

APPENDIX E - BLUEPRINT DENVER IMPLEMENTATION MATRIX

Every year, Community Planning and Development will measure outcomes related to the plan goals, policies, and strategies in Blueprint Denver. This implementation matrix summarizes the plan policies and strategies outlined in Chapter 3 and tracks the status of each by timeframe and lead entity. Planning staff will use this matrix, in combination with data and maps associated with the equity concepts and growth strategy, to report the progress and overall implementation of the plan to Planning Board, City Council and community.

Implementation Matrix Key

AV = Arts and Venues

CDOT = Colorado Department of Transportation

CPD = Community Planning and Development

DEDO = Denver Economic Development and Opportunity (formerly Office of Economic Development, OED)

DEN = Denver International Airport

DDPHE = Denver Department of Health and Environment

DDP = Downtown Denver Partnership

DHA = Denver Housing Authority

DHS = Department of Human Services

DPR = Department of Parks and Recreation

DPL = Denver Public Library

DPS = Denver Public Schools

DOF = Department of Finance

DOS = Department of Public Safety

DRCOG = Denver Regional Council of Governments

E&L = Excise and License

HRCP = Human Rights and Community Partnerships

OCA = Office of Children's Affairs

OEM = Office of Emergency Management

PW = Public Works

RTD = Regional Transportation District

UDFCD = Urban Drainage and Flood Control District

WDRC = West Denver Renaissance Collaborative

Land Use and Built Form - General Recommendations						
Policy	Strategy	Timeframe (Years)	City Lead (s)		Partners	
1	Promote and anticipate planned growth in major centers and corridors and key residential areas connected by rail service and transit priority streets.	A	Use zoning and land use regulations to encourage higher-density, mixed-use development in transit-rich areas including: -Regional centers and community centers -Community corridors where medium- and high-capacity transit corridors are planned -High and medium-high residential areas in the downtown and urban center contexts.	Ongoing	CPD DEDO	
		B	Implement regulatory land use changes in coordination with transit investments. For example, rezonings to support transit-oriented development should be closely timed with the implementation of transit priority streets.	Ongoing	CPD	
		C	Support the implementation of Denver Moves: Transit.	Ongoing	PW CPD	RTD
		D	Develop a citywide strategic plan to address implementation needs, including infrastructure investments, in regional and/or community centers.	4 - 10	CPD PW	
2	Incentivize or require efficient development of land, especially in transit-rich areas.	A	In regional centers, urban center community centers and urban center corridors, study and implement requirements or incentives for density. An example of a tool to implement this could include establishing minimum building heights.	4 - 10	CPD	
		B	In transit-rich areas, including downtown, revise the zoning code to limit auto-oriented commercial uses that do not contribute positively to activating the public realm, such as mini-storage, drive-throughs and car washes. This may also apply to other desired mixed-use areas of the city, such as transit priority streets.	0 - 3	CPD	
		C	Allow increased density in exchange for desired outcomes, such as affordable housing, especially in transit-rich areas.	0 - 3	CPD DEDO	
		D	Incentivize redevelopment of opportunity sites such as downtown surface parking lots.	0 - 3	CPD DEDO	DDP
		E	In historic areas, balance efficiency with preservation through strategies that encourage the reuse of structures.	Ongoing	CPD	Historic Denver
3	Ensure the Denver Zoning Code continues to respond to the needs of the city, while remaining modern and flexible.	A	Rezoning properties from the Former Chapter 59 zoning code so that the entire city is covered by the DZC, including continuing to incentivize owners to come out of the old code.	0 - 3	CPD	
		B	Limit the use of site-specific, customized zoning tools—such as Planned Unit Developments (PUDs) and waivers/conditions—to unique and extraordinary circumstances. The zoning code offers a wide variety of zone districts that cover the diverse contexts and places of Denver. Custom zoning tools are most effective when a standard zone district does not exist to implement the adopted plans for an area.	Ongoing	CPD	
		C	Update the zoning code to reflect the contexts and places envisioned in this plan. Create new zone districts where appropriate.	4 - 10	CPD	
		D	Update the zoning code sign regulations to recognize changing technologies and best practices.	0 - 3	CPD	
		E	Modify DZC to limit the use of regulating plans to Master Planned zone districts, where they are required.	10-Apr	CPD	
4	Ensure equitable planning processes and include underrepresented residents in plans and plan implementation.	A	Include multilingual engagement in all public outreach.	Ongoing	CPD HRCP DDPHE	
		B	Develop a guide to address equity in outreach and public engagement and planning.	0 - 3	HRCP HRCP DDPHE	
		C	Consider the creation of community engagement panels to build education resources about equitable planning.	4 - 10	CPD HRCP	
		D	Integrate equity and environmental justice considerations into plans and identify methods to measure and reduce inequities as part of the planning process.	0 - 3	CPD DDPHE	
		E	Track the information necessary to understand disparities and to evaluate the equity impacts of public programs and projects.	Ongoing	CPD HRCP DDPHE	
		F	Create tools to increase access to the rezoning process, especially for underrepresented communities.	0 - 3	CPD HRCP	
5	Integrate mitigation of involuntary displacement of residents and/or businesses into major city projects.	A	For major city investments and projects— including regulatory changes and legislative rezonings— analyze the potential for the involuntary displacement of lower-income residents and local businesses. Use the Vulnerability to Displacement measure in Chapter 2 to identify areas most in need of these strategies.	Ongoing	CPD DEDO	
		B	Where the potential for involuntary displacement is identified, evaluate and implement methods to mitigate displacement, such as incentives or requirements for on-site income-restricted housing and/or affordable commercial spaces.	0 - 3	CPD DEDO DOF	
6	Implement zoning code revisions to facilitate compatible redevelopment of institutional sites within neighborhoods.	A	Revise the zoning code to ensure compatible redevelopment of institutional sites (including private open space) embedded in low and low-medium residential areas. Examples of revisions may include more appropriate maximum building heights, revisions to bulk and massing and limitations on location of surface parking.	0 - 3	CPD	
		B	Consider changes to the zoning code that would allow greater land use flexibility for these types of sites that vacate, such as appropriately scaled higher-density housing or limited neighborhood services. This approach could require adaptive re-use of existing structures in exchange for greater land use flexibility or requirements for providing community improvements such as affordable housing, open space or community-serving spaces.	0 - 3	CPD DEDO	
		C	Until a citywide approach is implemented, individual rezonings of these sites may be an opportunity for more intense residential uses or limited neighborhood services to be provided if done in a way that minimizes impacts to surrounding character.	0 - 3	CPD	
		D	Establish a process to plan for the re-use of large campus sites. Unlike the embedded sites, these typically are zoned within “campus” zone districts, which are typically very flexible to reflect the needs of campus functions. When those functions leave, often it is not appropriate to continue that level of flexibility. Study potential revisions to the campus zone districts to better reflect the intent of these districts to apply to true, actively functioning campuses.	0 - 3	CPD	

Land Use and Built Form - General Recommendations										
Policy		Strategy			Timeframe (Years)	City Lead (s)			Partners	
7	Integrate infrastructure needed to support the community into more areas of the city.	A	Allow low-impact, publicly serving utilities to be located in a greater variety of areas, including residential areas, to strategically serve community.		0 - 3	CPD			Denver Water	Xcel
		B	Update the zoning code to recognize shifts in best practices for screening and integration of utilities to minimize their impact on the built environment.		4 - 10	CPD				Xcel
8	Promote environmentally responsible and resource-efficient practices for the design, construction and demolition of buildings.	A	Develop a comprehensive green building program for horizontal and vertical development that includes both required and incentive elements. This could include passive solar access and other green building practices. Recruit expertise within the green building industry to help support this program.		4 - 10	CPD	DDPHE			
		B	Explore requiring electrical vehicle charging stations for new commercial/mixed use development		0 - 3	CPD	DDPHE			
		C	Evaluate incentives such as permit rebates for existing projects to achieve net zero energy.		4 - 10	CPD	DDPHE			
		D	Develop regulations for new mid- and large-scale commercial and residential buildings requiring waste management plans that include recycling of concrete, wood, metal and cardboard.		4 - 10	CPD	PW			
		E	Consider new regulations to require demolished structures of a certain threshold to salvage or reuse building materials.		4 - 10	CPD	DDPHE			
9	Promote coordinated development on large infill sites to ensure new development integrates with its surroundings.	A	Consider zoning flexibility for redevelopment of large infill sites that lack a clear adopted neighborhood plan vision, yet may provide an opportunity for compatible development that integrates with the area's existing streets, blocks and/or open space.		0 - 3	CPD				
		B	Use large development review, or similar tools, to coordinate infrastructure and open space on large infill sites while minimizing and mitigating negative impacts on surrounding communities.		0 - 3	CPD	DPR	PW		
		C	Implement regulatory tools to set clear and predictable requirements for large redevelopments to provide benefits to the community such as affordable housing and open space.		0 - 3	CPD	DEDO	DPR		
10	Expand resources to empower Denverites to be involved and collaborative in city government.	A	Recruit and hire staff to reflect Denver's ethnic and language diversity.		Ongoing	CPD	HRCP			
		B	Improve internal and external collaboration and communication to better deliver services to a diverse population and to increase customer satisfaction.		Ongoing	CPD	HRCP			
		C	Create resources to better engage communities who are traditionally underrepresented in planning and other government processes.		Ongoing	CPD	HRCP	DDPHE		
		D	Improve research into community insights and other data gathering.		Ongoing	CPD	HRCP	DDPHE		
		E	Explore creation of an equity committee, with diverse community representation, to guide implementation of Blueprint Denver from an equity lens.		0 - 3	CPD	HRCP	DDPHE		
11	Implement plan recommendations through city-led legislative rezonings and text amendments.	A	Prioritize larger-scale, legislative rezonings over site-by-site rezonings to implement plan recommendations and to achieve citywide goals, including equity goals.		0 - 3	CPD	City Council			
		B	Use text amendments combined with map amendments to apply strategies recommended by Blueprint Denver at the effective, area-appropriate scale. Text amendments and large legislative rezonings should be guided by the equity concepts and maps in Chapter 2.		0 - 3	CPD	City Council			
		C	Use a robust and inclusive community input process to inform city-led rezonings and zoning code text amendments.		Ongoing	CPD	City Council			

Land Use and Built Form - Housing Recommendations								
Policy	Strategy	Timeframe (Years)	City Lead (s)		Partners			
1	Revise city regulations to respond to the demands of Denver's unique and modern housing needs.	A Update the zoning code to modernize permitted use categories related to group living and expand the allowance of flexible and affordable housing types.	0 - 3	CPD	DEDO			
		B Update the zoning code to provide a more inclusive definition of households. This should reflect the diverse needs of different types of household living arrangements, which may include increasing the number of unrelated people living together (such as co-housing living arrangements, which can provide an option to age in place) or other non-traditional families.	0 - 3	CPD				
		C Ensure city codes and land use regulations support modern and equitable approaches to housing options for people experiencing homelessness and those transitioning out of homelessness.	0 - 3	CPD	DHS	DEDO		
2	Diversify housing options by exploring opportunities to integrate missing middle housing into low and low-medium residential areas	A Integrate missing middle housing into low and low-medium residential areas, especially those that score low in Housing Diversity. This should be implemented through holistic revisions to the zoning code at a citywide scale, with a focus on discouraging demolition and encouraging affordability. Zoning code revisions should be informed by an inclusive community input process and could include: - Allowing 2- to 4-unit structures, tandem houses, and/or smaller minimum lot sizes in locations where slightly higher density may be appropriate. - This might include lots on corners, near transit, and/or adjacent to centers or corridors. This allowance should advance goals for affordability, such as including a requirement to provide affordability in exchange for increased density. - Encouraging the reuse, rather than demolition, of existing structures. This could be accomplished by allowing additional unit(s) to be added to an existing structure if the structure is preserved.	0-3	CPD	DEDO	Historic Denver		
3	Incentivize the preservation and reuse of existing smaller and affordable homes.	A Implement zoning tools to incentivize the preservation of smaller, more affordable housing options. An example would be to allow the owner of an existing house to add an additional unit or accessory dwelling unit if the original structure is preserved.	0 - 3	CPD		Historic Denver		
		B Consider focusing incentives in areas close to high frequency transit and in areas that score high for Vulnerability to Displacement.	0 - 3	CPD				
		C Partner with public health to support upgrades to older homes to meet modern code, safety and quality of life standards	Ongoing	CPD	DDPHE			
4	Diversify housing choice through the expansion of accessory dwelling units throughout all residential areas.	A Study and implement allowances for ADUs—including those attached and detached from the primary home—in all neighborhood contexts and residential zone districts. Use an inclusive community input process to respond to unique considerations in different parts of the city.	0 - 3	CPD				
		B Identify strategies to prevent involuntary displacement—especially in areas that score high for Vulnerability to Displacement—in conjunction with expanding the allowance of ADUs into new neighborhoods.	0 - 3	CPD	DEDO	DHA	WDRC	
		C Study and implement a citywide program to expand access to ADUs as a wealth-building tool for low- and moderate-income homeowners.	0 - 3	DEDO	CPD	DOF	DHA	WDRC
		D Study and implement incentives or requirements to encourage income-restricted ADUs, so they are more likely to provide affordable housing options, and to encourage the use of ADUs for long-term housing options, rather than short term rentals.	0 - 3	CPD	DEDO	E&L	DHA	WDRC
		E A citywide approach to enable ADUs is preferred. Until a holistic approach is in place, individual rezonings to enable ADUs in all residential areas, especially where adjacent to transit, are appropriate. Unless there is a neighborhood plan supporting ADUs, rezonings should be small in area in order to minimize impacts to the surrounding residential area.	Ongoing	CPD				
5	Remove barriers to constructing accessory dwelling units and create context-sensitive form standards.	A Evaluate existing barriers to ADU permitting and construction and revise codes and/or fees to remove or lessen barriers for homeowners. Consider programs and resources to help reduce barriers to ADUs for homeowners, especially in neighborhoods that score high in Reducing Vulnerability to Displacement.	0 - 3	CPD	DEDO	PW	Denver Water	DHA/WDRC
		B Revise the zoning code to allow ADUs as accessory to more uses than only single-unit homes.	0 - 3	CPD				
		C Revise detached ADU form standards to be more context-sensitive, including standards for height, mass and setbacks.	0 - 3	CPD				
		D Establish context-specific patterns or templates to facilitate the approval process of detached ADUs.	4 - 10	CPD			DHA	WDRC
6	Increase the development of affordable housing and mixed-income housing, particularly in areas near transit, services and amenities.	A Incentivize affordable housing through zoning, especially in regional centers, community centers and community corridors adjacent to transit. This could include a process—informed by community input—to create citywide height bonuses in the zoning code, where additional height is allowed in exchange for income restricted units. Incentives for affordable housing are particularly important for areas that score high in Vulnerability to Displacement and score low in Housing Diversity.	0 - 3	CPD	DEDO			
		B Implement additional parking reductions for projects that provide income-restricted affordable units	0 - 3	CPD	DEDO			
		C Implement other incentives for affordable housing, such as lower building permit fees for projects that commit to a certain percentage of income-restricted units onsite.	0 - 3	CPD	DEDO			
		D Continue to advocate for changes to state law that remove barriers to access for affordable housing options.	Ongoing	Mayor's Office	DEDO	CPD		
7	Encourage the development of family friendly housing throughout the city.	A Implement tools to require and/or incentivize the development of family-friendly housing. This could include bonuses for large units (those with three or more bedrooms) in multifamily developments.	0 - 3	CPD	DEDO			
		B Implement tools to incentivize the construction of family-friendly services and amenities, including daycares, playgrounds and community centers, especially in large redevelopment areas	0 - 3	CPD	DEDO			
8	Capture 80 percent of new housing growth in regional centers, community centers and corridors, high-intensity residential areas, greenfield residential areas, innovation flex districts and university campus districts.	A Align high-density residential areas near regional centers to support housing growth near major job centers with access to high- and medium-capacity transit.	Ongoing	CPD	DEDO		DHA	DRCOG
		B Develop a strategic plan focused on implementation of regional centers, which should include strategies for integrating diverse housing options into these centers.	4 - 10	CPD	DEDO			
		C Ensure land use regulations, small area plans and major transit investments support desired growth areas.	Ongoing	CPD				
		D Advance housing affordability recommendations from this plan and Housing an Inclusive Denver to ensure new units include units affordable to a range of income levels.	Ongoing	CPD	DEDO		DHA	DURA
		E In order to capture 25 percent of housing growth within the downtown neighborhood context, the city's largest regional center: • Study and implement zoning incentives and other tools to attract high-density mixed-use development downtown, especially for vacant and underutilized land. • Create incentives for a wide variety of housing options to be included in new developments. • Work with partners and the downtown community to build a livable city core with attractive amenities for residents and families.	4 - 10	CPD	DEDO		DDP	DURA

Land Use and Built Form - Economic Recommendations								
Policy	Strategy	Timeframe (Years)	City Lead (s)			Partners		
1	Capture 90 percent of job growth in regional centers, community centers and corridors, certain districts and high-intensity residential areas in downtown and urban center contexts. Of the 90 percent job growth, focus 30 percent downtown.	A	Encourage and preserve opportunity for office development within regional centers by allowing high density employment. Study and implement requirements and/or incentives for high density development in regional centers including vacant and underutilized land in downtown.	4 - 10	CPD	DEDO	DDP	
		B	Promote the development and redevelopment of regional centers, including downtown, to meet the land use and transportation needs of targeted industries. This means encouraging regional centers to have strong connections to transportation options, especially high-capacity transit, and fostering the mix of uses needed to attract businesses with a wide variety of jobs.	Ongoing	CPD	PW	DEDO	DDP
2	Improve equitable access to employment areas throughout the city to ensure all residents can connect to employment opportunities.	A	Invest in high- and medium-capacity transit corridors to connect all Denver residents to the city's regional, community centers and community corridors.	Ongoing	PW	DOF	RTD	
		B	Promote and incentivize the development of affordable and family-friendly housing, as well as a full range of job opportunities, in and near regional centers, community centers and community corridors.	Ongoing	CPD	DEDO	DHA	DURA
		C	Encourage entrepreneurship and provide opportunities for new locally-owned businesses, especially businesses owned by women and people of color, to locate in regional centers.	Ongoing	DEDO			
		D	Align workforce training, career development and education programs with job opportunities in regional centers and create programs to connect workers with employers in regional centers.	Ongoing	DEDO			
3	Preserve high-value manufacturing areas and allow low-value manufacturing areas to transition to higher intensity uses.	A	Preserve the high-value manufacturing districts mapped as "manufacturing preservation areas" in Chapter 5. To help preserve these areas, residential uses should be prohibited in the heavy production and value manufacturing districts. Residential uses are appropriate in the innovation/flex districts.	4 - 10	CPD	DEDO		
		B	Through small-area planning, examine value manufacturing and heavy production districts that are considered highly valuable but are under a high threat of redevelopment to determine if potential uses outweigh the value of preserving industrial uses.	Ongoing	CPD	DEDO		
		C	In value manufacturing areas, use zoning and other tools to encourage the retention and creation of employment capacity by increasing development capacity.	Ongoing	CPD			
		D	Within innovation/flex districts, enable housing and other uses to complement manufacturing. Promote urban, pedestrian-friendly building forms that are appropriate for vibrant, mixed-use districts.	Ongoing	CPD			
		E	Study and implement changes to the zoning code to ensure appropriate zone district(s) to implement the innovation/flex district desired uses and building forms.	4 - 10	CPD			
4	Promote creative industries, maker spaces, artists and small businesses as vital components of Denver's innovation economy.	A	Evaluate commercial mixed use zone districts — typically found in regional centers and community centers and corridors— to identify opportunities to expand the allowance for handcrafted manufacturing and maker spaces where it's compatible with other uses allowed in the district.	4 - 10	CPD	DEDO	AV	
		B	Support Denver's creative districts and align land use strategies to support the goals of <i>Imagine 2020</i> , the city's cultural plan.	Ongoing	AV	CPD		
		C	Develop programs and identify potential incentives to maintain existing spaces, reduce rent costs and other business costs and help create new spaces for hand crafted manufacturing, maker spaces, artists and other small, locally-owned businesses, especially in areas that score high for Vulnerability to Displacement.	0 - 3	DEDO	AV	CPD	
5	Support organizations and districts within the city's centers and corridors to aid in attraction and retention of employment and commerce.	A	Develop an approach and strategy for supporting business development-oriented organizations for centers and corridors, especially regional centers, where they do not currently exist.	4 - 10	DEDO	CPD		
		B	Provide information, technical assistance and support to commercial areas interested in creating a business organization, merchants' association or similar entity.	Ongoing	DOF	DEDO		
		C	Actively foster interaction between the Office of Economic Development and existing business development organizations and partnerships to align citywide economic development initiatives with needs of the local areas.	Ongoing	DEDO			
		D	Partner with organizations that are actively supporting economic opportunity across Denver.	Ongoing	DEDO			
6	Ensure Denver and its neighborhoods have a vibrant and authentic retail and hospitality marketplace meeting the full range of experiences and goods demanded by residents and visitors.	A	Support locally-owned businesses—new and old—to expand and evolve to meet the changing needs of residents and visitors. Support could include assisting businesses, especially in the most underserved or distressed neighborhoods, with regulatory processes, education, training, helping with marketing or increasing access to capital.	0 - 3	DEDO	CPD		
		B	Attract the world's innovative retail brands to provide shopping experiences and options for both residents and visitors.	Ongoing	DEDO			
		C	Promote Denver as a destination for healthy living and economic opportunity.	Ongoing	DEDO			
		D	Build on Denver's national and regional entertainment options to continue to blend the arts, entertainment, shopping and hospitality into unique Denver experiences.	Ongoing	DEDO	AV		
7	Protect and promote Denver International Airport as the primary economic engine for the state of Colorado.	A	Ensure Denver International Airport retains its ability to add additional runways and aviation facilities.	Ongoing	DEN			
		B	Encourage further commercial development near the airport and protect DEN's ability to grow and thrive for generations to come.	Ongoing	DEN	DEDO		
		C	Maintain existing zoning regulations that limit the type and location of residential uses allowed north of 56th Avenue as needed. If any new or existing regulatory tools need consideration, a city-led process with community input should occur.	Ongoing	DEN	CPD		

Land Use and Built Form - Design Quality and Preservation					
Policy	Strategy	Timeframe (Years)	City Lead (s)	Partners	
1	Ensure neighborhoods have equal access to design quality tools.	A Explore improvements to make design tools more accessible. This may include additional staff resources to support neighborhoods and improved process guides to more clearly articulate requirements.	0 - 3	CPD	
		B Explore the feasibility of programs to provide resources for design tools in underserved neighborhoods	0 - 3	CPD	
2	Ensure residential neighborhoods retain their unique character as infill development occurs.	A Continue the city's commitment to existing historic districts and landmarks and use historic designation to preserve the character of an individual structure, district or neighborhood where there is historic, architectural, cultural and/or geographic significance	Ongoing	CPD	Historic Denver
		B Use conservation overlays in areas where the key goal is to conserve distinctive features in order to enhance and retain existing character. Although these overlays can be area-specific, they can also be used for multiple areas of the city where common conservation outcomes are desired. .	Ongoing	CPD	Historic Denver
		C Use design overlays as targeted tools in developing or redeveloping areas that have a specific design vision, ideally one articulated through a planning process. Although these overlays tend to be specific to a particular area — such as a river corridor or newly developing neighborhood — it is also appropriate to create design overlays for multiple areas where common design outcomes are desired.	Ongoing	CPD	Historic Denver
		D For residential places, revise the zoning code to create more contextual bulk and scale requirements for primary and accessory structures. This may include stricter bulk planes, limitations on height, changes to setback requirements, changes to maximum lot coverage, changes to transparency features and/or entry feature requirements. These changes should vary by neighborhood context to better reflect the built character. In creating new zoning standards, consideration should be given to light, air, privacy, engagement of the public realm and human-scaled design.	0 - 3	CPD	
		E For all residential areas, study the feasibility of implementing design review for projects that meet a determined threshold.	0 - 3	CPD	
		F Promote the use of pattern books to identify character defining features and/or desired design outcomes for an area. Pattern books can be developed during neighborhood planning and used to inform regulatory tools including, but not limited to, conservation overlays and design overlays. Discover Denver, the citywide building survey, can contribute valuable data on character defining features to be incorporated into pattern books.	0 - 3	CPD	
		G For civic and public buildings embedded within residential areas, (such as libraries, recreation centers, and similar), ensure a high quality design and consider design review.	4 - 10	CPD DPR	DPL
		H In the general urban low medium residential places, study and implement tools to preserve the characteristic mix of uses and forms, with single and two-unit uses mixed within higher density residential.	0 - 3	CPD	
		I Promote incentives to preserve the reuse of historic buildings the unique historic features of Denver's neighborhoods.	0 - 3	CPD	Historic Denver
3	Create exceptional design outcomes in key centers and corridors. <i>(Continued on next page)</i>	A In high-profile areas of the city where a large share of growth is expected, such as downtown and regional centers, use a tool such as area-specific design standards and guidelines to be administered by a design review board.	0 - 3	CPD	
		B In other centers and corridors citywide, especially those that anticipate significant growth, study and implement a design review process guided by design standards and guidelines. This could include administrative design review by city staff with the potential for projects of a certain threshold or type to be reviewed by a board.	4 - 10	CPD	
		C Create a system of design tools, including standards and guidelines, that are scalable and repeatable to enable baseline design requirements that can be applied to a range of contexts and locations and be modified with a smaller subset of locally-applicable features.	4 - 10	CPD	
		D Use design overlays in limited areas to direct new development towards a desired design character unique to that area that cannot be achieved through other tools. Design overlays are most effective where a design vision has been articulated through a planning process.	Ongoing	CPD	
		E Revise the zoning code to provide standards for new mixed-use development that better responds to the surrounding context. Standards to examine for improvement include build-to ranges, transparency minimums, lot coverage, and entry features.	4 - 10	CPD	
		F Implement additional zoning tools to create appropriate transitions between places, especially for areas where centers and corridors are close to residential places. This may include standards related to height, massing and uses.	4 - 10	CPD	
		G Study and implement zoning code changes to create buildings with greater massing variability especially in more intense areas like the urban center context (e.g. Cherry Creek North and River North).	4 - 10	CPD	
		H Use urban quality evaluation and metrics, often developed through small area planning and assessments, to help define design problems and to help identify possible solutions.	Ongoing	CPD	
		I For civic and public buildings, (such as libraries, recreation centers, and similar) ensure high quality design and consider design review.	4 - 10	CPD DPR	DPL
		J Implement tools to define appropriate building size and spacing requirements, particularly in areas where tall buildings are allowed.	0 - 3	CPD	
		K Identify important mixed-use historic structures and encourage their continued use or adaptive reuse.	0 - 3	CPD	Historic Denver

Land Use and Built Form - Design Quality and Preservation						
Policy	Strategy	Timeframe (Years)	City Lead (s)	Partners		
4	Ensure an active and pedestrian friendly environment that provides a true mixed-use character in centers and corridors.	A	Require strong street-level active use standards for local centers and corridors. This may include a prohibition on residential units for a portion of the street level building. Given the intent of these small-scale places to provide services embedded in the neighborhood, it is important for them to provide more than residential uses.	0 - 3	CPD	
		B	Study and implement stronger street-level active use requirement for community and regional centers and community corridors. Tools could include regulations on floor-to-floor heights for the first story to facilitate conversion to commercial uses and reconsideration of appropriate street-level uses.	0 - 3	CPD	
		C	In downtown and urban center contexts, consider extending active use and transparency requirements above the street level to additional street-facing stories to create a more active street frontage.	0 - 3	CPD	
5	Create design outcomes in suburban and urban edge contexts that promote active, pedestrian-friendly places.	A	Revise large build-to and setback ranges currently allowed in mixed use/commercial zone districts in the suburban and urban edge contexts. Although these contexts should have some flexibility beyond the more urban contexts, building placement in mixed-use areas should still provide an active, pedestrian-friendly environment that is accessible through all modes of transportation.	4 - 10	CPD	
		B	Revise zoning code to provide better site design requirements for pedestrians, particularly internal circulation within large, multi-building developments.	4 - 10	CPD	
6	Incentivize the preservation of structures and features that contribute to the established character of an area, even if they are not designated as landmarks or historic districts.	A	Integrate historic resources surveys, like Discover Denver, that identify and provide data on buildings into land use planning and regulations.	Ongoing	CPD	Historic Denver
		B	Develop a citywide preservation plan. The plan could provide guidance on methods to incentivize the adaptive reuse of existing historic buildings.	4 - 10	CPD	
		C	Create new regulations to encourage the reuse of existing buildings. This could include requirements to salvage or reuse building materials after a structure is demolished or allowing flexibility in uses or density when an existing structure is reused and maintained.	0 - 3	CPD	Historic Denver
		D	Study and implement additional financial incentives for historic structures, such as tax abatements or grants for listing properties on local and/or state and national historic registers.	0 - 3	CPD	Historic Denver
7	Improve requirements for landscaping, with a focus on climate-appropriate plants, for private property.	A	Develop water-wise irrigation and landscaping standards for new infill in single- and two-unit residential districts. For new infill development, require trees, with adequate space to grow, to be planted on-site.	0 - 3	CPD	
		B	Study and implement revisions to landscaping standards in all zone districts to improve neighborhood character, support compatibility and to advance environmental goals. • Explore opportunities to calibrate landscape requirements by neighborhood context and/ or place. • Revised standards could include requirements or incentives to improve and/or add landscaping for existing development, such as large surface parking lots. • Support better integration of private landscapes with historic parkways.	4 - 10	CPD	DPR PW
		C	Limit the amount of impervious surface, such as paved areas, allowed on zone lots. This should be calibrated by context to reflect the differences between higher intensity areas, such as the urban center and downtown contexts, and lower-intensity residential areas (see more in quality-of-life policy 4).	0 - 3	CPD	PW
		D	Promote new development that integrates trees, vines, planters or other live plants into the building design and their outdoor spaces to soften architecture, frame spaces, minimize bulk and avoid harsh edges.	4 - 10	CPD	

Mobility Recommendations							
Policy		Strategy	Timeframe (years)	City Lead (s)		Partners	
1	Encourage mode-shift — more trips by walking and rolling, biking and transit — through efficient land use and infrastructure improvements.	A Implement the bicycle, pedestrian and transit networks in <i>Denver Moves</i> plans.	Ongoing	PW		RTD DRCOG	
		B Improve multimodal access to downtown by implementing updates to the downtown multimodal access study (<i>Denver Moves: Downtown</i>).	Ongoing	PW		RTD DRCOG	
		C Support safe routes to school programs.	Ongoing	PW DDPHE			
		D Increase the number of services and amenities that are available by walking, rolling and biking by integrating more local centers and corridors into residential areas, especially for areas that score low in Access to Opportunity.	Ongoing	CPD	PW	DEDO	DHA
		E Promote mixed-use development in all centers and corridors.	Ongoing	CPD	PW	DEDO	
2	Align the impacts of private development with transportation infrastructure and promote development that creates walkable, transit-friendly communities.	A Adopt policies that require Transportation Demand Management programs for developments to maximize use of alternative modes and to reduce single-occupancy vehicle trips on Denver's streets.	0 - 3	CPD	PW		
		B Work with city agencies to explore the feasibility and effectiveness of increased participation from new development to improve transportation infrastructure.	0 - 3	CPD	PW	DOF	
		C For centers and corridors downtown and in the urban center contexts, where access to transit is high, study and implement maximums for off-street parking in private development to encourage the use of alternative modes of transportation.	0 - 3	CPD	PW		
3	On all streets, prioritize people walking and rolling over other modes of transportation.	A Ensure safe pedestrian crossings, especially along the High Injury Network identified by Vision Zero.	Ongoing	PW	DDPHE		
		B Develop access management policies —especially in centers and corridors in the downtown, urban center and general urban contexts — to reduce conflicts between driveways/ garages and pedestrians and cyclists.	4 - 10	PW			
		C Ensure that café seating in the public right-of-way provides ample and high-quality space for pedestrians and streetscaping, especially in areas with high pedestrian volumes.	0 - 3	PW	CPD		
		D Develop policies for shared spaces in appropriate locations to safely accommodate all users, flexible spaces and opportunities for events.	0 - 3	PW	CPD		
		E Eliminate any exemptions for people building projects to build sidewalks as part of the development review process.	0 - 3	PW			
		F Explore options to assist property owners when improvements required by redevelopment, such as sidewalks, is cost-prohibitive.	4 - 10	PW			
4	Implement the vision for street types and the layered multimodal network to create complete streets.	A Develop comprehensive street design guidelines based on <i>Blueprint Denver</i> street types to address components such as green infrastructure, street trees, bikeway design, amenity zones and sidewalks.	0 - 3	PW	CPD	DPR	
		B Create and adopt a citywide "Complete Streets" policy to support comprehensive street design guidelines.	0 - 3	PW	CPD		
		C Coordinate across city departments to revise street design standards, rules, and regulations to implement <i>Blueprint Denver</i> street types, modal priorities and a holistic vision for complete streets, including defining roles and responsibilities for oversight, enforcement and maintenance of the public right-of-way.	0 - 3	PW	CPD	DPR	
		D Align street design guidelines, standards and rules and regulations to support Vision Zero goals and improve safety along the High Injury Network	0 - 3	PW	CPD	DDPHE	
		E Ensure regulations promote design outcomes that prioritize pedestrians.	0 - 3	PW	CPD		
		F Establish freight efficiency corridors to consolidate freight traffic and reduce conflicts with other street users.	0 - 3	PW		DRCOG	
5	Embrace emerging technologies for mobility and transportation safety.	A Pilot technologies that improve safety and visibility of all roadway users such as Advanced Technology Congestion Management Deployment (ATCMTD), geofencing or adaptive signal control.	Ongoing	PW		CDOT	
		B Implement innovative funding structures that address the infrastructure impact of future mobility technologies, such as autonomous or driverless vehicles.	4 - 10	PW			
		C As autonomous vehicles become more common, encourage pooled ownership and look for opportunities for new technology to reduce, rather than increase, the number of SOV trips, and disincentivize zero occupancy vehicle trips.	Ongoing	PW		RTD	
		D As infrastructure technology is adapted to incorporate autonomous vehicles ensure pedestrians are still prioritized, and encourage the use of "smart" technologies that enable the movement of the most number of people.	Ongoing	PW			
		E Promote equitable access to mobility technologies including dockless devices, on-demand services and bike sharing.	Ongoing	PW			
6	Reduce impacts from development to pedestrian and bicycle mobility during construction.	A Create policies to accommodate pedestrian and bicyclists through construction zones using for both private development and roadway construction.	0 - 3	PW	CPD		
		B Study and implement revised policies for construction detours so they include plans for when a bicycle facility is interrupted by a street closure.	0 - 3	PW			
7	Make transit more affordable to Denver residents.	A Provide increased transit access for transit-dependent residents by increasing the amount of affordable housing near rail stations and along transit priority streets. This is especially important for areas that score low in Access to Opportunity.	4 - 10	CPD	DEDO	DHA	
		B Study and implement programs such as specialized fare structures or community-transit passes to improve the affordability of transit (including and Access-a-Ride) and to incentivize its use.	0 - 3	PW		RTD	
8	Connect centers and corridors across the city through a variety of modal choices.	A Implement the sidewalk network in <i>Denver Moves: Pedestrians & Trails</i> .	11 - 20	PW			
		B Implement the bicycle network in <i>Denver Moves: Bicycles</i> .	4 - 10	PW			
		C Update the bicycle network from the <i>Denver Moves: Bicycles</i> plan to ensure low-stress bicycle connections to centers and corridors.	0 - 3	PW			
		D Continue developing citywide sidewalk maintenance and repair policies.	0 - 3	PW			
		E Implement the Transit Capital Investment Corridors in <i>Denver Moves: Transit</i> .	11 - 20	PW		RTD	

Mobility Recommendations						
Policy		Strategy	Timeframe (years)	City Lead (s)		Partners
9	Improve safety on Denver's streets and collaborate with city departments on safety programs when developing small area plans.	A Build streets that are safe for everybody and implement the <i>Vision Zero Action Plan</i> to achieve zero traffic related fatalities by 2030.	Ongoing	PW	DPD	CDOT
		B Advance the goals of the <i>Vision Zero Action Plan</i> in the Neighborhood Planning Initiative (NPI).	Ongoing	CPD	PW DDPHE	
		C Collaborate with Neighborhood Traffic Management Program in NPI.	Ongoing	CPD	PW	
		D Support the safe routes to school program.	Ongoing	PW	DDPHE	CDOT
		E Promote safety education and awareness and enforce safe speeds.	Ongoing	PW	DPD	CDOT
		F Create slow zones in priority areas such as school zones, major park zones and areas with a high concentration of seniors.	Ongoing	PW	DPD	
10	Provide equitable opportunities to improve streetscaping and placemaking along city streets.	A Study and implement funding programs to maintain improvements — including street trees, landscaping, stormwater planters, and pedestrian lighting — to the public-right-of-way. This is especially important in corridors and centers.	0 - 3	PW	DPR DOF	
		B Explore partnerships and programs for preserving and maintaining existing flagstone sidewalks where this is a valued part of the area's character.	0 - 3	PW		
11	Maximize the use of curb space — often used for on-street parking, loading and drop-offs — according to land use context.	A Develop policies that consider the highest and best use of the curb space based on context and what benefits the most number of people.	0 - 3	PW		
		B Study impacts to right-of-way and curb-space from emerging services such as shared mobility and on-demand services. This includes transportation network companies and storage of personal mobility vehicles such as dockless bike share, scooter share and personal bike corrals. Implement policies to provide the greatest and best use of the curb-space.	0 - 3	PW		
12	Implement transit priority streets as a strategy to direct growth.	A Evaluate and study the city's legislative, organizational and financial capacity to supplement, own and/or operate high quality transit service to support land-use growth strategies.	4 - 10	PW	DOF	
		B Develop an implementation program to set priorities and a timeline for high- and medium- capacity corridor investments from the <i>Denver Moves: Transit</i> plan.	0 - 3	PW	DOF	RTD
		C Implement five of the high- or medium-capacity transit corridors in <i>Denver Moves: Transit</i> by 2040.	11 - 20	PW		RTD
		D Implement the vision for future places on transit priority streets through regulatory changes, such as large rezonings, concurrent with decisions on transit investment.	Ongoing	CPD		
		E Tie future transit investments to affordable housing development.	Ongoing	CPD	PW DEDO	DHA
		F For areas that score high for Reducing Vulnerability to Displacement, integrate strategies to understand and mitigate the involuntary displacement of residents and local businesses into the planning and implementation of major transit investments. This includes integrating inclusive public outreach from the local community into project planning.	Ongoing	PW	CPD DEDO	
13	Pursue funding mechanisms to raise revenue to fund multimodal infrastructure improvements and maintenance.	A Evaluate increasing the price of metered parking to better capture value of on-street parking and fund transportation infrastructure.	0 - 3	PW	DOF	
		B Explore funding tools to enable increased investments and sustainable funding for mobility projects and services.	0 - 3	DOF	PW	
		C Ensure transportation investments result in equitable access to multimodal infrastructure across the city.	0 - 3	PW	DOF	RTD
14	Develop a comprehensive long-range transportation plan.	A Fund and create a long-range citywide transportation plan.	0 - 3	PW		RTD
		B Involve the community in developing a comprehensive transportation vision that refines and relates to the vision of <i>Comprehensive Plan 2040</i> , <i>Blueprint Denver</i> and the Denver Moves plans.	0 - 3	PW	CPD	
		C Identify additional projects to improve safety such as traffic calming, one-way to two-way conversions or crossing improvements.	0 - 3	PW		

Quality of Life Infrastructure Recommendations						
Policy		Strategy	Timeframe (years)	City Lead (s)		Partners
1	Expand tools and regulations to ensure high-quality parks and outdoor public spaces keep pace with Denver's growth.	A Explore a variety of methods to provide permanent, sustainable funding options for park, trail and recreation needs. This could include working with city agencies to seek increased participation from new development to help meet increased demand for park and recreations services and facilities.	0 - 3	DPR		
		B Evaluate the need to increase requirements and/or create incentives for publicly accessible outdoor space for mid- and large-scale developments in centers, corridors and districts.	0 - 3	CPD	DPR	
		C Develop standards and guidelines around privately owned outdoor spaces to ensure public accessibility, great design and features to respond to culture of the local community. Examine the need to tailor standards and guidelines based on context and/or place.	4 - 10	CPD	DPR	
2	Protect and expand Denver's tree canopy on both public and private property.	A Prioritize trees in green infrastructure facilities to improve urban tree canopy.	Ongoing	PW	DPR	
		B Support a robust street tree canopy by prioritizing trees in right-of-way design.	Ongoing	PW	DPR	
		C Develop tree planting and water-wise irrigation requirements for new development on private property.	4 - 10	CPD		Denver Water
		D Strengthen standards to protect trees and explore requirements and/or incentives to mitigate tree loss during redevelopment on both public and private property to help achieve Denver's tree canopy goal..	0 - 3	DPR	CPD	
		E Incentivize technology to support healthy tree growth, such as structural cells, in centers and corridors, especially in the downtown, urban center and general urban neighborhood contexts. This will help to expand and maintain a healthy tree canopy in more urban areas.	4 - 10	DPR	CPD	
		F Study and implement requirements and/or incentives for existing parking lots to provide landscaping improvements that include trees; giving priority to upgrading existing parking lots in centers and corridors.	4 - 10	CPD		
3	Minimize flooding and effectively manage stormwater as part of a larger integrated ecological system.	A Develop a citywide multi-disciplinary water plan that identifies and prioritizes high-need areas for stormwater improvements to treat and convey stormwater runoff. Utilize the plan to coordinate projected areas for growth with high-need areas for stormwater improvements.	4 - 10	PW	CPD	UDFCD
		B Include a floodplain analysis and considerations in all plans and proactively seek to protect communities from future flood risk.	4 - 10	PW	CPD	UDFCD
		C Encourage development to coordinate and consolidate stormwater outfalls along waterways.	Ongoing	PW	DPR	UDFCD
		D Encourage adaptable, multi-functional stormwater facilities to support redevelopment and provide neighborhood recreational amenities.	Ongoing	DPR	PW	
		E Provide room for our waterways, where feasible, to help restore natural functionality that has been impaired due to increased urbanization and channelization.	Ongoing	PW		UDFCD
4	Promote environmentally-friendly development strategies in the public and private realms.	A Create incentives for private development to integrate green infrastructure — such as pervious surfaces, permeable pavement and plantings that provide water quality — into project design.	4 - 10	PW	CPD	
		B Study and implement requirements to preserve existing green infrastructure, including trees, within the right-of-way. This could include regulations to replace green infrastructure components when preservation is not possible.	0 - 3	PW	DPR	
		C Develop street design standards that implement green infrastructure for new development.	0 - 3	PW	DPR	CPD
		D Identify and remove policy or regulatory barriers that make it difficult for private development to build green infrastructure, such as permeable pavers, adjacent to and within the right-of-way	4 - 10	CPD	DPR	PW
		E Limit the amount of impervious surface on private property. Consider neighborhood context or places to calibrate impervious surface limits.	4 - 10	CPD	PW	
		F Include water conservation requirements for landscaping for new developments, such as irrigation standards that incorporate water budgeting and hydrozone analysis. Promote efficient water use for landscaping.	0 - 3	CPD		Denver Water
5	Ensure attractive streets and outdoor spaces in all centers and corridors, giving priority to pedestrian spaces and amenities.	A Encourage street design that minimizes impervious surfaces and look for opportunities to re-purpose parts of the street to enhance the pedestrian realm.	Ongoing	PW		
		B Evaluate and revise rules for use of the right-of-way by utilities, advertisers and telecommunications providers, balancing aesthetics and infrastructure necessities.	Ongoing	PW		
		C Identify public safety improvements to streets, including appropriate levels of lighting.	Ongoing	PW		
		D Update street design standards and guidelines to include landscape requirements for appropriate water-efficient and pollinator-friendly plants.	0 - 3	PW	DPR	
		E Identify opportunities to creatively use right-of-way as special shared streets that prioritize pedestrians, provide amenities and encourage gathering and socializing.	Ongoing	CPD	DPR	
		F Prioritize pedestrian relationships in design such as building orientation, vehicular access points and public wayfinding.	Ongoing	CPD		
6	Preserve and rehabilitate Denver's designated parkways and boulevards.	A Consider updating the Parkway and Boulevards Design Guidelines to improve the integration of parkway requirements with other street standards. This could include how to integrate a complete sidewalk network into our parkways.	4 - 10	DPR	PW	CPD
		B Create corridor plans to help refine the approach to some parkways where the vision for the character has not been fully implemented, such as Colorado Boulevard and Federal Boulevard.	4 - 10	DPR	PW	CPD
7	Recognize greenways and trails as multimodal connections providing a variety of experiences and habitats for people, plants and wildlife.	A Study and implement tools to incentivize environmentally-sensitive, trail-oriented development along river and creek corridors.	4 - 10	DPR	CPD	
		B Explore opportunities for public and private development to enhance and expand Denver's trail network.	Ongoing	DPR		
		C Evaluate opportunities to convert streets to greenways and/or trails for multimodal connections and ecosystem benefits.	Ongoing	CPD	PW	DPR

Quality of Life Infrastructure Recommendations							
Policy	Strategy	Timeframe (years)	City Lead (s)		Partners		
8	Develop tools to improve access to healthy foods to support community health outcomes.	A Evaluate city regulations to remove barriers to community-supported agriculture and to expand access to fresh food and produce.	4 - 10	DDPHE	CPD		
		B During small area planning, identify opportunities to expand healthy, culturally-relevant food access and programming. In areas with limited food access, community gardens, greenhouses, edible landscaping and mobile produce markets are tools that can be calibrated to develop culturally relevant recommendations.	Ongoing	CPD	DDPHE	DPR	
		C Explore ways to increase use of public spaces for non-permanent fresh food retail, including farmers markets and mobile vending.	Ongoing	DDPHE			
		D Support recreation centers, schools and libraries as hubs for a healthy community and identify opportunities for them to provide spaces for community gardens, fresh food retail and health education.	Ongoing	DPR			DPS DPL
		E Analyze areas with a saturation of unhealthy food uses and develop regulatory tools to address impacts, particularly on vulnerable populations.	4 - 10	CPD	DDPHE		
		F Incentivize and support efforts to recruit and retain grocery stores in centers and corridors, with focus on areas of low food access.	Ongoing	DEDO	DDPHE		
		G Develop Healthy Food Systems Plans for underserved areas as identified in the Denver Food Vision Plan for inclusion in small area plans.	Ongoing	DDPHE	CPD		
9	Develop tools to improve environmental health, especially in areas that score low for Access to Opportunity.	A Study and implement tools to reduce or mitigate environmental pollution impacts on residents, with special consideration for sensitive uses and populations, including senior housing and care facilities, child care centers and schools.	4 - 10	CPD	DDPHE		
		B Review how industrial uses are currently defined and categorized in order to better respond to a more nuanced and modernized industry.	0 - 3	CPD	DEDO	CPD	
		C Evaluate potential impacts of industrial uses on vulnerable populations. This could include studying the treatment of "nonconforming" industrial uses that may have continuing environmental impacts on surrounding neighborhoods.	0 - 3	CPD	DDPHE		
		D Through small area planning, study potential land use approaches to mitigate environmental pollution impacts, particularly on vulnerable communities.	Ongoing	CPD	DDPHE		
		E Through small area planning, consider regulatory tools or other strategies to reduce noise pollution, especially for communities located near highways and rail corridors.	Ongoing	CPD	DDPHE		
		F Develop tools to better engage vulnerable communities when contemplating major public and private projects.	4 - 10	CPD	HRCP	DDPHE	
10	Work with public and private partners to improve access to shops, restaurants, entertainment, services and a variety of daily needs for all Denver residents.	A Prioritize street and trail improvements and connections leading to and through existing and future centers and corridors.	0 - 3	PW	DPR		
		B Develop incentives to promote human scaled, accessible and inclusive mixed-use centers and corridors.	4 - 10	CPD			
		C Promote development that compatibly integrates and includes daily needs such as child care centers, grocery stores and community-serving retail.	Ongoing	CPD	DEDO		
		D Support safe and equitable access to daily needs including public restrooms and water bottle filling stations.	4 - 10	PW	DPR		