to the public.
- iii. Community and corporate donations. Contributions can be used for streetscape elements such as walkways, trees and benches. For example, bricks in walkways can include donors names or text.
- iv. Research Federal and State Transportation Programs for creative funding opportunities.

# NEXT STEPS

## 5

### IMPLEMENTING THE VISION

**T**he vision for West Alameda Avenue was illustrated through three-dimensional renderings and computer visualizations. These images are intended to capture the viewer's imagination and convey that the vision for the Alameda corridor can be made real. But these images also reflect many small details that will make all the difference in transforming West Alameda Avenue into a great, livable street. This chapter identifies the necessary components and steps for realizing the community vision in built form.

■ INITIAL STEPS P 5.2

■ THE OPTIONS TOOLKIT P 5.5

Implementation of the various projects and improvements described in the Cornerstone Plan can be accomplished with the support of the City government and with the hard work of many different individuals. Unfortunately there is no easy path down the road to success. Implementing the vision and obtaining funding will require long-term discipline and dedication. The many tasks at hand will require participation from the City staff, Alameda Gateway Community Association, Regional Transit District, and the Denver Federal Center/General Services Administration. This work will have to be well coordinated to be efficient and cost effective. The implementation of the community's vision will require a combination of efforts and projects from all of the above groups.

## Sampling of Projects and Initiatives already in progress:

- The Alameda Cornerstone Plan
- Lakewood Urban Center Master Plan
- Belmar (Phase I and II)
- Dinosaurs on Display (Public Art Project)
- Analysis of BID Potential

## INITIAL STEPS

The Alameda Cornerstone Plan represents a short-term effort to achieve long-term goals. The plan is a vision for the future of the corridor. In order for the plan to take effect, many strategies for implementation must be realized.

### **Promote the Cornerstone Plan**

Continuing to spread the word about this plan and successful initial projects is vital for implementation. A variety of media should be used: brochures, Internet, TV, and touring exhibitions at clubs or service organizations are examples. Promote the plan so it will start to take on a life of its own and continue to work for West Alameda Avenue and the adjacent properties over the long haul.

### **Create a Business Improvement District**

The Alameda Cornerstone Plan advocates creating a BID to promote development and redevelopment along the corridor while stimulating economic growth and prosperity. The distinguished district would receive financial backing from property taxes to be used for various improvements (maintenance, security, marketing, business recruitment, urban design, etc.). The BID can create master management for the area, coordinating the efforts of the involved property owners in marketing, promoting, and enhancing the District, and creating a unified and active voice for property owners and businesses. The Alameda Avenue BID would facilitate business improvement with overall physical improvements, therefore benefiting the entire aesthetic of Lakewood.

### **Amend the Alameda Avenue Overlay District to Include Building and Architectural Standards**

Land use, building heights, building form, landscaping, and open space requirements should be further defined in the Overlay District Zone or elsewhere in the zoning ordinance as needed. In order to preserve and maintain the character of West Alameda Avenue, it is important to establish a set of building and architectural standards to assure quality development along the corridor. Varying building standards should be defined based on the complimenting character of each of the identified segments of the corridor. The Overlay Zone should address typological zone segments such as Regional and Neighborhood centers. In particular, amend the code to provide "build-to" lines rather than mandatory front setbacks for commercial buildings. Over time the location of the curb may change; therefore it important to address new development and redevelopment with required build-to lines.

### **Expand the Alameda Avenue Overlay District**

It is necessary to expand the designated Alameda Avenue Overlay District. The expansion should encompass the entire corridor, creating a unifying tool to assist in the implementation of the Alameda Cornerstone Plan.

### **Ensure a High Quality Demonstration Project**

The demonstration project should ideally make evident all of the desired elements of urban design, such as mixed uses, on street parking, and the street as a public space. The demonstration project should front on a segment of the Avenue designed with a side frontage street. It is imperative these initial projects are of the highest quality. The first parcels developed and redeveloped under the plan will set the standard for the development community and subsequent projects.

### **Create Incentives for Developers, Businesses, and Property Owners**

As discussed briefly in Chapter 4 (Principle 7: Catalyze), it is advantageous to encourage private investment with public incentives. There are a variety of incentives that have been successful in other cities. Incentives must be used only for projects that convincingly reflect the design vision in the plan. To begin the program, hold a focus group meeting with local Denver Metro area developers and tap their expertise and experience in order to come up with constructive ideas. This list is a start:

- i. Speed plan-compliant applications through the approvals process
- ii. Work with property owners to consolidate lots or facilitate access
- iii. Create an open forum to assist property owners with legal fees, mitigation, or title clearance
- iv. Research predevelopment grants and loans to explore project feasibility on tough sites
- v. Offer density bonuses

## Getting the Details Right

- Build for the long term.
- Build multi-story mixed-use buildings within the identified neighborhood centers.
- Add a frontage road that parallels West Alameda Avenue within the identified neighborhood centers where missing.
- Create a variety of building types and sizes.
- Keep West Alameda Avenue an authentic, safe street.
- Balance vehicular and pedestrian traffic.

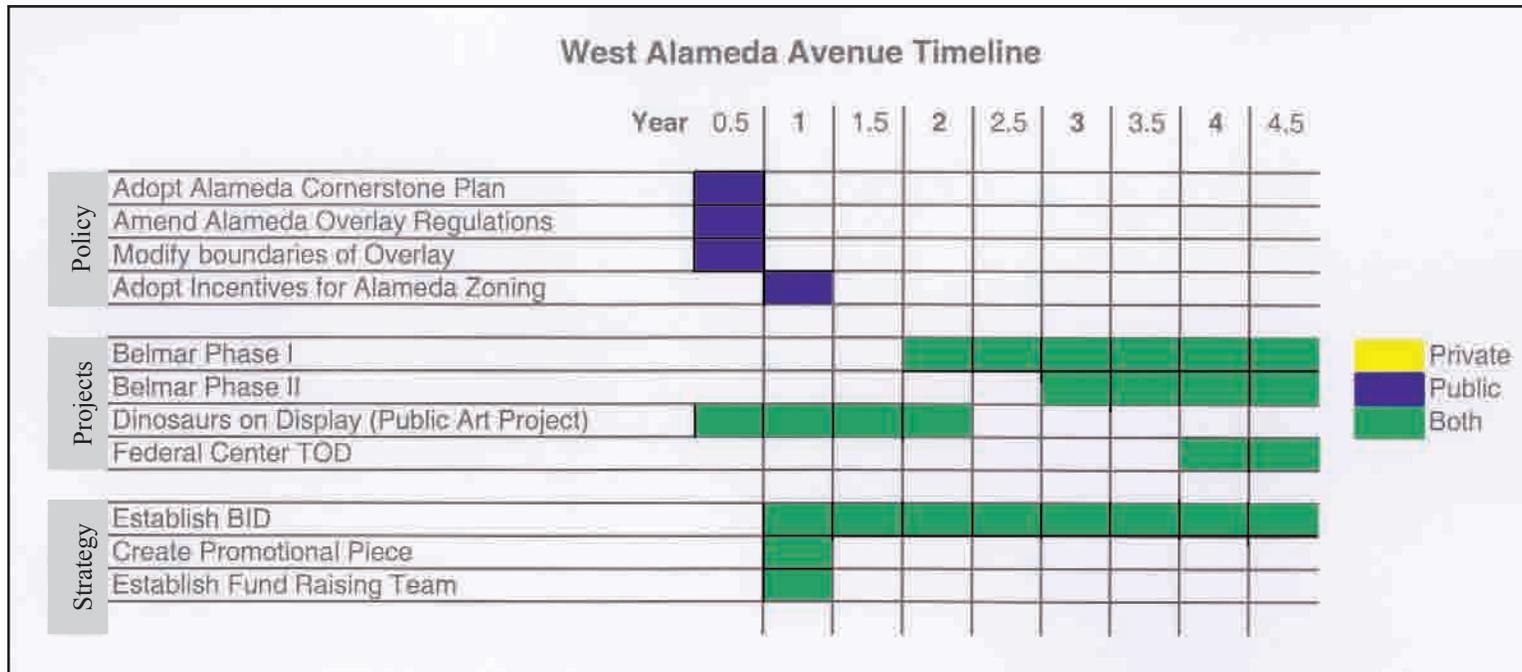
## LONG-TERM TASKS

### Fund Raising

Establishing an effective fund raising team and setting fund raising goals, will be crucial to the future development and redevelopment of West Alameda Avenue. As outlined previously in chapter 4 (Principle 7: Catalyze), there is an array of options for raising money that can be utilized to implement the community's vision.

The task list below depicts in timeline form policies, projects, and strategies. The timeline emphasizes several points:

- Regulations and policies that support the plan should be revised within the year.
- Ensure that the City is continually involved. Beyond the necessary regulation and policy revisions, results are best achieved by continuing as a public/private endeavor.



## THE TOOLKIT SUMMARY

The Toolkit Summary was created to provide direction in implementation. It is designed to organize the location and intensity of development. The Toolkit Summary will help future decision-makers identify design options based on the community's goals.

Proposed Roadway Development	Recommended Implementation Step	Notes
<b>Major Intersection Improvements:</b> Wadsworth Boulevard, Kipling Street, Sheridan Street	Encourage continued traffic flow while providing more pedestrian friendly intersection crossings. Merge frontage streets into the center through lanes prior to the intersection. Provide turn lanes, noting that most intersections in the corridor carry high volumes of turning movements. Provide special accommodation for pedestrian crossings.	Hypothetical Build-out Plan suggests design for Wadsworth, Kipling, and Sheridan intersections, and how to accommodate side frontage lanes.
<b>Limited Right of Way (ROW):</b> Pertains to sections of the corridor that are typically less than 150' wide	Merge frontage streets into the center through lanes prior to the 'pinch point' of narrow ROW, or ask adjacent land owners to provide frontage connections as part of their site layout.	Block Diagrams in Tech Memo #1 contain street sections for 150' ROW with side frontage lanes
<b>Box Development:</b> Single-use, typically retail, structures of 45,000 sf or more	Define street edge with onstreet parking, provide operable doors every 50'. Bring buildings to the street by requiring liner buildings so as not to have blank walls facing Alameda Avenue. Also avoid any barrier to lateral pedestrian circulation of more than 300 feet.	When the City is approached by box retailers, present the adopted Cornerstone Plan as a mechanism for design requirements and building placement.
<b>Vehicular Access:</b> Limit access as much as possible between the centers	Aggressively seek opportunities as development and redevelopment occur to consolidate access and reduce the number of driveways and median breaks. Basic Parkway design can be used to limit access & curb cuts. Aggressively seek opportunities as development and redevelopment occur to consolidate access and reduce the number of driveways and median breaks.	Limited curb cuts would better serve traffic flow along the through center lanes and relieve some traffic concerns to side frontage lanes.
<b>Residential Development:</b> Preserve residential character and existing neighborhood fabric	Use frontage streets in the identified neighborhood centers to limit direct access from Alameda Avenue, creating a more unified network of neighborhood streets.	Allows mobility for residents without requiring use of through lanes. Protects neighborhoods from cut through non-local traffic.
<b>Business Development:</b> Encourage health of local businesses through business improvement, expansion, and retention	Make parking and pedestrian circulation more rational and usable. Use frontage streets within ROW in the identified neighborhood centers to allow adequate access to businesses and to help ensure viability and visibility of smaller and shallow properties.	Relieves businesses of parking demands; helps maximize use of street frontage by consolidating curb cuts.
<b>Transit Operations:</b> Accomodate transit needs through expanding local and regional systems	Make Alameda Avenue an efficient element of the regional transit system. Ensure the continued provision of a pedestrian and bicycle friendly environment along the corridor through designated pathways.	Coordinate expanding transportation efforts with the Regional Transportation District (RTD). Ensure designated pathways along the corridor for bicycle and pedestrian travel.

**For More Information Contact:**

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