

SUSTAINABLE ECONOMY

THE CITY OF LAKEWOOD and its residents recognize the importance of a thriving local economy in fostering a vibrant and sustainable community. Lakewood's residents envision a collective future where local businesses are resource efficient, provide high quality jobs, and provide locally sourced goods and services; where community organizations, government, businesses, and residents build cooperative relationships; and where educational opportunities, job training, and the cost of living contribute to secure household economies and upward mobility.

GOALS

- Cultivate a sustainable, prosperous, and self-reliant local economy.
- Foster self-sufficiency and upward mobility of Lakewood households.

TARGETS

- Increase local food assets annually through 2025 (baseline to be established after the completion of Implementation Strategy SE1-A).
- Achieve participation from 20 local businesses in the first three years of implementing a green business certification program.
- Increase the percentage of households in CDBG qualified neighborhoods spending less than 45 percent of income on housing and transportation costs to 60 percent by 2025.
- Increase number of households above Living Wage Standard by 15 percent by 2025.*
- Increase number of housing units within a designated Complete Neighborhood by 25 percent by 2025.

* Baseline: 2010

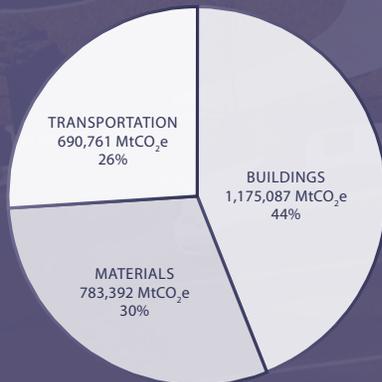
SUSTAINABLE ECONOMY: GREENHOUSE GAS EMISSIONS REDUCTION POTENTIAL

BASELINE		
EMISSIONS BY SECTOR – MT CO ₂ E		
BUILDINGS	1,175,087	44%
MATERIALS	783,392	30%
TRANSPORTATION	690,761	26%
TOTAL GHG	2,649,240	100%

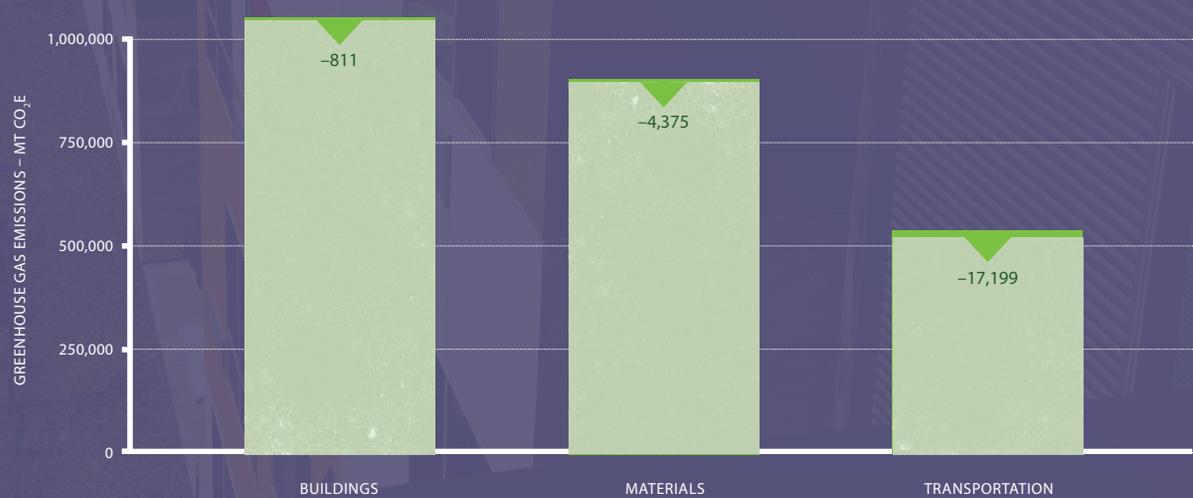
2025 BUSINESS AS USUAL (BAU)			
EMISSIONS BY SECTOR – MT CO ₂ E			CHANGE
BUILDINGS	1,053,368	42%	- 121,719
MATERIALS	903,600	36%	+ 120,209
TRANSPORTATION	539,165	22%	- 151,596
TOTAL GHG	2,496,133	100%	-153,107

2025 AFTER SUSTAINABLE ECONOMY STRATEGIES ARE IMPLEMENTED			
EMISSIONS BY SECTOR – MT CO ₂ E			CHANGE
BUILDINGS	1,052,557	43%	- 811
MATERIALS	899,225	26%	- 4,375
TRANSPORTATION	521,966	31%	- 17,199
TOTAL GHG	2,473,748	100%	-22,385

2007 BASELINE EMISSION BREAKDOWN



IMPACT OF SUSTAINABLE ECONOMY STRATEGIES ON 2025 BUSINESS AS USUAL (BAU)



A SUSTAINABLE ECONOMY CONSIDERS ALL ASPECTS OF A VIBRANT COMMUNITY, INCLUDING FINANCIAL STABILITY, SOCIAL WELL-BEING, AND ENVIRONMENTAL HEALTH.

SUSTAINABLE ECONOMIES consist of a strong, connected local business community, employment and professional development opportunities, and a sufficient tax base and revenue to support public infrastructure and services. A thriving local economy can propel a society toward resiliency, growth, health, and equity. It has the power to create and attract businesses that are able to meet the community's needs for quality jobs, goods, and services.

Projected increases in Lakewood's population and employment present an opportunity to shape our economy into one that supports a self-reliant, prosperous local economy. According to the Denver Regional Council of Governments (DRCOG), Lakewood's population is expected to increase by almost 25 percent and employment by over 30 percent.

Connecting existing and new businesses to each other and additional resources can help direct this growth toward an expanded local economy to meet the demand for sustainable business practices. Partnership between the business community and community leaders can also provide opportunities to improve individual household well-being through quality jobs and career development.

The business community itself is uniquely poised to provide leadership in sustainability. Changes in business policies and practices

can have a ripple effect on the entire community, reducing the consumption of natural resources and enabling residents to make smart household economic choices. These changes often require a shift in

“According to the DRCOG, Lakewood’s population is expected to increase by almost 25 percent and employment by over 30 percent.”

the traditional view of business toward a triple-bottom-line business model that measures how well an organization affects profit, people, and the planet. Businesses have a large footprint on the city's overall resource usage. Commercial energy use alone was responsible for 22 percent of Lakewood's greenhouse gas emissions in 2007, representing enormous opportunities for energy cost savings for Lakewood businesses. The triple-bottom-line approach can also provide other

economic benefits for the business itself, such as reduced waste disposal costs, increased employee satisfaction, and new marketing opportunities. In 2011, 94 percent of Gallup poll respondents agreed

that is important for companies to be environmentally responsible,¹ and in 2013 over half of respondents prioritized the protection of the environment over economic growth.²

¹ Bryant Ott. "Time to Green Your Business." Gallup Business Journal. April 22, 2011. <http://www.gallup.com/businessjournal/147221/time-green-business.aspx>.

² "Environment." Gallup.com. <http://www.gallup.com/poll/1615/environment.aspx>.



HOW DOES THE TYPICAL HOUSEHOLD SPEND ITS MONEY?

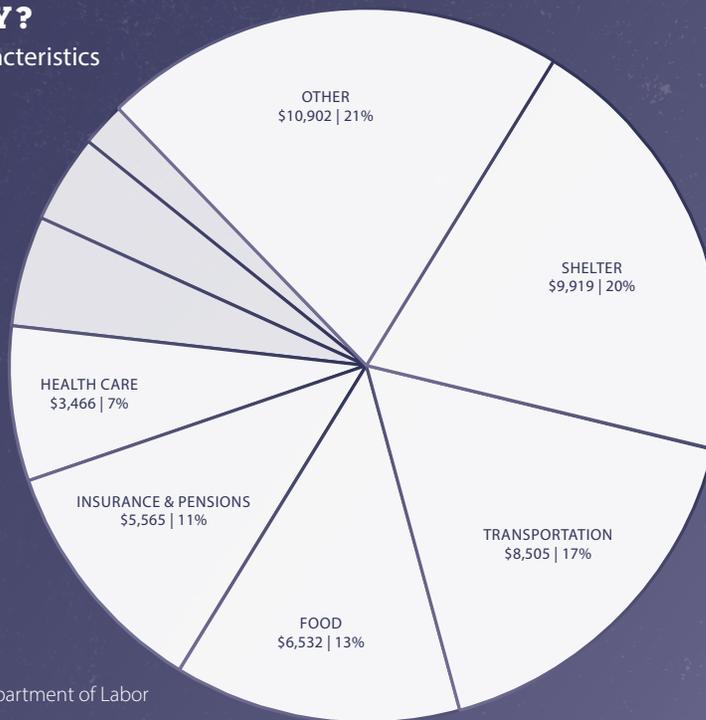
Average annual expenditures and characteristics of all consumer units, 2012.

ENTERTAINMENT	\$2,573 5%
HOUSEHOLD ENERGY FUELS	\$1,923 4%
READING & EDUCATION	\$1,243 2%

Average number of people in consumer unit (household):

Persons:	2.5
Earners:	1.3
Vehicles:	1.9
Percent homeowner:	64%
Income before taxes	\$65,596

Source: Bureau of Labor Statistics, United States Department of Labor average annual expenditures and characteristics of all consumer units, 2012.



INDIVIDUAL & COMMUNITY VALUES

Those who shop local are casting a vote...

The City of Lakewood maintains a strong commitment to its local business community and seeks to create an environment that fuels innovation. The City's Comprehensive Plan sets goals for entrepreneurship, economic diversification, and business attraction and retention. These goals encourage new development and redevelopment in a manner that capitalizes on the community's strengths and supports the community's sustainability goals.

TRENDS AND OPPORTUNITIES

LIVING LOCAL

The past century was witness to an economic boom fueled by efficient transportation of goods and continuous innovations for mass production. This shift had unforeseen impacts on our local communities and natural ecosystems. The competitive efficiency of global markets influences the viability of many small, local businesses, making self-sufficiency in cities and regions increasingly difficult to attain. Impacts to the natural environment include unchecked resource extraction and greenhouse gas emissions from the transportation of goods. Many communities have recognized these impacts and are pursuing alternative investments for their future.

Living locally has become a value for many cities that are working toward a vibrant and resilient future. Living local involves everyone, including those who supply and process local resources, local businesses that distribute goods and services, and residents who purchase and share with their families and neighbors. Those who shop local are casting a vote with their dollars that represents their values as an individual and as a community. As local involvement increases, so does awareness and accountability. Residents begin to feel the impact of their business decisions on their natural environment and relationships with other community members.

Living locally not only respects the limits of our natural resources and promotes community cohesion, but it also stimulates local markets

LOCAL FOOD

One of the most popular ways to begin living locally.

and builds a resilient economy. This phenomenon is known as the local multiplier effect and describes the percentage of spending recirculated into the local economy through payroll, purchase of goods and services, business profits, and donations to local charities. On average, local spending returns almost three times as much money to the local economy compared to spending at chain businesses.³ Living locally supports existing businesses and highlights opportunities for new business development. Living locally can only be fully accomplished if existing businesses can meet the needs of the community. When a gap is identified, local entrepreneurs have the opportunity to step in and create a new business.

With a direct connection to health, nature, and culture, local food has become one of the most popular ways to begin living locally. Food systems comprise all aspects of food production and distribution—harvest, processing, packing, transportation, and sales. When individuals make the decision to eat locally, it often leads to the consideration of other food qualities, including freshness, nutrition value, or production practices. Many choose to participate in community gardens or

community-supported agriculture programs in order to ensure local and accountable food sources. All of these considerations work together to increase access to healthy food and to foster a vibrant and sustainable economy.

support sustainable business efforts, many cities have created sustainable business certification programs that provide resources, supportive networks, incentives, and recognition to participating businesses. The results benefit businesses, educate customers, and move communities closer to their sustainability goals.

“According to a 2011 study by MIT, 65 percent of businesses have permanently integrated sustainability into management priorities.”

SUSTAINABLE BUSINESS PRACTICES

Sustainability is rapidly becoming a common business strategy consideration. According to a 2011 study by MIT, 65 percent of businesses have permanently integrated sustainability into management priorities.⁴ Businesses are recognizing that the economic landscape is increasingly being shaped by climate change, resource scarcity, and economic fluctuations. In order to remain competitive and maintain the support of the surrounding community, businesses are looking beyond immediate profits and taking a forward-thinking approach.

Businesses can achieve sustainable results in a number of ways, including efficiency upgrades, sustainable procurement, and creating a culture of sustainability for its employees and customers. In order to

SELF-SUFFICIENT HOUSEHOLDS AND COMPLETE NEIGHBORHOODS

A skilled labor force and a reliable customer base fuel a vibrant local economy. Strong households require stable incomes that allow them to meet their needs, opportunities for education and professional development, and financial management skills. With the proper economic support, individuals can contribute more to the labor force and the consumer base.

Self-sufficient households are supported by community cohesion, easy access to goods and services, and affordable housing and transportation options. After World War II, the nation experienced a severe housing shortage for returning veterans and their families. The solution

³ American Independent Business Alliance. “The Multiplier Effect of Local Independent Businesses. 2014. <http://www.amiba.net/resources/multiplier-effect>.
⁴ Knut Haanaes, et al. “Sustainability Nears a Tipping Point.” MIT Sloan Management Review. 2012. <http://sloanreview.mit.edu/reports/sustainability-innovation>.

was a series of long-term mortgage loans that fueled a housing boom formed by single-use zoning laws. While providing affordable housing options, one of the unintended outcomes of the housing boom and zoning laws was a pattern of isolated, auto-dependent communities. Over the past two decades, the demand for walkable neighborhoods has resurfaced. A 2013 survey by the National Association of Realtors demonstrated the growing preference for walkable neighborhoods: 60 percent of respondents chose a walkable neighborhood compared with 35 percent who chose a neighborhood that requires driving to stores and other businesses.⁵ Aging populations and the millennial generation have both vocalized their desires for walkable, transit-oriented, and economically dynamic neighborhoods that meet their needs and preferences. Transportation costs plummet when shops, services, and transit are accessible by foot or bicycle. Neighborhood cafes and other local businesses reduce anonymity and build social resilience. Ownership of the natural environment increases when people walk their streets daily and send their children to play at the local park. Community leaders around the world are responding to this trend through development policies and neighborhood programs. In 2013, the City of Lakewood revised its Zoning Ordinance to reflect these trends and support mixed-use development that fosters social and economic resilience. ■

⁵ National Association of Realtors. "2013 Community Preference Survey," <http://www.realtor.org/reports/nar-2013-community-preference-survey>.



CULTIVATE A SUSTAINABLE, PROSPEROUS, AND SELF-RELIANT LOCAL ECONOMY.

TARGETS

- Increase local food assets annually through 2025 (baseline to be established after the completion of Implementation Strategy SE1-A).
- Achieve participation from 20 local businesses in the first three years of implementing a green business certification program.

OBJECTIVES & INDICATORS

- **OBJECTIVE:** Ensure the availability of locally produced goods and locally available services.
 - INDICATOR: Location quotients of specifically identified sectors
 - INDICATOR: Urban agriculture permits issued
 - INDICATOR: Acreage of community gardens and urban farms
 - INDICATOR: Funds deposited in locally owned and managed financial institutions
- **OBJECTIVE:** Support a local business community that attracts and develops local talent and investment and provides leadership in sustainable business practices.
 - INDICATOR: Unemployment level
 - INDICATOR: Jobs to labor force ratio
 - INDICATOR: Average “click-rate” for the City Economic Development electronic newsletter

IMPLEMENTATION STRATEGIES

SE1-A LOCAL AND HEALTHY FOOD

Develop a comprehensive strategy to increase production, availability, and consumption of locally grown, affordable, and healthy food. Specifically:

- Identify existing local food assets and gaps throughout the city;
- Assess and minimize barriers to local food production and sales;
- Promote opportunities for residents to participate in community supported agriculture and other farm-to-table programs;
- Connect residents with opportunities to develop local food production skills;
- Foster relationships between existing food stores, the City of Lakewood, and neighborhood residents to encourage expansion of local food availability;
- Support community-based local food distribution through cooperatives, neighborhood food stands, markets, and community-supported agriculture programs; and
- Support Comprehensive Plan Action Steps regarding food availability, including
 - increasing community gardens;
 - identifying and eliminating food deserts; and
 - expanding farmers' markets.

COMMUNITY SPOTLIGHT

EVERITT FARMS: A VISION FOR CHANGE

BY DEREK AND KAMISE MULLEN, ADDENBROOKE/BELMAR PARK NEIGHBORHOOD

WE DECIDED TO CREATE EVERITT FARMS because we believe the world is in need of true change. We saw the family land as an opportunity very few people have. The goal is to prove not only a financially viable model but one that honors the environment and the community.

As we began farming we started to realize the true meaning of sustainability and how far we need to go as a society to reach that goal. We began implementing sustainable practices in our everyday life, but we had no one to learn from. We often hear the saying, "I know this is a problem, but I don't know how to fix it." We see our farm as a place where our community can come together to teach and learn the daily life skills to begin fixing the problems.

Our vision is to build a "Functioning Historic Town Center" that is rooted in the traditions of times past. The center will be designed to maximize community engagement and education. Our "Functioning Historic Town Center" will be anchored by

seven core food-based businesses. The farm, a grocery, a bakery, a butcher shop, brew pub, sit down restaurant, and a bed and breakfast. The shops will be those one would have found throughout history, each using techniques known for many generations. They will function in ways that enhance and educate the surrounding community by producing goods directly used by community members.

My wife and I are blessed to have this opportunity to create something out of the last of our family's homestead. We see the power of creating change through action, and that farming real food is an action at the root of real political, social, and economic change in our world. ■



MICROFINANCING

BY ROB SMITH, ROCKY MOUNTAIN MICROFINANCE INSTITUTE

MICROENTERPRISE development programs provide business development services to people who need access to capital and training to acquire the resources and business knowledge they need to be successful. A microenterprise, also known as a “mom and pop,” is a business with five or fewer employees. Most are solopreneurs, which create employment for the owner. Some grow into larger businesses, employing other community members. They are defined as requiring less than \$35,000 in capital to start. A microentrepreneur is typically someone who is looking for a way to advance from a position of low-income to a place where they can create self-sufficiency for themselves and their households through the business. Microenterprises are wide ranging businesses across the service, wholesale, and retail markets. Typical microenterprises can be anything from caterers to auto mechanics to massage therapists.

Most microenterprise development programs offer access to core services including business training and technical assistance, and access to credit or business loans. Other services include business management assistance, such as access to markets and technology training.

WHY MICROENTERPRISE DEVELOPMENT?

- Assists people to become more economically self-sufficient, increasing personal and household wealth
- Diversifies local economies and builds well-being in the community
- Preserves the distinctive character of communities that make them appealing
- Contributes to the economy through tax revenues and eventual employment growth
- Represent 89 percent of existing businesses in Colorado and accounts for over 24 percent of employment ■

LEARN MORE ABOUT MICROFINANCING:

<http://www.rmmfi.org>

SE1-B LOCAL PRODUCTS AND SERVICES

Develop a comprehensive strategy to increase the production, availability, and consumption of local products and services. Specifically:

- Identify key products and services unavailable from local sources;
- Approach existing, sector-appropriate businesses to provide unavailable products and services;
- Foster entrepreneurship through local colleges and incubators to provide unavailable products and services; and
- Recruit businesses through targeted industry attraction to provide unavailable products and services.

SE1-C LIVE LOCAL AND HIRE LOCAL CAMPAIGN

Develop a brand and marketing campaign that promotes use of local goods and services along with a hire local Lakewood campaign to encourage businesses to hire local talent.

SE1-D LOCAL INVESTMENT

Facilitate investment and entrepreneurship in the local economy. Specifically:

- Promote opportunities for residents to invest locally through crowd-funding projects and local investment funds;
- Connect local businesses with local financial institutions, microfinancing institutions, and other alternative lenders and funders;
- Support incubators and co-working establishments; and
- Research creative financing mechanisms for small businesses.

SE1-E SUSTAINABLE BUSINESS HUB AND CERTIFICATION PROGRAM

CROSSCUTTING STRATEGY

Form a dynamic community to foster a self-reliant local economy, increase adoption of sustainable business practices, and set a standard for business sustainability by connecting businesses to local producers, potential employees, the education community, technical resources, existing sustainability and economic development programs, and funding opportunities. Specifically:

- Identify potential partners;¹
- Host workshops with partners to identify needs and opportunities;
- Develop an online resource to facilitate connections between Hub participants;
- Identify available programs and expertise to support participants, including best practices from the City and peer-to-peer exchange;
- Facilitate mentorship, internship, and apprenticeship programs and other techniques that connect businesses with students and residents;
- Connect retirees to businesses as potential part-time employees, consultants, volunteers, and mentors;
- Develop a green business certification program to encourage and recognize businesses demonstrating leadership;
- Consider providing additional advisory and technical support to businesses achieving green business certification; and
- Use the Hub to incorporate specific strategies from other Sustainability Plan goals. These can be found throughout the Sustainability Plan under “Crosscutting Strategies.”

¹ Local retailers, producers, manufacturers, and service providers, business associations, local financial institutions, nonprofit and governmental organizations providing economic development support and workforce training programs, high schools, tech and trade schools, college and universities.





SUPPORTING STRATEGIES

COLLABORATION

- Work with regional agencies and organizations to coordinate and support shared economic development goals.

EDUCATION & PROMOTION

- Promote Lakewood's high quality of life in order to attract and retain a talented workforce, entrepreneurs, and primary employers.

TOOLS & TECHNOLOGY

- Monitor emerging technologies and best practices for supporting sustainable business.

RESEARCH & TRACKING

- Research barriers to individuals living and working within the city.
- Monitor emerging trends in green industries and employment.
- Monitor trends and opportunities in the emerging sharing economy.

CROSSCUTTING STRATEGIES

SUSTAINABLE ENERGY & WATER RESOURCE CENTER

BE1-C | P. 39

- Share information and supportive services between the Sustainable Business Hub and Sustainable Energy and Water Resource Center.

SUSTAINABLE BUSINESS HUB

SE1-E | P. 61

- Encourage businesses to participate in the Live Local and Hire Local Campaign.

SUSTAINABLE NEIGHBORHOODS

CC1-D | P. 102

- Work with neighborhoods to pilot community-based local food programs.
- Work with neighborhoods to pilot the use of crowdsourced funding to implement neighborhood-level projects.

TABLE SE1-1: STRATEGY BENEFITS

STRATEGY	ENVIRONMENTAL BENEFITS		ECONOMIC BENEFITS		SOCIAL BENEFITS	
	GHG REDUCTION POTENTIAL	ECOSYSTEM HEALTH	SELF-RELIANCE	HOUSEHOLD BENEFITS	COMMUNITY COHESION	PUBLIC HEALTH
SE1-A: Local and Healthy Food		■	■ ■	■ ■	■ ■	■ ■
SE1-B: Local Products and Services		■	■ ■	■	■	■
SE1-C: Live Local and Hire Local Campaign		⊘	■ ■	■	■	■
SE1-D: Local Investment	⊘	■	■ ■	■ ■	■ ■	■
SE1-E: Sustainable Business Hub and Certification Program		■ ■ ■	■ ■ ■	■ ■ ■	■ ■	■ ■ ■

 <5,000 MtCO₂e Greenhouse Gas Emissions  ~10,000 MtCO₂e Greenhouse Gas Emissions

■ ■ ■ High ■ ■ Medium ■ Low ⊘ Does Not Apply

TABLE SE1-2: STRATEGY FEASIBILITY

STRATEGY	CITY OF LAKEWOOD			COMMUNITY	
	UPFRONT COSTS	ONGOING COSTS	PAYBACK / REVENUE POTENTIAL	FINANCIAL BENEFIT FOR RESIDENTS	FINANCIAL BENEFIT FOR BUSINESSES
SE1-A: Local and Healthy Food	\$	✓	-	-	✓
SE1-B: Local Products and Services	\$	✓	✓	-	✓
SE1-C: Live Local and Hire Local Campaign	\$	✓	-	✓	✓
SE1-D: Local Investment	\$	✓	✓	✓	✓
SE1-E: Sustainable Business Hub and Certification Program	\$\$	✓	✓	✓	✓

\$ < 50,000 \$\$ = 50,000–100,000 \$\$\$ = 100,000–1,000,000 \$\$\$\$ > 1,000,000

FOSTER SELF-SUFFICIENCY AND UPWARD MOBILITY OF LAKEWOOD HOUSEHOLDS.

TARGETS

- Increase the percentage of households in CDBG qualified neighborhoods spending less than 45 percent of income on housing and transportation costs to 60 percent by 2025.
- Increase number of households above Living Wage Standard by 15 percent by 2025.*
- Increase number of housing units within a designated Complete Neighborhood by 25 percent by 2025.

OBJECTIVES & INDICATORS

- **OBJECTIVE:** Increase opportunities for upward mobility across all households.
 - INDICATOR: Median household income
 - INDICATOR: Percentage of households that meet or exceed the living wage standard
- **OBJECTIVE:** Make household costs affordable and accessible for Lakewood residents.
 - INDICATOR: Percentage of households that spend more than 45 percent of income on housing and transportation costs
 - INDICATOR: Number of residents on waiting lists for subsidized units at Metro West Housing Solutions properties
 - INDICATOR: Number of households in areas within a designated Complete Neighborhood
- **OBJECTIVE:** Expand access to education and training in order to secure quality jobs and support career advancement.
 - INDICATOR: Jefferson County Schools postsecondary and workforce readiness score
 - INDICATOR: High school graduation rates and postsecondary educational attainment
 - INDICATOR: Participation in workforce development programs and skills training

* Baseline: 2010

IMPLEMENTATION STRATEGIES

SE2-A SELF-SUFFICIENCY EDUCATION

Host events and provide information for residents to encourage self-sufficient household practices. Specifically:

- Focus on financial education, including retirement planning, debt reduction, and basic money management through partnerships with local lending institutions, libraries, and community organizations;
- Highlight higher education and workforce empowerment opportunities; and
- Provide understanding of household expenses, including the connection between housing types, location, transportation options and the true cost of housing choices.

SE2-B COMPLETE NEIGHBORHOOD INDEX

Develop an index for assessing the completeness of neighborhoods in order to reduce transportation costs, build community cohesion, increase housing values, and provide other household and community benefits. Specifically:

- Develop specific criteria that define what makes a Complete Neighborhood in Lakewood and identify appropriate neighborhoods for analysis;
- Conduct a geospatial analysis to establish a baseline for the completeness of each appropriate neighborhood; and
- Develop neighborhood-specific strategies to address deficiencies.

CONCEPT

COMPLETE NEIGHBORHOOD

WHAT MAKES A GREAT NEIGHBORHOOD? Although the necessary ingredients are as diverse as the people living in them, there are common elements that support resilient and dynamic neighborhoods. Assorted housing options and multimodal transportation services ensure that people of all ages, incomes, and abilities are able to live and engage in the neighborhood. Quality schools, healthy food sources, open space, recreational facilities, and public gathering spaces contribute to community and individual well-being. Commercial services and quality jobs increase the resiliency of individual households and the neighborhood as a whole.

Collectively, these elements come together to form a “complete neighborhood,” where one has safe and convenient access to a mix of uses that meet daily needs for people of all ages and abilities. An array of household and communitywide benefits is linked to complete neighborhoods, including:

- **AFFORDABLE, MULTIMODAL TRANSPORTATION INFRASTRUCTURE:** Residents are able to walk to take transit to work, shopping, and other activities.
- **STRONG SOCIAL FABRIC:** Residents interact frequently and are more aware of each other’s strengths and needs.
- **STABLE AND DESIRABLE HOUSING VALUES:** Easily accessible goods, services, and activities make the neighborhood a desirable place to live.
- **UNIQUE NEIGHBORHOOD IDENTITY:** Public spaces reflect the neighborhood’s character and vision for the future.
- **HEALTHY EATING AND ACTIVE LIVING:** Residents have greater access to healthy food and more opportunities for walking and biking.
- **AIR QUALITY:** Fewer cars on the road reduce vehicle emissions.
- **VIBRANT LOCAL ECONOMY:** Residents patronize local businesses and value local talent. ■

LEARN MORE ABOUT COMPLETE NEIGHBORHOODS:

<https://www.eugene-or.gov/index.aspx?NID=506>

<http://www.portlandonline.com/portlandplan/index.cfm?c=52256&a=288098>



SUPPORTING STRATEGIES

COLLABORATION

- Partner with Jefferson County and area nonprofits to promote workforce development programs and self-sufficiency skills.
- Work with regional transportation agencies, property managers, and neighborhood organizations to reduce household transportation costs through assorted transportation management programs.

EDUCATION & PROMOTION

- Promote the importance of affordable housing, types of housing programs and subsidies, and how these programs strengthen the overall community.

CROSSCUTTING STRATEGIES

SUSTAINABLE ENERGY & WATER RESOURCE CENTER

BE1-C | P. 39

- Support and promote policies and resources to rehabilitate and increase the energy efficiency of older housing within Lakewood, thereby reducing household overhead costs.

SUSTAINABLE BUSINESS HUB

SE1-E | P. 61

- Develop mentoring, shadowing, apprenticeship, and internship programs for students to assist them with career choice and educational program selections.

SUSTAINABLE NEIGHBORHOODS

CC1-D | P. 102

- Work with neighborhoods to host self-sufficiency education workshops.
- Work with neighborhoods to help develop the Complete Neighborhood Index.

TABLE SE2-1: STRATEGY BENEFITS

STRATEGY	ENVIRONMENTAL BENEFITS		ECONOMIC BENEFITS		SOCIAL BENEFITS	
	GHG REDUCTION POTENTIAL	ECOSYSTEM HEALTH	SELF-RELIANCE	HOUSEHOLD BENEFITS	COMMUNITY COHESION	PUBLIC HEALTH
SE2-A: Self-Sufficiency Education						
SE2-B: Complete Neighborhood Index						

 <5,000 MtCO₂e Greenhouse Gas Emissions  ~10,000 MtCO₂e Greenhouse Gas Emissions

 High  Medium  Low  Does Not Apply

TABLE SE2-2: STRATEGY FEASIBILITY

STRATEGY	CITY OF LAKEWOOD			COMMUNITY	
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SE2-A: Self-Sufficiency Education	\$	✓	-	✓	-
SE2-B: Complete Neighborhood Index	\$\$	✓	-	✓	✓

\$ < 50,000 \$\$ = 50,000–100,000 \$\$\$ = 100,000–1,000,000 \$\$\$\$ > 1,000,000