

Town  
of

# Mountain View

COLORADO

# Comprehensive Plan

*Adopted on May 20, 2024*





## Acknowledgements

*This Plan would not have been possible without the participation of residents, business owners, community members, property owners, and neighbors of Mountain View. Thank you for your partnership and commitment to the Mountain View of yesterday, today, and tomorrow!*

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## Table of Contents

### **Executive Summary ..... 2**

### **Introduction ..... 4**

What is a Comprehensive Plan? ..... 5

The Planning Process ..... 5

A Community-Driven Plan ..... 6

Recent Initiatives ..... 6

Looking Back ..... 8

### **Mountain View Tomorrow ..... 9**

Mountain View Today ..... 10

Engaging the Community ..... 11

Community Engagement Themes ..... 13

### **A Plan for Everyone ..... 14**

### **How to Use the Plan ..... 15**

### **Community Vision and Values ..... 16**

Vision Statement ..... 17

Values ..... 18

Key Priority Areas ..... 18

### **Goals, Policies, and Strategies ..... 19**

Goal Mapping ..... 20

High-Quality Community Character and Form ..... 21

Housing Quality and Choices ..... 25

A Vibrant and Safe Neighborhood ..... 32

A Strong and Thriving Economy ..... 37

Walkable and Connected Physical Environment ..... 48

High-Quality Community Facilities and Services ..... 53

Healthy and Accessible Public Spaces ..... 57

Celebrating Culture and Creativity ..... 61

A Welcoming and Connected Community ..... 65

A Sustainable and Resilient Tomorrow ..... 71

Growing Regional Partnerships ..... 81

### **Fiscal Capacity and Capital Planning ... 83**

Strategic Future Investment – Spending Wisely ..... 84

Fiscal Environment, Debt Capacity, and Developing a Capital Improvement Plan ..... 86

### **Implementation Plan ..... 89**

Why is this important? ..... 90

Implementation Matrix Overview ..... 90

Resources for Implementation ..... 91

Plan Updates and Amendments ..... 91

Implementation Matrix Key ..... 93

Implementation Plan ..... 94

### **Appendix A: Glossary and Terms ..... 134**

### **Appendix B: Goal Mapping Matrix ..... 136**

### **Appendix C: Community Engagement Summary ..... 150**

### **Appendix D: Inventory and Analysis ... 168**

# Executive Summary

This Comprehensive Plan was built off the spirit of togetherness and connectedness that makes Mountain View unique. This is the community's plan.



Mountain View is a community with a small-town feel. This was the most common sentiment expressed by community members when describing the Town of Mountain View during the comprehensive planning process.

But when we say small-town feel, what does that mean exactly? Well, for Mountain View, it's the feeling that one has as one walks down the street in their neighborhood and waves and smiles at their neighbors. It's the feeling that customers have when they visit Town Hall to request help from Town employees. It's the feeling of togetherness in every laugh and in every smile at community events. No matter where you are on any given day in the Town, it feels like home. That's the Town of Mountain View. That feeling makes this community a unique place to be in a bustling and growing Denver region.

Mountain View is also a small-sized community of .09 square miles and 12 square blocks. Even though its size may seem like a challenge, the community has turned it into an opportunity to strengthen its community fabric and its connectedness through the years.

This Comprehensive Plan was built off the spirit of togetherness and connectedness that makes Mountain View unique. This is the community's plan. It is a shared, unified vision that embodies the hopes and aspirations of its people. It's a plan that harnesses the community's identity of having that small-town charm.

At the same time, the community recognizes and plans for what it will become tomorrow. The Town's theme for this Comprehensive Plan is "Mountain View Tomorrow: Planning Today for a Better Tomorrow." This theme recognizes Mountain View as a proactive community

that takes the necessary actions to create a livable and sustainable community, while balancing advancement with maintaining its community charm and spirit of togetherness.

Mountain View is an innovative community that proactively takes actions to help improve the community; but it does so with the care of the community in every action it takes. Mountain View understands that caring for the community is also about planning for the needs of future generations so they can live healthily and thrive in Mountain View.

This document leverages the Mountain View of Today to press toward the Mountain View of Tomorrow. This Comprehensive Plan celebrates the Town of today and recognizes the successes and accomplishments that make it a strong community, with caring residents and a thriving economy. These positive attributes of Mountain View, along with its community assets, helped to formulate many of the goals and policies within the document.

However, Mountain View does face challenges. Chief among these is its size, which brings resource capacity and development limitations. Therefore, to press toward a vibrant and resilient community of tomorrow, the Town will have to leverage the strengths and assets of the community and take advantage of new opportunities to accomplish the goals of the Plan. A Comprehensive Plan update is one of the biggest investments that a Town can make in planning for its future growth and development. It's an investment that, if used appropriately, can produce long-term returns for the community. *Mountain View Tomorrow* acknowledges the significance of this investment and diligently plans a community for future generations.

# Introduction

A Comprehensive Plan is a long-term vision and roadmap that will guide Mountain View's future. It is a comprehensive guide with a set of goals, policies, and strategies to achieve the Town's vision.



## What is a Comprehensive Plan?

A Comprehensive Plan is a long-term vision and roadmap that will guide Mountain View's future. It is a comprehensive guide with a set of goals, policies, and strategies for achieving the Town's vision. The Plan will provide direction for Town officials, staff, and the community to make important decisions and guide future policies.

This plan establishes a framework for land use planning and zoning policies and will guide decisions on growth, redevelopment, and capital improvements, while addressing community concerns. It is also a living document. As the community's needs and priorities change, the Plan's policies, goals, and strategies will need to be adjusted so that it can continue to provide direction for resource and budget allocations, inform changes to Town regulations, and evaluate the Town's progress in implementing the community's vision.

This Plan has been prepared per the Colorado Revised Statutes Section 31-23-206, which states the Town must "make and adopt a master plan for the physical development of the municipality." Section 8.3 of the Town Charter for Mountain View also states that the Town Council, herein acting as the Planning and Zoning Commission, "may prepare and submit to the Council for its approval a master plan for the physical development of the Town."

## The Planning Process

In fall 2022, the Town initiated the process to develop a new Comprehensive Plan. Since the Town's last Comprehensive Plan

update in 2000, there have been many economic, policy, and regional changes that have affected Mountain View. The Town began the planning process with an existing conditions assessment to better understand the Town's current environment and emerging challenges. This assessment process also identified opportunities the Town can leverage and strengths and assets the Town can capitalize off to create a vibrant and resilient community. This document is known as the Inventory and Analysis Report located in Appendix D.

In March 2023, the Town began a robust community engagement effort to understand the values and priorities of the Mountain View community. Input from community members, including residents, businesses, neighbors, employees, and visitors of Mountain View informed the Town's values, goals, and vision.

A Community Engagement Summary and Vision Statement was developed and described in the community's engagement strategy, themes collected from input during the process, and vision and value statements that were a direct result of the themes in the engagement process. The Community Engagement Summary and Vision Statement can be found in Appendix C.



To prepare this planning document, the resulting vision and community values were used to develop key priority areas, goals, and policies to achieve the Town's vision and address current challenges. As goals and policies were developed they were also mapped back to the community engagement themes and values to help ensure the goals and policies reflected the community's vision, aspirations, and values (Please see Goal Mapping Matrix in Appendix B). Strategies were created to provide actionable steps that the Town can take to achieve each policy and goal.

An implementation plan was created as a framework to support the Town. It identifies responsible parties, potential costs, and timelines to help ensure that the Town sees results from the entire comprehensive planning effort.

## A Community-Driven Plan

This document is truly a community-driven plan. Mountain View is a small, close-knit community, where challenges and changes impact everyone. Opportunities for community involvement were offered throughout the process as the Town looked to meet people where they were and build on the close connection that people in Mountain View have. Town appointed and elected officials, business owners, employees, visitors, property owners, and residents all provided input through the planning process.

Feedback from pop-up events and online engagement activities set a foundation for developing a vision and articulated community values. Throughout the process, the Town engaged the community to receive feedback and guide policy and strategy development. More tailored focus

groups with community leaders helped refine policies and strategies to achieve the Town's vision. Feedback on each stage of the Plan was solicited via online comments, online surveys, community events, and public meetings. Input received during each phase of the process was carefully considered, and revisions were made in response to stakeholder comments where appropriate.

## Recent Initiatives

The Town has undergone efforts, with guidance from the community, to improve municipal services to best meet the needs of residents and property owners.

The Town has modernized municipal services by providing electronic bill payment options and upgrading its website. Additionally, the Town is considering the transition from a mayor-council form of government to a manager-council model. In the beginning of 2024, in alignment with plans to seriously consider this transition, the Town hired its first Town Administrator. The Town is advancing and changing. The Town Administrator works closely with the Mayor, Council, and Department Heads to implement the Council's vision and manage Town resources. As the Town modernizes, a Town Administrator can bring a variety of benefits including expertise in public administration and policy, continuity and stability in town management (even as political changes occur), and the ability to serve the Town on a full-time basis. A Town Administrator can also support the Town's long-term planning initiatives, such as the Comprehensive Plan.

In 2023, the Town purchased a parcel on Ames St., behind Town Hall. The Council Town Hall Remodel Committee is developing a plan to create a community

space at Town Hall. The Town has also been working with Jefferson County Open Space to create a vision for the Town's park and make upgrades.

To improve connectivity and walkability, the Town supported a sidewalk improvement program. In 2022, the Town Council allocated \$30,000 in the Capital Improvement Budget to create a program to assist property owners in repairing sidewalks. The goal of the program was to facilitate the property owner's responsibility to repair sidewalks, so they are safe and usable by all. The Town has also initiated a sidewalk shading program, and, in 2023, the Town planted 45 trees. Trees have a variety of community and environmental benefits. The shade from planting trees helps to keep pedestrians and pets cool. Trees also help to support good air quality and reduce stormwater runoff. The 2024 budget anticipates a similar program to plant more trees that shade the sidewalks throughout Town.



The Town has also worked to recognize volunteerism and community spirit. At the 2024 Spring Fling, the Town announced community spirit awards for residents who most consistently shoveled their sidewalks this year. Coming out of the COVID-19 pandemic, the Town has continued to strengthen its efforts to support a connected community. The Town hosts events throughout the year that attract community members of all ages, like the annual picnic, Spring Fling, and National Night Out.

Related to sustainability, the Town initiated a single-stream recycling program, and has created educational materials for residents and Town staff about best recycling practices to ensure that the Town is properly recycling materials. The Town has also been working on a new compost program, in conjunction with Summit Waste, that allows neighbors to share a single account for increased affordability. The program returns compost to participants for their gardens and is a sustainable solution for yard waste in addition to the normal food items.

The Mountain View Police Department (MVPD) has taken action to build a positive relationship with the Mountain View community through coordinating community events and social media use. The Police Department has also purchased e-bikes to improve response and engagement in the community. In June 2022, MVPD implemented a police bodycam system, well ahead of the state-required timeline. The police department is also planning a door-to-door program where an officer will be assigned a section in the Town to get to know better, as well as a community forum for the department to regularly engage with the residents.”

## Looking Back

To prepare for tomorrow, a community must understand where it began. So, how did Mountain View become Mountain View? Long before hunters and trappers established trading posts, or pioneers established settlements as they sought fortune in the gold rush, Colorado's front range was home to a wide array of Native American tribes. Members of the Apache, Ute, Cheyenne, Comanche, and Arapahoe tribes inhabited what is now the Denver Metro. It is believed that dozens of other tribes have traversed the area throughout history.

During the gold rush years, the Yule family owned the land that later became Mountain View. In 1879, John Brishen Walker purchased 1,200 acres of land in the Berkeley area for \$1,000. Over time, he acquired 1,600-1,700 acres, which was named Berkeley Farm. Walker and Dr. Will Bell, a British investor, grew alfalfa on Berkeley Farm until late 1880.

Eventually, Walker sold the land to a Kansas City syndicate who hired the investment firm to develop a new suburb. The new development was named the Berkeley Annex which extended from Sheridan Boulevard west to Fenton Street and 41st Avenue north to 44th Avenue. This area became Mountain View, Colorado.

On August 8, 1904, a petition containing 58 signatures to incorporate as the Town of Mountain View was filed in Jefferson County Court. On September 6, 1904 the election for incorporation was held at the L. Hanawall Store, which was located at 4301 Sheridan Boulevard. When the final vote was taken, with 58 ballots in favor and 48 ballots against the proposal, the Town of Mountain View was established. In 1972,

Mountain View became a home-rule municipality after the right of home-rule was extended to all Colorado municipalities.

Since 1904, Mountain View's land area has not expanded, though the Town saw significant population increase from 1910 to 1950. The Town's population declined from 1950 to 1980, and Mountain View's population has remained roughly the same since the 1980s.

Despite development pressure and population growth throughout the Denver region and state, Mountain View's land use and community form has largely remained unchanged since 1980. Most of Mountain View's land use consists of small-scale, single-family homes and businesses.

Mountain View's "small-town feel" is a key part of the community's identity. It is a characteristic of the community that is partially derived from the existing land use pattern and neighborhood infrastructure that still exists today.



# Mountain View Tomorrow

For Mountain View to plan for the community of today and tomorrow, it must start with community engagement.



8-28

LEMON ADE  
STAND

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L+L COINS LOT  
2-4PM

10% of Proceeds  
NP-

## Mountain View Today

Although the community shares a border with Denver—the State’s third largest city in land area—Mountain View has managed to maintain its unique identity in the Denver region. With its proximity to Denver, Mountain View is fully urbanized; however, it remains a close-knit Town with a strong sense of community.

The key priorities outlined in this Plan respond to new and known challenges and chart a path forward for Mountain View by building on the Town’s assets and investing in the community. The Town and residents will continue to support initiatives and events that foster community connection.

While the Town’s population has roughly remained the same since the 1980s, the Town’s population today is younger and more diverse than in previous years. Mountain View’s residents share a strong sense of identity and the Town’s social fabric is its greatest asset. Looking ahead, the Town and its residents have identified the need to maintain and build connection among residents and further strengthen the sense of community in Mountain View.

The Town’s dedicated workforce and Town Council are committed to strengthening the Town’s community fabrics and maintaining a physical environment that meets the



needs of current and future community members.

One of Mountain View’s key assets is its access to the region, and the Town will continue to work with local partners, like the Cities of Wheat Ridge and Denver to promote and improve access to resources across the region, including transportation networks and access to recreation.

Mountain View residents value the Town’s amenities, like Mountain View Park and the Town Hall. The Town’s land constraints have provided challenges in meeting the community’s needs for gathering spaces and a modern, accessible park. The Town began working with Jefferson County to discuss upgrades to Mountain View Park. The Town has also identified opportunities to include community spaces in future Town Hall upgrades.

Mountain View’s grid-patterned streets provide connectivity and offer opportunities for enhanced walkability and bikeability for all users. In recent years, the Town has seen additional demand for sidewalk maintenance and improved access for people of all abilities.

Most of the Town’s revenue comes from local sales tax. Funding for operations and Town projects are largely dependent on the strength of the retail market, especially marijuana sales. The recent decline in retail marijuana sales statewide, after peaking in 2021, is a potential concern for the regional economy, and especially for Mountain View. While median incomes have increased in Mountain View, home prices have continued to rise across the state and region in recent years. Additionally, Mountain View’s housing stock is dominated by single-family homes. Policies and strategies outlined in this plan look to address challenges related to housing affordability to ensure that

current residents and members of the Town’s workforce can afford to live and work in Mountain View, and residents of all ages can access housing types that meet their current and future needs. The key priorities outlined in this Plan respond to new and known challenges and chart a path forward for Mountain View by building on the Town’s assets and investing in the community.

## Engaging the Community

Community engagement is the cornerstone of a comprehensive plan. For Mountain View to plan for the community of today and tomorrow, it must start with community engagement. Mountain View understands the significance of engagement and how fundamental it is to understand what its community values, prioritizes, and needs to help secure the quality of life and well-being of its community. In March 2023, the Town initiated a multi-faceted community engagement process using various strategies to receive input from community members on the Comprehensive Plan. This input was used to guide policy development and create the Town’s vision. To encourage as much engagement as possible, the Town implemented a robust outreach process using a variety of methods that considered the diverse communication needs of the community. The engagement approach included the following:

- Townwide kickoff meeting
- Pop-up events
- Comprehensive Plan Open House
- Spring Fling and Mother’s Day Engagement Event
- Two door to door announcements

- Facebook Streetscape Survey
- Social Pinpoint (linked on the Town’s website)
- Visioning Surveys
- Deep Dive Focus Group Meetings
- Place-based Park Engagement Activity
- Public Meetings and Project Updates

To reach a broad range of community members, the Town shared updates on the planning process and advertised meetings and feedback opportunities through the Neighborhood Gazette, door-to-door fliers, postcards, digital engagement, direct outreach to residents, tables at community events, and bulletin boards.

During this time frame, the Town Council also developed goals to help establish priorities for the community. These goals were also reviewed during the engagement process to build an understanding of what the Council specifically values for the future of their Town.

Although the community engagement phase of the project formally began in March 2023, the project officially kicked off on January 23, 2023. Participants were invited to learn more about the comprehensive planning project, including project phases, timelines, and opportunities for input. Council Members were encouraged to ask questions and begin discussing their thoughts on the future of the Town.

The Town engaged community members at pop-up events throughout the spring. These events provided information about the



During the policy development phase of the comprehensive planning process, the Town conducted an interactive community engagement activity in Mountain View Park. Visitors of the park were asked to provide feedback on future park improvements and upgrades on water-proof boards in the park. Participants were asked to identify how they were using the park on the day they participated in the activity. People identified the playground as the primary area of use, followed by the gazebo.

Participants were also given four options of types of park improvements and were asked to rank them in terms of options they wanted the most. The options that were provided included:

- A. Multi-sport court surface
- B. New playground surface to replace mulch
- C. New playground equipment
- D. Reposition gazebo and add picnic tables and additional grill in the back (of the park)

Most participants ranked “A” for their first choice and “B” and “C” for their second choice. These results could indicate that the park is currently used by the youth or families with young children. This also highlights the importance of involving community members in park planning. As the community continues to plan for the future of Mountain View Park, it will be important to involve the community to identify if there are any missed opportunities to better serve community recreational needs. There could be other community

members who would use the park if certain amenities were available.

Throughout the project, the Town provided project updates through the Neighborhood Gazette, Town website, and community events. Transparency is an important part of any planning process, and the Town worked to ensure that the community was consistently updated throughout the comprehensive planning process.

## Community Engagement Themes

Based on the information gathered during the public engagement process, the following key themes were identified:

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Supporting a welcoming and inclusive community

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Improving walkability of a Town

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Improving Town facilities and infrastructure

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Providing high-quality, affordable housing

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Promoting economic development

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Supporting small businesses

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Creating a sustainable future

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# A Plan for Everyone

It is important for the Plan to be user-friendly so that everyday community members can understand and navigate it.



## How to Use the Plan

Mountain View knows community involvement is critically important in preparing and implementing this Plan. The Plan must be user-friendly so that community members can understand and navigate it. Every community member should be able to see their values, hopes, and aspirations in this plan. The framework of the Plan is as follows:

**Vision Statement:** The vision statement describes the Town's desired future state and what it wants to become in the next 20 years. The vision statement is birthed out of the community engagement feedback and embodies the hopes, aspirations, and ideas of the community members.

**Values:** Values are the foundation of the community's culture. These values are reflective in the community engagement process and describe the community's ideals. Values operate as a community's compass and describe the beliefs that it holds true. Values help to guide the community through decision-making.

**Key Priority Areas:** Key priority areas are the main topic areas of the Plan. They help to establish its framework and the key focus areas that the Town will use to carry its vision forward.

**Goals:** Each key priority has a set of goals. Goals are broad, long-term statements that describe what the community will prioritize and focus on to achieve the vision as it relates to each key priority area.

**Policies:** Each goal contains a set of policies. Policies provide day-to-day guidance for achieving each goal. They are detailed statements that help to guide daily decisions. Throughout the Plan, there are examples of funding sources and initiatives

that other municipalities have implemented. The cases offer tools and resources other municipalities used to implement a specific project. Additional terms are defined in the glossary in Appendix A.

**Strategies:** Each policy contains a set of strategies, which are specific actions that will be taken to move closer to each goal.

**Best Practices:** Throughout the Plan, best practices have been identified to provide tangible examples of how strategies have been implemented in municipalities in the Denver region, as well as nationwide.

**Fiscal Capacity:** The fiscal capacity section of this plan outlines Mountain View's current revenue sources and items that the Town should consider in planning for future investments to ensure fiscal sustainability.

**Implementation Plan:** The implementation plan is the Town's roadmap to implement policies and strategies. The implementation plan highlights relative cost, ease of implementation, responsible agencies, and timeline for implementation.



# Community Vision and Values



## Vision Statement

*Mountain View is a safe and vibrant community with a prosperous future. There is a strong sense of belonging and connectedness in Mountain View. These attributes reinforce the Town's unique identity in the Denver region as a friendly and supportive small-town community with the benefits of urban amenities. Mountain View has a stable, resilient economy and will continue to diversify amenities and support small businesses while creating places for neighbors and visitors to live, work, gather, and enjoy. With strong regional connectivity, Mountain View provides accessibility to Denver while also maintaining the values that cultivate the togetherness of a small town.*

*This spirit of togetherness permeates through every aspect of social life in the community from daily greetings between neighbors to approachable and helpful Town staff and accessible elected officials when visiting Town Hall. Residents of Mountain View enjoy its high quality of life and comfort—evident in diverse housing and transportation choices, nearby recreational and cultural amenities, and economic opportunities. The community progressively plans for a sustainable future while treasuring the qualities that make it a unique, tight-knit community in the region. Mountain View embraces opportunities to invest in and care for its people with equitable decision-making that represents the needs of all community members.*

## Values

Five community values were identified during the community engagement process. These values describe the Town's ideals and operate as the community's compass through decision-making processes.



### **Maintaining community connectedness and identity:**

Maintain a strong sense of

community, safety, and a neighborly environment, where community members feel connected to one another and supported by the Town.



### **Preserving and enhancing community assets:**

Continue to invest in Town staff and

improvements to enhance the quality of life for residents.



### **Maintaining a thriving local and stable economy:**

Expand economic opportunities by

supporting existing businesses and attracting new business development, to help ensure the Town's long-term fiscal stability while also



### **Providing housing options and vibrant neighborhoods:**

Promote housing options that will

maintain the scale and character of the neighborhood and meet the needs of the community.



### **Securing a sustainable and equitable future:**

Prepare Mountain View for future

generations by using intentional policies and equitable decision-making that balances growth with the needs of community members and the protection of the environment.

## Key Priority Areas

Key priority areas help to establish its framework and the key focus areas in this plan. These priority areas guide the goals, policies, and strategies that relate to each area.

1. A Vibrant and Safe Neighborhood
2. Housing Quality and Choices
3. A Strong and Thriving Economy
4. Walkable and Connected Physical Environment
5. High-Quality Community Facilities and Services
6. Healthy and Accessible Public Spaces
7. Celebrating Culture and Creativity
8. A Welcoming and Connected Community
9. A Sustainable and Resilient Tomorrow
10. Growing Regional Partnerships

# Goals, Policies, and Strategies



## Goal Mapping

The community's vision and values are very foundational to the goals and policies of the Comprehensive Plan. In plan development, it is essential to ensure that there is strong alignment through the multiple layers of the planning document - from vision, to goals, to policies, to strategies. Community members should be able to see how day-to-day policies and strategies are connected to the community's vision and values. In addition, the vision and values evolved out of the community engagement process; the Comprehensive Plan is the community's plan.

The day-to-day policies and strategies should be an outgrowth of the vision and values of the community. As part of goal and policy development, goals were mapped back to the community engagement themes and values identified during the community engagement process to help ensure alignment and continuity. Appendix B includes the matrix developed for goal mapping.

The sections below describe the goals, policies, and strategies that were developed for each key priority area.

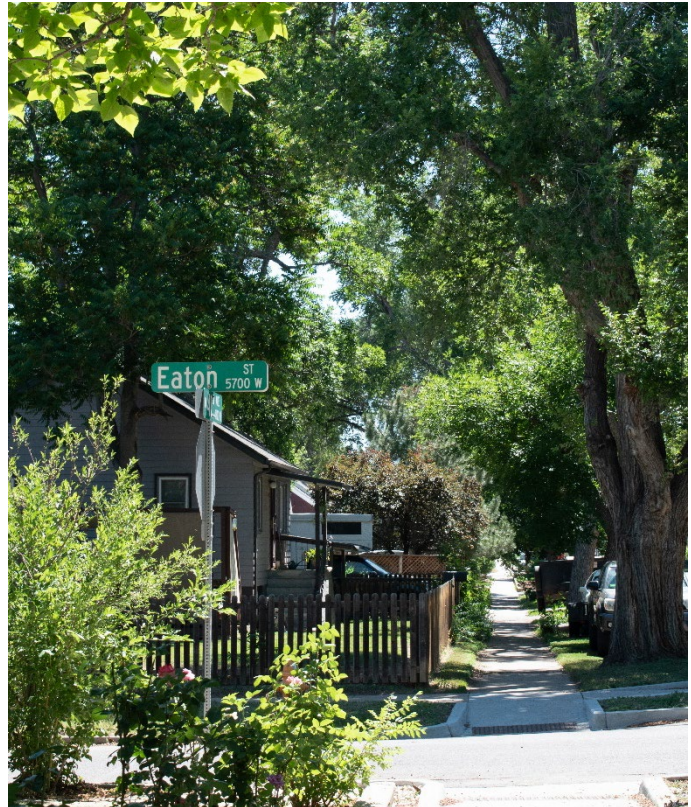


## High-Quality Community Character and Form

Mountain View prides itself on being a Town with a strong sense of community. This is partly attributed to its land use pattern which establishes the foundation for Mountain View's small-town charm. It is evident in its grid-like street pattern and modest-sized residential homes. Looking forward, the Town will look to strike a balance between allowing growth and preserving its cherished small-town feel. Mountain View will need to carefully plan for the right type of growth in strategic locations.

There is opportunity for growth along Mountain View's commercial corridors, along W. 44<sup>th</sup> Avenue and Sheridan Boulevard, where it can capitalize off regional traffic and the commercial and mixed-use development in adjacent communities. Mountain View can maximize its economic development potential in these areas by allowing for mixed-use development. This type of land use can help bolster commercial development along these corridors while fostering integrated residential uses. If designed properly, mixed-use development can provide commercial development at a human scale while reinforcing the neighborhood character that gives Mountain View its reputation as a friendly, small town.

Mountain View is also a walkable community, which reinforces its sense of community. As Mountain View plans for growth, it should diligently plan for the integration of design features that encourage walking and biking. As Mountain View takes advantage of economic opportunity it can do so in a way that can guide and shape the right type of growth in the right places with the scale and design that is appropriate for their community.



**Goal 1: Innovate with a flexible zoning approach.**

*The Town of Mountain View will work to update its zoning regulations to accommodate strategic growth while revising standards to meet redevelopment goals that secure a sustainable and equitable future while maintaining a thriving local and stable economy.*

**Policy 1: Update the Town’s zoning ordinance to accommodate inclusive growth.**

*The Town will explore revisions to its zoning regulations and ordinances to accommodate denser development in general, mixed-use development along commercial corridors, and to ensure a variety of safe and economical housing options for community members.*

**Strategies .....**

- a.** Update dimensional requirements within the zoning ordinance to allow for more density (e.g., progressively taller building heights for targeted commercial and mixed-use areas, a reduction in overall setback requirements, etc.) making the path for project completion more compelling for developers.
- b.** Permit mixed-use zoning along key commercial corridors with the first floors reserved for commercial uses and the upper stories featuring housing thus activating the sense of place and a live, work, and play environment.
- c.** Consider removing parking minimums for development along W. 44<sup>th</sup> Avenue and Sheridan Boulevard with no setback requirements to facilitate a main street design.
- d.** Continue to enforce recently revised town requirements for short-term rentals to provide flexibility and opportunities to property owners to operate while also maintaining quality of life in residential areas.

**Goal 2: Striking a balance between growth and preservation.**

*The Town of Mountain View will work to preserve the current character of the community while accommodating for future growth and economic demands by ensuring high-quality design, oversight of development aesthetics, and access to training, funding, and technical assistance through Colorado’s Department of Local Affairs Main Street Program.*

**Policy 1: Capitalize on the Town’s current assets.**

*The Town of Mountain View will explore opportunities to preserve its current assets that contribute to its identity and charm and will leverage assets that can help bolster economic opportunity and revitalization efforts.*

**Strategies .....**

- a. Explore joining the Colorado Main Street Program to support the Town’s revitalization efforts that foster a welcoming and inclusive community and economic development.
- b. Partner with existing community stakeholders and conduct an inventory analysis of historic and culturally significant assets including properties, features, and structures throughout the Town.

**Colorado Main Street Program:** The State Department of Local Affairs operates the Colorado Main Street Program. The Program offers support for community-led downtown revitalization efforts, providing a customizable framework to coordinate and focus efforts and resources. The Colorado Main Street Program is part of the national Main Street America Coordinating Program. There are over 40 communities across the state enrolled in the program.

**Lyons, Colorado:** Lyons is located north of Boulder, Colorado and is enrolled in the state’s Main Street Program. Lyons focused on building community around the Town’s artists and entrepreneurs. Through the program, Lyons was able to identify community landmarks and support the adaptive reuse of historic structures. The Town also promotes access to art, culture, and recreation amenities and supports a variety of Town events.

**Policy 2: Preserve elements of community design and bridge the past, present, and future.**

*The Town of Mountain View will use community design strategies to help ensure that Mountain View retains its existing community character and form while allowing growth to happen with well-planned design features that provide for human scale development and active transportation options.*

**Strategies .....**

- a. Form a Design Review Committee with the aim to establish a set of basic advisory guidelines for the aesthetic preservation of the Town using the inventory analysis as inspiration.
- b. Include the Design Review Committee in the Development Review process as an advisory panel to developers.
- c. Incorporate design elements into mixed-use development to promote walking and biking.

**Castle Rock, Colorado:** Castle Rock’s Design Review Board reviews all development applications that require a downtown site plan to ensure that developments achieve the goals and objectives of the City’s Downtown Master Plan, the Downtown Overlay District, and Historic Preservation Plan.

Design review committees can help municipalities ensure that all new development projects, including new structures and exterior remodels, are consistent with the surrounding scale and design of existing neighborhoods or structures. Some design review boards will also review signage and landscaping in commercial areas.

## Housing Quality and Choices

A community's housing stock forms the bones of its neighborhoods and greatly influences residents' quality of life. Mountain View's modest-sized homes and stable housing stock makes the community an attractive option for homeowners and renters in the region. As cited in the *Inventory and Analysis Report*, when comparing median home values, Mountain View offers more affordable housing options for homeowners than other parts of Jefferson County. It is more affordable for renters than other parts of the County and the State. With accessibility to attractions and amenities in the region, coupled with its housing affordability and small-town feel that the community offers, Mountain View can be an attractive, welcoming community

in the future for existing residents and newcomers.

As many communities across the nation and region are challenged by lack of attainable housing options and housing variety, Mountain View is already poised to be a community of the future that offers safe, decent, affordable, high-quality, housing for all people. Looking forward, the Town should consider housing policies that can secure the availability of high-quality housing options that reinforce the community's small-town feel. By establishing clear housing policies, the Town can address challenges in supporting economic development initiatives to improve the local tax base while keeping housing costs for renters and homeowners at an attainable level.



As a small-scale, built-out community, Mountain View is experiencing very low housing development activity. Most of Mountain View's housing development in the future will be in the form of infill and redevelopment activities. Therefore, Mountain View will need to seize each opportunity and think about what it can offer in terms of housing diversity and choice.

Mountain View's housing stock is dominated by single-family homes. Offering other housing types such as duplexes and multi-family housing options on a scale that is compatible and appropriate to the surrounding area can provide housing options that can attract and retain community members.

According to the *Inventory and Analysis Report*, there are fewer people in Mountain View than in the County and the State that are considered housing cost burdened. An individual that is housing cost burdened spends more than 30% of their income on housing costs. However, Mountain View has median household incomes that are higher than Jefferson County and the State, which could contribute to less people being housing cost burdened.

Mountain View's location in the region and proximity to employment opportunities makes the community an attractive place for reasonably priced, workforce housing options. Mountain View can enhance its appeal as an attractive community to live in, by supporting diverse housing options with various price points.

Mountain View can also utilize housing policies to support multi-generational housing options. Mountain View's demographic data shows that the Town's

population is getting younger, and there a significant number of families with young children. This plan identifies housing policies that embraces the needs of older adults as well as young adults and families. Housing policies outlined in this plan can help residents age in place and retrofit existing homes, consistent with the American with Disabilities Act (ADA) requirements. In addition, Mountain View can also plan for the next generation of the community by helping to ensure housing offered in Mountain View provides a diversity of housing types and price points that can make it an attractive community in the future.



## Goal 1: Safe, Quality Workforce Housing

*The Town of Mountain View aims to enhance the development of safe, quality workforce housing to better accommodate the housing needs of both existing and new residents, fostering a diverse and inclusive community.*

### **Policy 1: Collaborate with developers, non-profits, and governmental agencies to increase the availability of workforce housing.**

*The Town of Mountain View will partner with developers, non-profits, and other government agencies to expand the supply of workforce housing.*

#### **Strategies .....**

- a. Utilize federal, state, and local grants and subsidies available for workforce housing development.
- b. Collaborate on the development of shared infrastructure and amenities that make workforce housing projects more attractive to both developers and residents.

#### **Department of Local Affairs Division of Housing:**

One of the Colorado Department of Local Affairs' (DOLA) top priorities is to increase the availability of safe and affordable housing. The DOLA Division of Housing provides a variety of services and financial assistance to help support housing projects and initiatives statewide. The Division assists developers and municipalities through gap funding for acquisitions, rehabilitation, and new construction projects. The Division's grant and loan programs are competitive, and funding is based on timing, availability, and DOLA priorities.

**Policy 2: Integrate workforce housing units across all new developments to ensure economic diversity and accessibility for all income levels.**

*The Town of Mountain View will aim to encourage all new multi-family residential developments promote economic diversity by incorporating workforce housing units into their plans.*

**Strategies .....**

- a. Offer incentives, such as density bonuses, to developers who include workforce housing units in their projects. By allowing developers to build more units than normally permitted, towns can incentivize the inclusion of workforce housing in new developments.
- b. Provide land use incentives such as reduced parking requirements, expedited permitting processes, and fee waivers for projects that incorporate workforce housing.

**City of Durango:** The Durango Renewal Authority, City of Durango, and community partners are in the process of developing the Animas City Park Overlook Townhomes. This project is an example of how an Urban Renewal Authority and other community institutions can partner with private sector entities to create workforce housing. The Durango Renewal Partnership (URA) worked with the City of Durango, La Plata County, School District 9-R, the Business Improvement District (BID), the Animas Mosquito Control District, SEH Inc., HomesFund, and Reynolds, Ash & Associates, and Agave on various aspects of the project.

The project blends market rate and workforce housing units across the same city block. The Townhomes are similar in scale and density to existing commercial uses around the development. The development is within walking distance to commercial amenities, local park, and riverfront. When completed, the development will include four income-qualified units and six market rate units. The four income-qualified units are available for purchase at a reduced price for households making 125% or less of the area median income.

**Policy 3: Incorporate sustainable building practices and affordability criteria in new housing projects to ensure long-term viability and accessibility.**

*The Town of Mountain View will aim to encourage the integration of sustainable construction methods and affordability standards in new housing developments to guarantee their lasting viability and accessibility.*

**Strategies .....**

- a. Offer incentives such as tax rebates, grants, or expedited permitting processes for developers who meet certain green building standards (e.g., LEED, BREEAM) and incorporate workforce housing units.
- b. Provide incentives to property owners and homeowners for the incorporation of energy-efficient appliances, solar panels, rainwater harvesting systems, and other sustainable features that reduce long-term costs. Work to ensure programs address affordability with sustainability, ensure that low- and moderate-income families have access to energy-efficient and cost-effective housing.
- c. Adopt the most recent building and energy code requirements for all new development.

**What are green building standards?**

The U.S. Environmental Protection Agency outlines green building standards, which are a certification system that advocates for transformation in the design, construction, and operation of buildings. In addition to encouraging improved environmental and health performance, green building standards supports building structures that are restorative, regenerative, and an integral component of the local ecology and culture. There are several widely known green building standards like **LEED** and **BREEAM**.

**Colorado Energy Office Clean Energy Grants:**

The Colorado Energy Office (CEO) offers clean energy grants and funding opportunities that support CEO’s mission to reduce greenhouse gas emissions and consumer energy costs by advancing clean energy, energy efficiency, and zero emission vehicles to benefit all Coloradans. Funding opportunities are available for the public sector (including schools and local governments), the private sector, and public-private partnerships.

## Goal 2: Promote Seamless Infill Neighborhood Development

*The Town of Mountain View will guide future infill development and redevelopment of high-quality housing that maintains the overall character and identity of the surrounding neighborhood. The Town will promote traditional neighborhood development with a range of housing types, sizes, and price points that are sensitive to the scale and character of the surrounding neighborhood.*

### **Policy 1: Provide support and incentives for redevelopment projects that enhance community vitality and meet identified housing needs.**

*The Town of Mountain View will offer incentives for redevelopment efforts that boost community vitality and address specific housing requirements.*

#### **Strategies .....**

- a. Provide technical assistance to developers and property owners interested in redevelopment, including help with project planning, navigating regulatory requirements, and accessing financing.

## **Policy 2: Encourage infill development and redevelopment featuring housing units.**

*The Town will promote infill and redevelopment projects that include housing units that optimize land use and enhance urban density.*

#### **Strategies .....**

- a. Modify zoning ordinances to support infill and redevelopment projects, such as reducing minimum lot sizes, allowing mixed-use developments, increasing density limits in targeted areas, and reducing or eliminating parking requirements, especially near well-served public transportation.
- b. Invest in public infrastructure improvements, such as streets, utilities, and parks, in targeted areas to make infill sites more attractive for development.

### Goal 3: Community-Driven Innovative Housing Solutions

*The Town of Mountain View will encourage the development of innovative housing solutions, such as Accessory Dwelling Units (ADUs), to expand housing availability across various price points, catering specifically to the needs of seniors, young adults, and the workforce.*

**Policy 1: Establish a clear regulatory framework that simplifies the process for introducing and integrating innovative housing solutions safely within the community.**

*The Town of Mountain View will work to create a straightforward framework to facilitate the safe introduction and integration of innovative housing solutions into the community.*

#### **Champaign, IL Incremental**

**Development :** As part of its 2019 – 2021 goal-setting exercise, the Champaign, IL City Council established several principles of incremental development to “eliminate barriers to affordable, sustainable, and neighborhood-scale reinvestment.” Incremental development is characterized by investments in neighborhoods through small changes to individual properties that allow a neighborhood to evolve gradually and in a way that is compatible with the existing neighborhood design. In 2020, City planning staff recommended strategies for the Council to adopt to implement incremental development goals. The first short-term implementation strategy was to create a webpage to educate on and promote incremental development.

#### **Strategies .....**

- a. Revise development standards to be more accommodating of innovative housing, focusing on outcomes (e.g., density, affordability) rather than prescriptive requirements (e.g., lot size, parking).
- b. Look to other municipalities that have developed and adopted ordinance regarding innovative housing solutions.
- c. Establish mechanisms for monitoring and evaluating innovative housing projects post-implementation to assess their impact and adapt regulations as necessary.
- d. Encourage the adaptive reuse of underutilized buildings and sites for housing, with guidelines to ensure that conversions enhance the community's character.

## A Vibrant and Safe Neighborhood

Mountain View is a community with an advantageous location in the region. The Town has a favorable proximity to Denver and regional attractions, such as mountainous recreational areas. Despite its proximity to Colorado's largest city, Mountain View has managed to maintain its neighborly characteristics that can be felt in the physical and social environment of the community. Mountain View's tightknit neighborhood characteristics is one of the community's strongest assets and cultivates a strong sense of place. To maintain its tightknit neighborhood fabric, Mountain View will look to use strategies that can influence community design and form and enhance the quality of life of the community. Planning and development strategies can also help to ensure that infill and redevelopment areas yield compatible design that reinforces Mountain View's small-town feel and form. Code enforcement and community partnerships with public safety can help reverse areas of decline and transform these spaces into safe, attractive spaces for community members. Intertwining multi-mobility features in decision can help provide opportunities for safe walking and cycling, with special attention paid to designing for people with mobility challenges. Collectively, deploying strategies to reinforce and enhance the neighborhood fabric can help ensure that Mountain View remains an attractive and welcoming community for residents, newcomers, and visitors to the region.



**Goal 1: Conserve and enhance the neighborhood fabric.**

*The Town of Mountain View will work to ensure its neighborhoods remain safe, walkable, and attractive to reflect the community’s strong sense of connectedness while supporting continuous progress toward sustainable growth that is balanced, welcoming, and inclusive.*

**Policy 1: Adopt design guidelines that support and respect the existing architectural styles of residential neighborhoods, ensuring new developments blend seamlessly with the current environment.**

*The Town of Mountain View will work to implement design guidelines that preserve and complement existing architectural styles, ensuring new developments integrate smoothly with the existing environment.*

**Strategies .....**

- a. Create detailed design guidelines that specify architectural styles, materials, colors, and landscaping that are in harmony with the existing neighborhood character (supports design review committee strategy from land use goals).
- b. Provide incentives such as expedited permitting processes or tax incentives for projects that exceed the minimum design standards and contribute positively to the architectural harmony of the neighborhood.

**Strategies (cont.) .....**

- c. Use the concept of “eyes on the street” to address neighborhood safety through design guidelines. For example, require transparent windows rather than blank walls along sidewalk and designing buildings and entrances to face a common street frontage.
- d. Implement clear mechanisms for monitoring compliance with the design guidelines and for enforcing them, including penalties for non-compliance.

**City of Denver 9<sup>th</sup> and Colorado Urban Design Standards and Guidelines:**

The City of Denver developed Urban Design Standards and Guidelines for 9<sup>th</sup> Avenue and Colorado Boulevard. These standards and guidelines help implement the vision for future land use, placemaking, and infrastructure improvements adopted by the City and County of Denver in a General Development Plan (GDP) for the redevelopment of the former University of Colorado Health Sciences Center in central Denver. These design standards and guidelines provide a road map to guide future developers and architects through the process of designing and constructing streets, pedestrian connections, buildings, and outdoor spaces consistent with the adopted GDP vision and direction.

**Policy 2: Develop and implement policies and methods to maintain and enhance the Town’s walkability and pedestrian safety.**

*The Town of Mountain View will adopt intentional policy and strategies designed to complement the Land Use component of the Comprehensive Plan with an emphasis on safety, reflecting a pedestrian-first design, infrastructure improvements, and traffic-calming measures to better foster a sense of community and belonging for pedestrian foot traffic.*

**Strategies .....**

- a. Prioritize pedestrian access and comfort in all planning decisions. Use traffic calming measures and raised crosswalks to slow down vehicles along residential streets.
- b. Enhance street lighting to improve visibility and safety for pedestrians at night.
- c. Regularly maintain and repair sidewalks on all streets to ensure they are safe and accessible, including for people with disabilities.

## Goal 2: Foster Neighborhood Vitality

*The Town of Mountain View will work to identify and address instances of neighborhood decline and promote resilient neighborhoods by adopting a policy that encourages revitalization, sound investment in sustainable infrastructure, and community well-being.*

### **Policy 1: Identify and target areas and assets for rehabilitation through comprehensive community assessments and strategy development.**

*The Town of Mountain View will aim to pinpoint and prioritize areas and resources for improvement by conducting comprehensive community assessments.*

#### **Strategies .....**

- a. Evaluate the local economy, identifying struggling commercial areas and underutilized assets.
- b. Examine the condition of infrastructure, such as roads, public transit, utilities, and public spaces, to pinpoint areas in need of improvement.
- c. In partnership with private property owners, develop a strategy to implement improvements for deteriorating areas. Include clear implementation strategies with timelines, responsible parties, and potential funding sources.

### **Policy 2: Implement safety measures and enhancements to foster community well-being.**

*The Town of Mountain View will look to maintain safety and promote Mountain View as a place where community members can go anywhere at any time and feel safe.*

#### **Strategies .....**

- a. Foster a community partnership between residents, businesses, and the Police Department to identify areas where community members feel unsafe.
- b. Leverage partnerships to develop a community wellness strategy to foster safer walking environment for residents and visitors.

### Goal 3: Protect and Enhance Community Assets

*The Town of Mountain View will aim to reinforce neighborhood quality and vibrancy by safeguarding and augmenting the community's assets through collaborative partnerships and leveraging sustainable funding opportunities.*

#### Policy 1: Develop plans and programs for the protection and enhancement of existing community assets.

*The Town of Mountain View will formulate strategies to safeguard and improve the value of current community resources.*

#### Strategies .....

- a. Conduct thorough planning assessments to prioritize facility needs and ensure that investments align with long-term community goals and maximize impact.
- b. Continue to support programs that protect community assets in the public realm such as the Town's sidewalk improvement program and sidewalk shading project, which promotes the planting of trees along community sidewalks.

#### Policy 2: Collaborate with local organizations and stakeholders to invest in the upkeep and improvement of community assets.

*The Town of Mountain View aims to partner with local entities to assist with maintaining and enhancing community amenities.*

#### Strategies .....

- a. Establish partnerships between the town and private companies or non-profits to share resources, expertise, and funding for the renovation or maintenance of facilities, like Mountain View Park.
- b. Involve community members in decision-making processes through forums, surveys, and public meetings to identify priorities and encourage volunteerism for facility improvements.
- c. Collaborate with schools and universities to involve students in projects as part of their curriculum, which can provide labor and innovative ideas for facility and neighborhood improvements while giving students real-world learning experiences while encouraging a sense of community pride.

## A Strong and Thriving Economy

Mountain View's economy is strong and stable. It has brought significant sales tax to the Town in recent years, which has afforded Mountain View with the ability to reinvest in its community through infrastructure maintenance and community improvement initiatives. The Town's primary commercial corridors of Sheridan Boulevard and W. 44<sup>th</sup> Avenue have longstanding businesses, and the Town has partnered with many businesses in hosting community events. Though the Town has experienced economic success in recent years, Mountain View also recognizes that the Town's commercial areas will need business diversification to secure longstanding economic success and to help ensure a resilient economy in the future. Most of the sales tax from Mountain View's commercial streets is from marijuana sales. Without business diversification, it can leave the Town in a vulnerable position if there are market and business sector shifts in this industry. Greater diversification can help ensure a stable economy that is not as susceptible to industry-specific changes in the market.

The Town will also look to leverage assets in the regional economy to help create economic diversity in its local market. The Town will capitalize off its proximity to commercial corridors in Denver and Wheat Ridge. Wheat Ridge identifies W. 44<sup>th</sup> Avenue as a neighborhood commercial corridor. It also identifies the intersection of W. 44<sup>th</sup> Avenue and Harlan Street as

a primary gateway. This intersection is near the Town's western border at W. 44<sup>th</sup> Avenue. On the eastern side, Denver identifies W. 38<sup>th</sup> Avenue as a mixed-use corridor. Located between these two commercial areas, Mountain View can capitalize off its location and create mixed-use development. The proximity of the Ames Street parcel in Mountain View on W. 44<sup>th</sup> Avenue offers an opportunity to have a catalyst site. The results of the community engagement process and the 2023 community survey results show that community members are looking for commercial establishments that will also offer gathering opportunities such as cafes, restaurants, and outdoor dining features. In collaboration with the zoning strategies in the Community Character and Form section of this plan, Mountain View can develop the foundation of creating a vibrant, live, work, play environment in its commercial areas. This will also help the community secure a resilient and diverse tax base in the future.



Mountain View can help create vibrancy in its commercial areas by implementing beautification and design initiatives that can help to brand commercial areas and give them an identity and sense of place. Streetscape initiatives can help create a safe, walkable environment and can add to a commercial area's vibrancy and identity. Streetscape amenities can also help foster social spaces that cultivate community connectedness. Improving the physical environment and infrastructure can also help support the success of small businesses by creating attractive places to shop and do business. Streetscape initiatives can be supplemented with business façade improvements, which strengthens positive relationships with local businesses.



**Goal 1: Promote a sustainable economic vision for the redevelopment of key infill sites.**

*The Town of Mountain View will work collaboratively with community stakeholders to target areas with immediate redevelopment needs to promote investment and a sustainable, high-quality design that that builds upon the current character of the community but remains functional for the foreseeable future.*

**Policy 1: Establish a shared vision for high-quality redevelopment.**

*The Town of Mountain View will work with community stakeholders to define a vision for the future development of infill sites.*

**Strategies .....**

- a. Coordinate with all interested parties (property owners, adjacent property owners, and the Town) to plan and define the parameters for infill redevelopment taking the needs of the community into account while also identifying future infill opportunities.
- b. Identify areas where properties can be joined together to create a cohesive redevelopment strategy; and assist with the implementation of that strategy.
- c. Develop a new mixed-use zoning district along key commercial corridors and establish potential thematic-based overlay design districts to create guidelines and standards to address suitable design, scale, visual interest, and appropriate materials specific to each area.

**Policy 2: Foster the development of infill sites.**

*The Town of Mountain View has identified a vacant lot abutting Ames Street near Sheridan Boulevard as a parcel prime for redevelopment. The Town will work with community partners and private developers to promote infill and redevelopment in this area along a key commercial corridor.*

**Strategies .....**

- a. Provide financing tools and incentives to jump-start the redevelopment in this underutilized area.
- b. Actively pursue grants (for example, Community Development Block Grant (CDBG) funding) and technical assistance in support of redevelopment activities.
- c. Enter public-private partnerships (between the Town government, developers, financial institutions, non-profit organizations, and neighborhood organizations) to increase cooperation and development success.

**Community Development Block Grants:** The Community Development Block Grant (CDBG) Program supports community development activities to build stronger and more resilient communities. The U.S. Department of Housing and Urban Development (HUD) operates the program and provides funding. State agencies support CDBG grant activities, which are identified through an ongoing process. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, clearance/acquisition, microenterprise assistance, code enforcement, and homeowner assistance. The Colorado DOLA supports municipalities in the state to apply for CDBG funding on an annual basis.

### Policy 3: Consider Establishing a Town Renewal Authority

*The Town of Mountain View will explore the establishment of a Town Renewal Authority under C.R.S. 31-25-103 to access Tax Increment Financing tools to spearhead redevelopment in line with the updated zoning regulations.*

#### Strategies .....

- a. Serve as a guiding authority in the redevelopment of the Town by creating an Urban Renewal Plan focusing on mixed-use development and infill along the Town's key commercial corridors.
- b. Leverage Tax Increment Financing (TIF) to assist in financing major projects.

#### Lyons, Colorado Urban Renewal

**Authority:** The goals of the Lyons Area Urban Renewal Plan are to help provide important services to the area, attract private investment, utilize underdeveloped land, and leverage public investment to provide necessary public infrastructure to serve the subject area. The plan and its goals allow opportunity for the development and redevelopment of the area by private enterprise, particularly using tax increment financing (TIF). Understanding that redeveloping existing areas is more expensive and difficult than new development, Colorado has empowered local authorities with certain tools, including TIFs to offset costs and encourage investment by the private sector in urban renewal areas.

**Goal 2: Enhance the sense of place along the Town’s commercial corridors.**

*The Town of Mountain View will work with community stakeholders and local businesses to improve the streetscapes and facades along W. 44<sup>th</sup> Avenue and Sheridan Boulevard. Additionally, the Town will partner with the City of Wheat Ridge to champion quality urban design by implementing gateway improvements and branding along these commercial corridors that reinforces each municipality’s respective identity and character.*

**Policy 1: Foster an inviting environment for businesses and visitors.**

*The Town of Mountain View will work with private property owners and businesses along W. 44<sup>th</sup> Avenue and Sheridan Boulevard to update their facades, signage, and other design elements so that they conform with new design standards intended to preserve and enhance the Town’s character while creating a sense of place.*

**Strategies .....**

- a. Employ incentive programs (grants, tax abatements, TIFs, etc.) that encourage property owners and businesses to update their facades, signage, and other elements to conform to new design standards.
- b. Encourage a mix of uses and activities designed to attract pedestrian foot traffic (landscaping and greenery, public art installations, community events, etc.) along W. 44th Avenue and Sheridan Boulevard.
- c. Partner with the City of Wheat Ridge to implement commercial corridor gateway improvements and branding initiatives within each jurisdiction by building on a common sense of place through wayfinding and clear signage while fostering existing social assets.

**Policy 2: Enhance streetscapes to foster an attractive and vibrant commercial area.**

*The Town of Mountain View will encourage the establishment of street programs and stewardship by partnering with community coalitions, businesses, and public and private groups to implement and maintain updated streetscaping that improves the public realm along its commercial corridors.*

**Strategies .....**

- a. Partner with local designers to plan tactical streetscaping design interventions featuring native foliage, stormwater management, and pedestrian safety along W. 44th Avenue and Sheridan Boulevard.
- b. Develop and encourage public-private partnerships (between the Town government, private businesses, public institutions, non-profit organizations, and neighborhood organizations) to regularly maintain the public esplanades along each corridor in exchange for limited advertising along the relevant section of the corridor.
- c. Adopt streetscaping standards that emphasize complete streets and walkable neighborhoods for future projects.

**Goal 3: Encourage a resilient and sustainable local economy.**

*The Town of Mountain View will work to highlight its amenities through the promotion of equitable economic development and its support for small businesses while exploring alternative ways to source Town revenue.*

**Policy 1: Use place marketing strategies to promote the community as a destination.**

*The Town of Mountain View will leverage current resources to market the Town of Mountain View as a destination in order to better compete for talent, tourism, and investment.*

**Strategies .....**

- a. Develop a Town brand used to identify and distinguish the Town of Mountain View (e.g., Denver’s “The Mile High City”) and integrate Town branding along key commercial corridors using items such as banner flags.

**Policy 2: Diversify Town revenue.**

*The Town of Mountain View will establish alternative sources of Town revenue to ensure municipal continuity and adequate funding for services and programs.*

**Strategies .....**

- a. Continue to enhance online services and platforms that generate revenue (for example, offering online permitting and licensing systems).
- b. Expand the Town’s taxbase by encouraging the growth of various industries and sectors, reducing dependence on a single industry for economic stability.

**Goal 4: Promote a vibrant live, work, and play environment.**

*The Town of Mountain View will work to incorporate zoning patterns that encourage mixed-use development along key commercial corridors to cultivate a dynamic live, work, and play environment featuring diverse housing choices, new space for businesses, and walkable neighborhoods.*

**Policy 1: Consider zoning strategies to stimulate economic development.**

*The Town of Mountain View will encourage mixed-use development, walkable streets, new housing choices, and denser construction in commercial areas to stimulate economic development and encourage local foot traffic in existing commercial areas.*

**Strategies .....**

- a. Develop flexible zoning regulations that accommodate the needs of different types of businesses and encourage mixed-use development.
  - 1: Update zoning regulations to remove lot area per dwelling unit standards.
  - 2: Remove height restrictions within zones encouraging mixed used development.
  - 3: Remove parking minimums in commercial and mixed-use zones.

**Policy 2: Activate Public Spaces to promote an attractive and vibrant community.**

*The Town of Mountain View will look to revitalize and reimagine what public spaces in Mountain View look and feel like. The Town will ensure that public spaces are accessible and inviting to active transportation options and integrate seamlessly into mixed-use areas to improve quality of life for residents, pedestrians, and businesses.*

**Strategies .....**

- a. Update the park and Right of Way (ROW) with signage, vegetation, and pedestrian amenities.
- b. Incorporate public space into mixed-use development to promote pedestrian foot traffic.
- c. Encourage various modes of transit by adding bike lanes, walking paths, and illumination.

## Goal 5: Foster the well-being of locally owned businesses.

*The Town of Mountain View will work to support strategies that contribute to the overall well-being of locally owned businesses by enhancing their recognition, promoting policies that help small businesses, and providing resources that support entrepreneurship and business continuity.*

### Policy 1: Preserve and enhance local businesses.

*The Town of Mountain View will enhance the success of local businesses through sound policy, joint marketing and promotion, and inclusive economic development.*

#### Strategies .....

- a. Provide tax incentives for locally owned businesses that contribute to community development and job creation.
- b. Support and participate in community marketing campaigns that also highlight the Town's commercial areas.
- c. Maintain robust online directories that make it easy for the public to find and support local businesses.
- d. Ensure that support programs and resources are inclusive and address the needs of businesses owned by women, minorities, and other underrepresented groups.

**Elizabeth, Colorado:** As part of the Main Street Program, Elizabeth is able to support local businesses through grants provided by Main Street America. In 2024, Main Street America provided local business with access to the Backing Small Businesses grant program, which supports economically vulnerable and under-resourced small businesses with community reach and/or cultural significance. Elizabeth has also participated in branding and marketing projects, including "Experience life on a first name basis in Elizabeth!"

**Policy 2: Develop a new take on *business-friendly* through innovative economic development strategies.**

*The Town of Mountain View will support local businesses and encourage entrepreneurship through collaborative partnerships, establishing feedback mechanisms, and the provisioning of resources.*

**Strategies .....**

- a. Simplify and streamline the permitting process to make it easier for businesses to start and expand operations.
- b. Provide resources and assistance to help local businesses develop continuity plans to assist in navigating economic downturns.
- c. Work with surrounding communities to organize business workshops and training programs that focus on creating and starting a business, management solutions, and marketing.
- d. Establish open lines of communication between local businesses and Town officials (e.g., an economic point person), creating a mechanism to share feedback, concerns, and suggestions that works both ways.

## Walkable and Connected Physical Environment

Mountain View's physical environment is arranged in a grid pattern, providing opportunities for a well-connected physical environment. The Town and community understand the importance of ensuring that everyone in Mountain View can safely walk to meet neighbors, and access services and amenities. Currently, property owners are responsible for maintaining the sidewalks in front of their property. The Town has allocated resources in the annual budget cycle to support residents in improving damaged sidewalks. The sidewalk improvement program allocated up to \$3,000 or 50% of costs of repairs, which ever figure was higher, for repairs that required concrete removal and a new slab. The Town provided \$1,000 or 50% of costs, which ever was higher, for repairs that only required grinding and leveling. In the wintertime, property owners are also responsible for snow removal on their sidewalks. At the 2024 Spring Fling, the Town awarded community spirit awards to community members who consistently and promptly shoveled their sidewalks.

Looking forward, the Town has prioritized the need to increase mobility and walkability in Mountain View, while supporting community members in maintaining and repairing private infrastructure. The Town will examine walkability and infrastructure improvements as parcels are redeveloped and reimagined, and the Town will continue to examine ways to ensure that sidewalks and mobility networks are accessible and usable by all.



**Goal 1: Safe and accessible streets and sidewalks for everyone.**

*The Town of Mountain View will provide infrastructure improvement that will support and enhance mobility for all especially vulnerable community members including those with disabilities, the youth, and senior citizens. To ensure sustainable mobility options in the future, the Town will maintain and improve transportation infrastructure and will integrate infrastructure planning in land use decisions.*

**Policy 1: Safe, clean, and convenient infrastructure to enhance mobility.**

*The Town of Mountain View will continue to foster and create a community that is accessible, walkable, and bikeable while helping to ensure that there are mobility options for all community members.*

**Strategies .....**

- a. Design transportation infrastructure for the aged, disabled, the young, and the economically disadvantaged to provide safe mobility for all.
- b. Create linkages for safe mobility between multi-modal areas and between neighborhood and commercial areas.
- c. Support the development of traffic calming measures to encourage vehicle speed reduction and enhance safety for bicyclists and pedestrians.
- d. Provide ADA accessible connections that will provide safe, convenient mobility opportunities for people using canes or wheelchairs and families with strollers, alike.
- e. Continue to coordinate with Jefferson County to incorporate opportunities for bicycle connectivity throughout the region.

**Policy 2: Continuous commitment to improve and secure mobility opportunity.**

*The Town of Mountain View will make maintenance improvements, upgrades, and enhancements to transportation infrastructure on an ongoing basis to maintain a sustainable transportation system.*

**Strategies .....**

- a. Create a sustainable, long-term, cost-effective, strategy using capital improvement programming to plan for ongoing transportation improvements and maintenance overtime.
- b. Continue to fund the Town's Sidewalk Improvement Program which provides an equitable approach to making sidewalk improvements by supporting economically disadvantaged property owners in making sidewalk improvements.
- c. Ensure that streets and sidewalks are kept free of debris and snow to provide universal mobility.

**Policy 3: Integrate mobility in land use decision-making.**

*The Town of Mountain View will consider coordinating transportation mobility goals when making land use and development decisions to help ensure a cohesive and well-integrated built environment that provides a sense of place and human scale design.*

**Strategies .....**

- a. In land use projects, evaluate the proposed project in terms of what will improve or enhance accessibility and mobility for all abilities, what transportation amenities will be provided, and if pedestrian and bike connectivity will be enhanced.
- b. Encourage urban design in streetscapes and architecture that are built to a human scale, foster a sense of place for the pedestrian, and help to create a safe environment for pedestrians and bicyclists.

**Goals 2: Promote a mobility network that fosters economic activity and provides for safe and active vibrant spaces for businesses, community members, and visitors.**

*The Town of Mountain View will enhance commercial spaces, creating live, work, and play environments that provide high-quality streetscape amenities and foster walkability and connectivity to surrounding neighborhood areas and adjacent communities.*

**Policy 1: Support attractive streetscape design and amenities that enhance walkability, safety, and accessibility.**

*The Town of Mountain View will work with regional partners to ensure that mixed-use zones developed in Mountain View are walkable and safe for all users. The Town will also work with regional partners to ensure that commercial and mixed-use areas between communities are connected and accessible to community members.*

**Strategies .....**

- a. Create and maintain sidewalks that improve accessibility and safety, and foster spaces for socializing and community events.
- b. Promote economic vitality by supporting the development of bike and pedestrian connectivity in commercial areas through coordinating multi-modal and streetscape initiatives with adjacent communities. Continue to support regional initiatives that plan for transportation improvements for Sheridan Boulevard and W. 44th Avenue.

**Strategies (cont.) .....**

- c. Explore funding opportunities to support investment in mobility initiatives, such as making transportation improvements on W. 44<sup>th</sup> Avenue that can strengthen connectivity with the neighboring municipalities of Lakeside, Wheat Ridge, and Denver.

**Policy 2: Accessible Development is Sustainable Development**

*The Town of Mountain View will ensure that all new infrastructure and street improvements are accessible to community members of all ages and abilities. The Town will also work with regional partners to ensure that transportation networks provide accessible services to enhance Mountain View's connectivity to the region.*

**Strategies .....**

- a. Incorporate design standards for streets and sidewalks that comply with Title II of the ADA and Section 504 of the Rehabilitation Act of 1973.
- b. Conduct regular ADA self-evaluations, continue to designate an employee responsible for coordinating ADA compliance, create a transition plan, and keep documents related to the self-evaluation for three years.
- c. Work with RTD-Denver to upgrade bus stops along key corridors and within commercial areas by adding shelters, designated waiting areas, and clear signage identifying stops.

**Goal 3: Cultivate a shared sense of accessibility and seamless connectivity.**

*The Town of Mountain View will identify key corridors of connection between the primary commercial areas of the Town and nearby residential neighborhoods and bordering communities to foster safe and inviting spaces while maintaining community connectedness and encouraging sustainable economic development that is accessible.*

**Policy 1: Connectivity is key-Develop connectivity of residential areas to key corridors.**

*The Town of Mountain View will support an integrated and connected physical environment to ensure that residents are able to access amenities across the Town.*

**Strategies .....**

- a. Conduct a local corridor study to evaluate existing conditions and forecast travel frequency to better understand demand on current routes and how mobility can be improved through a variety of transportation and right-of-way options.
- b. Work with the abutting communities, Lakeside, Wheat Ridge, and Denver to incorporate complete street designs along key corridors leading to the Town of Mountain View's commercial areas.

## High-Quality Community Facilities and Services

Mountain View strives to provide quality services to the community. Town Hall is filled with dedicated staff that exhibit a neighborly quality in their interactions with community members, both at Town Hall and out and about in the community. Public safety staff work to build relationships and trust with the community as evident in their involvement with community events. Town leadership actively seeks opportunities to advance technology by providing innovative service offerings. In recent years, the Town initiated online bill-pay services and revamped their Town website striving to offer convenient, accessible, and user-friendly services to the community. As the community matures and grows, the Town should continue to provide and invest in Town services and facilities. The Town should keep modernizing through facility improvements and technology upgrades, which will help attract residents and businesses now and in the future.

The goals for the modernization of Town services and facilities should work in coordination with economic development goals. The relationship between town facility and service improvements and economic development can be a symbiotic relationship, and the investments between these two disciplines can benefit one another. Tax revenue from economic development projects can help fund continued services and facility improvements. In return, service and facility improvement can help make the town more attractive for new businesses by making services more convenient, business friendly, and accessible. This yields a positive return in the relationship between the Town and the business community.

As the Town continues to improve facilities and assets, it should also plan for the long-term health and vitality of its infrastructure. A proactive infrastructure maintenance and improvement plan is a cost-effective strategy to ensure the stability and resilience of community infrastructure. Through an active maintenance strategy, Mountain View's infrastructure will be able to meet the community's needs in the future. This will also help optimize the community benefits gained from facility and park improvements.



**Goal 1: High-quality community services for community use and benefit.**

*The Town of Mountain View will provide high-quality community services and will yield a positive impact on customer service and the quality of life of residents. Businesses and the development community will also be able to conduct business at Town Hall with ease, making the community an attractive place to live and do business. The Town should continue efforts to modernize Town services and help to ensure they yield effective and efficient results in customer service.*

**Policy 1: Provide high-quality convenient services that are of benefit to residents, visitors, businesses, and workers.**

*The Town of Mountain View will continue to provide quality services that meet the needs of the community and consider opportunities to make service more streamlined, accessible, and convenient.*

**Strategies .....**

- a. Take advantage of technological advancements to modernize, build efficiency, and increase accessibility to services. Leverage technology to improve the customer experience when community members are conducting business with the Town.
- b. Engage the public when making decisions that develop, modify, or eliminate a public service, policy, or initiative.
- c. Update development applications and manuals to help make the development review process more navigable, predictable, and transparent.

**Policy 2: Cultivate a collaborative and inclusive relationship between MVPD and the community.**

*Mountain View Police Department (MVPD) will continue to leverage community events and other engagement activities to cultivate a positive relationship with the community. This will help to build trust with residents and business owners.*

**Strategies .....**

- a. Continue to use community events as effective strategies to engage MVPD in the community and build trust.
- b. Continue to ensure that MVPD workers reflect the diversity of community residents.
- c. Implement the Door-to-Door program that will assign MVPD officers to different parts of the Town to help build relationships with residents and business owners.

**Goal 2: Utilize community facilities as multi-functional assets that can provide a variety of operational and service benefits to the community.**

*The Town of Mountain View will capitalize off the Town’s facility expansion and improvement project to optimize the benefits for the community. The Town should leverage this opportunity to develop a cohesive, multi-use campus by collaborating with park master planning efforts for Mountain View Park. The Town should also seize this opportunity to be a leading example in incorporating community resiliency strategies. When designing improvements for Town facilities, energy-efficient and sustainable strategies can save the Town money on operating and energy costs, while also contributing to building a more resilient community of the future.*

**Policy 1: Develop a vision for an expansion of Town Hall that incorporates current and future space, operational, and service needs of the community.**

*The Town of Mountain View will use the Town Hall expansion and improvement project to maximize the benefits and build community resiliency.*

**Strategies .....**

- a. In planning for the future renovation, consider incorporating operational and service spaces that can also function as community gathering and activity spaces.
- b. In planning for Town Hall, the Town will use its own property as a model for private development, demonstrating the value of environmental sustainability, high-quality materials, and engaging the public realm.
- c. Leverage the partnership with Jefferson County to help accommodate space expansion that will build physical capacity for services and operations, including public safety and multi-purpose spaces.
- d. Consider developing a town facility campus design and coordinate the development of a renovated and expanded facility with the park redesign and programming.
- e. Determine what internal and external resources can support the project.

**Goal 3: Proactively maintain and improve Town infrastructure to reinforce fiscal stability and community vitality.**

*The Town of Mountain View will invest in the maintenance and improvement of community infrastructure. Proactive maintenance and improvements will make the Town more sustainable and help prevent the need for costly repairs due to prolonged infrastructure maintenance. The Town will use tools like capital improvement programming to help plan for infrastructure investments over time while helping to ensure the fiscal stability and health of the community.*

**Policy 1: Plan for capital improvement investments over the long-term to ensure the community can provide sustainable infrastructure while also ensuring fiscal stewardship and responsibility.**

*The Town of Mountain View will help ensure the life and vitality of its infrastructure with a robust capital improvement plan.*

**Strategies .....**

- a. Continue to make significant contributions to capital investment for physical infrastructure improvement and maintenance to provide a vibrant, attractive, and healthy community.
- b. Develop a capital improvement program to plan for ongoing infrastructure upgrades, modernization, and maintenance that also supports fiscal planning and stability. Consider integrating the Town Hall expansion project, the Infrastructure Plan, the Asphalt Plan, and the ADA Transition Plan into the capital improvement program.

## Healthy and Accessible Public Spaces

Mountain View Park is a primary asset of the community and is the Town's only park. It is also in proximity to Town Hall and is within walking distance from residential uses in Mountain View. When making improvements to the park, the Town will have to plan carefully with consideration for the needs of community members. The current park environment is multi-use, and the Town should consider ways to maintain a diverse set of uses in the park to optimize the ability to meet community needs and to maximize use of the park.

The Town's partnerships are also a key component of developing successful park and recreational opportunities. Working in collaboration with regional partners such as Jefferson County Open Space Department will help to leverage the opportunity to take advantage of available land for park use. As the Town plans for Town Hall expansion and improvements, consideration should be given to the development of multi-use spaces that can provide town services as well as community space to help meet recreational needs of the community. With Mountain View's limited availability of parks and recreational space, the Town should also continue to leverage regional assets and relationships to help meet community recreational needs, which could promote the community as an attractive place to live and do business in the region.



**Goal 1: High-quality recreational facility that meets the growing needs of the community.**

*The Town of Mountain View will provide a high-quality recreational facility that meets the needs of the community for all age groups and provides spaces for families and community gatherings. Recent changes in the Town’s demographics include broader racial and ethnic diversity and more households with children. This changes the nature of the demand for park and recreational facilities and resources. New demographics have recreation needs and preferences that may not be effectively accommodated in current recreational design and programming.*

**Policy 1: Develop a master plan for Mountain View Park.**

*The Town of Mountain View will develop a park master plan to help determine feasible approaches for designing and programming park space, while also considering the park and recreational needs of the community.*

**Strategies .....**

- a. Consider coordinating the park master planning process with the Town Hall renovation/expansion project to holistically plan for Town service, operational, and recreational needs.
- b. Ensure inclusive park planning by engaging the community in the process to ensure new park design and programming considers the diverse needs of the community.
- c. Capitalize off park community engagement efforts during the comprehensive planning process and ensure that park design and programming engages the community in a manner that reflects the community being served.
- d. Consider incorporating universal design to enhance accessibility and minimize barriers to recreational enjoyment.

**Policy 2: Periodically assess the needs of the community as demographics change to address and update park amenities as resources permit.**

*The Town of Mountain View will periodically assess recreational and park needs in the community to help ensure the Town is staying abreast with any changes in recreational preferences, based on new recreational trends and changing demographics. This will help the Town keep park and recreational services relevant and up to date as community and regional needs change.*

**Strategies .....**

- a. As community demographics change, periodically reassess the recreational needs of the community to help align these needs with opportunities to expand, grow, modify, or change recreational resources.
- b. Consider brief community engagement strategies, such as surveying, to periodically assess recreational needs and preferences as demographics change.

**Goal 2: Leverage County and regional assets, quality parks, recreation amenities, and natural environment to provide recreational opportunities for Town residents.**

*The Town of Mountain View is in an advantageous part of the Denver area, with parks and recreational amenities in close proximity to the community. With Mountain View's limited land availability and recreational amenities, regional assets will be key to meeting recreational needs of the community. Mountain View should continue to build relationships with adjacent and nearby communities that can offer recreational services for community members. This can help to enrich the community and promote what the region can offer to help welcome new residents and businesses and retain existing ones.*

**Policy 1: Use regional connectivity to address recreational resource needs.**

*The Town of Mountain View will seek opportunities to share services with regional partners and promote its own recreational activities and services to visitors in the region.*

**Strategies .....**

- a. Continue to take advantage of the Town's location in the Denver region and work with neighboring municipalities to help identify opportunities in the region to share recreational resources to help meet the community recreational needs and preferences.
- b. Develop communication strategies, including a local and regional recreational resource guide, that can help to inform residents of recreational services and resources that are available in the Town and region.

## Celebrating Culture and Creativity

Art and cultural amenities are important for fostering the fabric of a community. Art and culture ensure an environment for self-expression and can help build bridges between community members of different generations and cultural backgrounds. Mountain View has become more diverse over the last 10 years, and it is important to provide physical spaces and opportunities for community members to share cultures, art, and history.

The Town of Mountain View strives to foster a connected and collaborative community. Looking forward, it is important that the Town continue to host events and activities that further strengthen connections in Mountain View. In addition to events, the Town believes that supporting art and culture initiatives will further develop the Town's social fabric and contribute positively to Mountain View's economic development and overall sense of place. Mountain View understands that celebrating the cultures and unique identities of residents can help improve engagement throughout the Town. Mountain View will look to partner with local creatives, organizations, and community members to offer workshops, exhibitions, events, and performances that reflect the community's identity and diversity.

The Town will look to beautify and enhance public spaces with art projects and incorporate placemaking strategies. Public art and beautification efforts will enhance pedestrian environments and support Mountain View's economic development goals. Desirable commercial and mixed-use spaces can be enhanced by public art projects and placemaking strategies and can promote Mountain View as a desirable place to own and operate a business. In

addition, art and cultural amenities and events can support the quality of life of Mountain View residents.



**Goal 1: Infuse arts, culture, and creativity into all aspects of community planning and design.**

*The Town of Mountain View will proactively improve the public realm to support a pedestrian-friendly and high-quality environment that infuses the community’s identity through the expression of arts and culture. The Town will look to enhance the pedestrian environment through physical interpretation of public art, history, and placemaking.*

**Policy 1: Encourage community-inspired, cultural, and artistic expression into the public realm and physical spaces in the Town.**

*The Town of Mountain View will support opportunities for community-inspired art and cultural expression in the Town’s public spaces.*

**Strategies .....**

- a. Initiate public art projects such as murals, sculptures, and installations in public spaces.
- b. Develop dedicated spaces where artists can perform and exhibit.
- c. Employ placemaking strategies that incorporate art and cultural elements to create welcoming public spaces that encourage gathering, interaction, and community engagement.

**Policy 2: Develop an arts and cultural framework to enhance the pedestrian environment.**

*The Town of Mountain View will enhance the pedestrian environment through physical interpretation of public art, history, and placemaking.*

**Strategies .....**

- a. Develop a framework for public realm improvements community-wide that guides landscaping, street furnishings, street lighting, trees, and other improvements to the public realm and pedestrian environment.

**Placemaking through Public Spaces:**

Quality public spaces are an integral part of a healthy downtown area. Public space investments (such as urban greenery and walkability) are correlated with increased land and property values in the immediate surrounding areas including areas with retail and housing.

Project for Public Spaces (PPS) is a non-profit organization based in New York that is focused on creating public spaces powered by the community. The organization works with communities to design and plan public spaces. Since 1975, PPS has worked with over 3,500 communities in 50 countries and in all 50 states to reimagine their public spaces and recreate them into vital community assets for social gathering, shopping, recreation, community events. PPS offers community placemaking grants, trainings, and partnerships to support placemaking activities.

**Goal 2: Make arts and culture an integrated part of the community fabric.**

*The Town of Mountain View will raise awareness and promote the value of arts and culture in all aspects of community life.*

**Policy 1: Use the arts to expand opportunities for social connectivity.**

*The Town of Mountain View will work with community members to enhance and increase opportunities for all residents to engage with, and contribute to, the vitality of the community, fostering a sense of belonging and active participation.*

**Strategies .....**

- a. Identify and collaborate with local artists, musicians, and cultural organizations to create programs and events that reflect the community's diversity and creativity.
- b. Organize cultural festivals and events that celebrate the community's diversity and heritage.

**Policy 2: Consider using community arts programs to engage local artists and express the community's identity through the arts.**

*The Town of Mountain View will initiate and support community arts programs that engage local artists and cultural groups, offering workshops, exhibitions, events, and performance that reflect the community's identity and diversity.*

**Strategies .....**

- a. Use community events and programs to reinforce a strong sense of community and to promote community pride and identity.
- b. Develop programs that celebrate and preserve the cultural heritage of the community's diverse population.
- c. Use local media, social media, and community networks to promote arts programs and events and seek opportunities to coordinate with the creative community to enhance Town marketing, media, and communications.
- d. Collaborate with the creative community to develop long-term strategies to build a sustainable arts and culture program for the Town.

**Goal 3: Reinforce arts and culture as a valuable part of community identity and the local economy.**

*The Town of Mountain View will look to reinforce arts and culture as a valuable part of the Town's identity and local economy.*

*Thriving cultural and art institutions can support the Town's economic goals, provide social benefits for the community, and support environmental initiatives.*

*Leveraging access to creatives and cultural institutions in the Town and region can help support future art, culture, and history initiatives.*

**Policy 1: Leverage cultural and historic resources to provide economic, environmental, and social benefits.**

*The Town of Mountain View will look to leverage its cultural and historic assets to improve art, cultural, and historic amenities for the community.*

**Lafayette, Colorado:** Lafayette's Arts and Cultural Resources Department (ARCD), committees, and community members promote and support Lafayette's varied arts, cultural, and historic resources to develop a strong sense of community, further economic development, and preserve their heritage. The City actively coordinates, promotes, and acts as a resource for the local arts scene. The City's work is guided by its ACRD Strategic Plan, our Cultural Equity Statement, the City's Comprehensive Plan and Downtown Vision Plan, as well as collaborations with Lafayette's many arts and cultural organizations.

**Strategies .....**

- a. Encourage collaborations between artists, businesses, cultural institutions, and community groups to develop interdisciplinary projects that can engage diverse segments of the community.
- b. Explore opportunities for public and private partnerships with the business community to integrate art into commercial and mixed-use areas.
- c. Encourage creative placemaking and expression in commercial spaces and use placemaking as a way to connect commercial spaces to surrounding residential areas.

## A Welcoming and Connected Community

Nation-wide, there has been a shift away from more structured forms of community involvement. There has been a decline in institutions, such as religious institutions, social clubs, and service organizations, that were formerly the foundation for community interaction. Residents have expressed an interest in more “third places,” referring to informal social settings that are separate from the workplace and home environment. These include parks, libraries, community centers, cafés, restaurants, and small businesses. Additionally, social media platforms provide a digital way for community members to engage with the Town and each other.

Mountain View’s social and neighborhood fabric is its greatest asset, and the Town has offered events throughout the year to continue to foster social connection. Town events like National Night Out, the annual picnic, and Spring Fling provide a platform for community members to connect with each other and Town staff. Policies outlined in this plan look to encourage additional gathering opportunities for people of all ages and abilities.

The Town has utilized in-person and digital engagement opportunities to hear from residents and ensure transparency in Town operations. The Mayor’s Letters and *Neighborhood Gazette* articles share events and updates from Town staff and local individuals and organizations. The Town has also conducted robust community engagement activities for its park upgrades and planning processes. Looking forward, the Town will look to improve and offer more opportunities to residents and Town property owners to connect with Town staff

and provide input into Town processes. The Town will also look to make it easier for residents and property owners to submit feedback and input into decision-making processes.

The Town understands that it is important to meet people where they are. Policies and strategies outlined in this plan will look to enhance a variety of engagement platforms and provide expanded opportunities for community members to participate in Town processes. This includes both digital and in-person opportunities. The Town will also look to reduce barriers for community members to engage in Town processes and receive updates and information from Town staff and local organizations. As outlined in the public spaces chapter, the Town would like to improve physical spaces to foster connection, strengthen social infrastructure, and provide opportunities for the community to interact and gather.



**Goal 1: Expand opportunities for social connectivity.**

*The Town of Mountain View will work with community stakeholders to enhance and increase opportunities for all residents to engage with and contribute to the vitality of the community, fostering a sense of belonging and active participation.*

**Policy 1: Develop community engagement programs.**

*The Town of Mountain View will work to develop and implement programs that encourage residents to participate in community events, volunteer activities, and local governance.*

**Strategies .....**

- a. Collaborate with local organizations, businesses, schools, and non-profits to leverage resources, expertise, and networks and develop partnerships that enhance program offerings and extend reach within the community.
- b. Promote engagement opportunities through various channels such as social media, local newspapers, community bulletin boards, emails, and word of mouth to reach a broad audience.
- c. Encourage and support community members to take on leadership roles in organizing and running programs.
- d. Provide a range of programs to cater to different interests and availability, from one-time events to ongoing participation opportunities, including workshops, town halls, festivals, and volunteer projects.
- e. Acknowledge and celebrate the contributions of volunteers, participants, and partners.

## Policy 2: Encourage and Facilitate Community Feedback and Inclusion

*The Town of Mountain View will establish channels for residents to provide feedback on community initiatives and participate in decision-making processes.*

### Strategies .....

- f. Organize regular Town Hall meetings, forums, and workshops where residents can voice their opinions, share ideas, and provide feedback on community projects and policies.
- g. Engage community members in decision-making processes about how public funds are spent.
- h. Form diverse advisory groups representing various segments of the community, including youth, seniors, minority groups, and people with disabilities.
- i. Provide clear, accessible updates on how community feedback has been considered and implemented in decision-making processes.

**Goal 2: Promote access and fairness for all community engagement efforts.**

*The Town of Mountain View aims to further adopt principles of equity and fairness into all community policies, practices, and decisions, ensuring that all community members have meaningful opportunities to influence decisions that shape their future.*

**Policy 1: Promote fairness and access in Town policies, operations, and practices.**

*The Town of Mountain View will regularly evaluate community policies and practices through equity audits to identify and address systemic inequalities.*

**Strategies .....**

- a. Collect and analyze quantitative and qualitative data to assess disparities across different community sectors.
- b. Conduct surveys and use other feedback mechanisms to gather perspectives from the community about experiences of inclusivity, belonging, and accessibility.
- c. Compare findings with best practices of other communities and standards set by relevant organizations.
- d. Collaborate with local organizations, businesses, educational institutions, and government agencies to leverage resources and expertise in addressing identified inequities.

**Policy 2: Promote inclusive policy development.**

*The Town of Mountain View will involve diverse community stakeholders in the creation and review of policies to ensure they meet the needs of all community members, particularly those from marginalized or underrepresented groups.*

**Strategies .....**

- a. Implement participatory decision-making models, such as participatory budgeting or collaborative workshops, where community members directly contribute to policy formation.
- b. Keep the policy development process transparent by openly documenting discussions, decisions, and rationales. Publish documents in accessible formats and languages reflective of the community’s demographics.
- c. Ensure that boards, committees, and other bodies involved in policy development include representatives from diverse community groups.

**Policy 3: Implement targeted outreach and engagement strategies.**

*The Town of Mountain View will implement targeted outreach strategies to engage populations that historically have been less involved in community decision-making processes.*

**Strategies .....**

- a. Conduct research or utilize existing data to identify which groups are underrepresented or face barriers to participation.
- b. Utilize a mix of communication channels to reach target groups, including social media, local radio, community newsletters, and text messaging services.
- c. Organize community events and workshops in locations that are accessible and familiar to target groups.
- d. Develop and maintain ongoing relationships with target groups beyond specific engagement activities.

**City of Philadelphia Equitable Community Engagement Toolkit:** The City of Philadelphia’s Equitable Community Engagement Toolkit provides a collection of best practices for equitable community engagement organized around common challenges. The best practice guides can be used to guide and support the Town of Mountain View in developing engagement strategies to support and receive input from community members.

**Policy 4: Maintain transparent communication and accountability.**

*The Town of Mountain View will maintain transparency in decision-making processes and outcomes to build trust among community members while implementing mechanisms for community feedback and accountability.*

**Strategies .....**

- a. Provide regular updates on community projects, decisions, and developments through newsletters, community meetings, and online platforms. Clearly outline progress, challenges, and next steps.
- b. Make data related to community operations, budgets, and decision-making processes publicly accessible in an understandable format.
- c. Develop and share metrics or benchmarks for evaluating the success and efficiency of community projects and initiatives.

### Goal 3: Strengthen the social infrastructure of the community.

*The Town of Mountain View will create and enhance spaces, programs, and opportunities that foster strong community bonds, promote social cohesion, and enhance the overall well-being of all residents.*

#### Policy 1: Strengthen local networks and partnerships.

*Town of Mountain View will facilitate partnerships between local businesses, schools, non-profit organizations, and government agencies to collaboratively work on enhancing social infrastructure.*

#### Strategies .....

- a. Organize regular networking events and mixers for local businesses, non-profits, community groups, and government entities to meet and discuss potential collaborations.
- b. Form coalitions or alliances around specific issues (e.g., housing, environment, public health) that bring together diverse stakeholders to work on common goals.
- c. Encourage the creation of online forums, social media groups, or digital platforms dedicated to community networking and information sharing.
- d. Hold forums and workshops on topics of community interest or concern, inviting local experts, stakeholders, and community members to engage in dialogue and collaborative problem-solving.

### Policy 2: Use public spaces as community hubs.

*The Town of Mountain View will work to invest in public spaces that serve as community hubs where residents can gather, interact, and participate in community life.*

#### Strategies .....

- a. Involve residents in the design and planning process through workshops, surveys, and public meetings.
- b. Design spaces that can serve multiple purposes and accommodate a variety of activities, such as cultural events, markets, recreational activities, and community meetings.
- c. Design spaces with safety in mind, including adequate lighting, clear visibility, and emergency access (e.g., installing blue light boxes in public parks).
- d. Providing free Wi-Fi and integrating technology, such as charging stations and interactive information kiosks, can make public spaces more attractive, especially to younger residents.

## A Sustainable and Resilient Tomorrow

Mountain View strives to foster a resilient, vibrant, and sustainable community that provides opportunities for all to thrive. Mountain View understands that being a sustainable community is about securing the well-being of the community holistically and ensuring this holistic well-being for the Town's generation of tomorrow. It is a community that actively promotes and provides services and amenities to enhance the quality of life of its residents while helping to ensure the accessibility of these amenities and services are shared among all community members. Mountain View is an inward and outward-thinking community and knows how to balance the care of its community with the understanding that the community is interdependent and connected to the environment around it. The community believes in being a good steward of the environment and setting an example with good sustainable practices that protect natural resources. Caring for the environment produces positive quality-of-life outcomes for the community. Through proactive sustainable measures implemented today, Mountain View can help ensure that it is a resilient community of tomorrow that is a strong, healthy neighborhood and vibrant economy with community members that care for one another as well as the surrounding environment.



**Goal 1: Secure a sustainable and resilient future.**

*The Town of Mountain View will look to harness its innovative and creative qualities to proactively implement new and forward-thinking initiatives that will help to build community resiliency and secure a sustainable future. Mountain View will be a leading example of sustainable practices for the community to follow. To help secure a resilient future, it will not only take community leadership to set the example, but it will take the involvement of the community to share in the values that it holds dear; caring for one another. Caring for one another is about caring in the here and now and for the generation that comes after them. It's about caring for the world you leave behind and leaving it better, stronger, and more resilient.*

**Policy 1: Develop and implement a community resiliency strategy.**

*The Town of Mountain View will develop and implement a community resiliency strategy to produce a holistic approach to cultivating a sustainable future for the community.*

**Strategies .....**

- a. Form a community resiliency committee to lead the development of a holistic community resiliency strategy with goals, key performance indicators, and prioritized actions.
- b. Identify community partners that will support the Town's implementation of the strategy.
- c. Establish a community engagement process to provide outreach, keeping the community informed, increasing awareness around community resiliency, and soliciting involvement in implementing strategic action steps.

**Goal 2: Foster a community-driven process to drive sustainable practices.**

*The Town of Mountain View will involve the community to support and implement sustainable practices. It will require an effective community strategy to elevate the importance of sustainable practices and provide education and guidance to successfully implement sustainable practices. In addition, it requires an effective strategy that will make this information accessible to all community members so that everyone can be active participants in promoting and securing their community's well-being.*

**Policy 1: Develop and prioritize a communication strategy.**

*The Town of Mountain View will develop a communication strategy to engage the community in sustainable practices.*

**Strategies .....**

- a. In alignment with a community resiliency strategy, develop a communication strategy to engage community members, schools, and businesses to encourage sustainable practices.
- b. To increase buy-in with sustainable practices, incorporate strategies to educate and create awareness of sustainable practices, how they can foster resiliency, and the role community members can play to contribute to building community resiliency.
- c. Periodically share progress on goal achievement, action steps taken, and the status of key performance indicators to share value and the impact of community actions in creating a resilient future.

**Policy 2: Develop partnership in code compliance.**

*The Town of Mountain View will encourage and guide community members to create a healthy and clean neighborhood.*

**Strategies .....**

- a. Use the code compliance process as a mechanism to build community partnership by educating and guiding residents and business owners on municipal code requirements, such as invasive trees and plant control, vegetative maintenance, and litter prevention and clean-up.

**Policy 3: Encourage routine maintenance and clean-up of streets by considering a community Adopt-A-Street Program.**

*The Town of Mountain View will pursue an Adopt-A-Street Program to support clean-up of streets. Initiatives like the Adopt-A-Street Program provide opportunities for community members to be involved and support townwide initiatives to keep Mountain View a clean and healthy community.*

**Adopt-A-Street Program:** An Adopt-A-Street Program enables community organizations, private businesses, and individuals to maintain and beautify City streets. The program is common nation-wide. In [Lakewood, Colorado](#), The program is open to any Lakewood family, business, community or service group that can demonstrate a sufficient number of members and a willingness to accept responsibility for keeping a street free of litter for at least one year.

**Strategies .....**

- a. Develop an Adopt-A-Street Program guide to provide guidance on how the program works, program objectives, how community members can participate, and the Town’s role in helping to drive successful program outcomes.
- b. Promote the community’s Adopt-A-Street Program and encourage community members, schools, and students to participate in keeping streets clear of debris and litter.
- c. Consider coordinating with neighboring communities, such as Wheat Ridge, to implement a holistic approach to street clean-up.

### Goal 3: Reduce Waste Consumption.

*The Town of Mountain View will promote waste reduction measures that will help to reduce solid waste and increase recycling and organic composting. Successful waste reduction, recycling, and composting initiatives can decrease pollution and greenhouse gas emissions that stem from methane production and waste incineration emissions. Cleaner air leads to a cleaner environment. A cleaner environment leads to better health and wellness of community members.*

### Policy 1: Consider providing and enhancing waste management services to community members.

*Mountain View will strive to provide quality waste management services for all community members to help provide convenient, cost-effective, and accessible services that will help to enhance the quality of life of its community members.*

#### Strategies .....

- a. Continue providing the composting services and facilities for residential and consider expanding these services to businesses to encourage the composting of organic waste.
- b. Explore increased streamlined, user-friendly, convenient recycling options for Town residents and businesses.
- c. Explore developing activities to provide opportunities to encourage environmental-friendly disposal of products and materials, such as paper shredding and electronic waste disposal events.
- d. Continue to collaborate with the Public Works Department on encouraging proper recycling practices in the community to prevent contamination of non-recyclables in the recycling process.

**Policy 2: Promote recycling and waste reduction in community spaces, facilities, and events.**

*The Town of Mountain View will encourage sustainable practices town-wide by promoting recycling and waste reduction in community spaces, facilities, and events.*

**Strategies .....**

- a. Create guidelines and resources for the recycling of waste at community events and in community buildings and spaces.
- b. Support townwide events such as town-wide yard sales, swap shops, (which allows the donation of gently used items) and community product exchange events. These types of events reduce waste and help to involve the community in sustainable practices. The events themselves also are opportunities to build community connectedness.

**Goal 4: Create more energy-efficient practices.**

*The Town of Mountain View understands that adopting more energy-efficient practices will support the Town in reducing its carbon emissions and meeting resilience goals. As the Town plans for future facility upgrades, it will consider energy-efficient and sustainable practices in the design and construction of new facilities. The Town will also explore new and emerging technologies and leverage federal and state funding resources to reduce municipal emissions.*

**Policy 1: Reduce the carbon footprint through municipal initiatives.**

*The Town of Mountain View will seek community partners to promote energy-efficient operations and facilities.*

**Strategies .....**

- a. Explore opportunities to leverage federal and state resources to provide electric vehicle (EV) charging stations and to convert municipal fleet to EV charging vehicles.
- b. In municipal facility expansion and renovation projects, consider integrating energy-efficient and sustainable design and building materials to elevate municipal facilities as a leading standard for community development projects.
- c. Deploy efforts to keep current with the state building code, with specific attention given to incorporation of energy-efficient and sustainability requirements.

**Goal 5: Integrate resiliency strategies into the community fabric.**

*The Town of Mountain View understands that integrating resilience strategies into the community fabric is important. The Town will explore opportunities to allow for and integrate sustainability into the community's lives. Urban farming opportunities offer ways to support the local food system and support community-based agricultural initiatives. The Town will explore interest in community gardens and farms to support community resilience and offer additional opportunities to support a strong and connected community.*

**Policy 1: Consider strategies that enable urban farming opportunities in the community.**

*The Town of Mountain View will consider strategies to support community interest in urban farming. Urban farming helps community members to build self-sustaining livable environments. Urban farming opportunities such as community gardens also foster community connectedness.*

**Strategies .....**

- a. Engage the community to determine interests in urban farming such as beekeeping, community gardens, and chickens.
- b. With community buy-in, determine the need for regulatory changes to provide urban farming opportunities.

**Jefferson County, Colorado:** Urban farming is an important strategy for addressing food insecurity and healthy nutrition by providing Jeffco residents with a reliable source of healthy and affordable foods. In addition to the impact on food insecurity, urban farming adds value to the local economy, provides opportunities for community involvement and helps create a sustainable urban ecological system. There are currently over 50 urban farms in Jefferson County.

**Goal 6: Promote streets and public spaces that reinforce the community fabric and contribute to sustainable development and green infrastructure.**

*The Town of Mountain View recognizes public spaces, trees, and plants as vital elements of green infrastructure and will work to ensure that the provision of these elements keeps pace with the Town’s growth.*

**Policy 1: Enhance the Town’s Tree Canopy.**

*The Town of Mountain View will continue to support tree coverage in the community. Trees have a variety of sustainable and well-being benefits for the community. Environmentally, trees improve air quality and provide shade, reducing heat island effects. For the community, trees help to beautify a community and foster a sense of place.*

**Strategies .....**

- a. Continue to develop strategies to protect and improve the tree canopy including exploring possible funding and incentive opportunities to plant and promote species diversity while maintaining existing trees.
- b. Continue to prioritize the Town’s tree shading project and efforts to add new trees along sidewalks.
- c. Require new developments to preserve existing mature trees in the public right of way where feasible.
- d. Continue to provide education and training to residents to help them care for trees.

**Policy 2: Use green infrastructure to promote Town beautification.**

*The Town of Mountain View will seek opportunities to integrate green infrastructure into the neighborhood fabric of the community. Green infrastructure helps to protect the environment and enhance the beauty of the community.*

**Strategies .....**

- a. Develop a strategy to beautify the green spaces in between streets and sidewalks to add to the Town’s identity and make the neighborhood more attractive.

**Policy 3: Utilize public spaces as integral parts of the community fabric.**

*The Town of Mountain View will seek opportunities to incorporate public spaces into the community and enhance the public realm. Enhancing the public realm and making these enhancements seamless components of the community fabric will promote community vibrancy and elevate the natural assets of the community.*

**Strategies .....**

- a. Incorporate elements of nature into public spaces.
- b. Develop a plan for regular maintenance and management to keep the space clean, safe, and welcoming.

**Ipswich Energy Challenge:** The Town of Ipswich, MA has created an energy challenge for residents to join to reduce overall energy consumption in 2023. Resources include information on rebates and financial incentives for the implementation of weatherization improvements and the purchase and installation of energy-efficient equipment and appliances. The Town has also offered free energy audits for homeowners and provides resources for saving energy, incentive programs, financing support, and educational information on sustainability and energy efficiency technology.

## Growing Regional Partnerships

The Town of Mountain View works with regional partners to support and implement projects and goals. Jefferson County Open Space is invested in Mountain View Park and has met with the Town to explore ideas for park improvements. The Town has also worked with the County and neighboring municipalities to plan for regional initiatives and infrastructure. Looking forward, the Town will work to grow regional partnerships and collaborate and coordinate with neighboring municipalities and the County to implement economic and streetscape initiatives that create a cohesive mixed-use corridor between Wheat Ridge, Mountain View, and Denver. The Town will also look to partner and access regional organizations to support community-based initiatives and educational opportunities.



## Goal 1: Leverage partnerships in the region.

*The Town of Mountain View will continue to work with regional partners to achieve Town and regional goals. Mountain View understands the importance of working with neighboring municipalities, the County, and State to affectively implement infrastructure, recreation, art, and economic goals and projects. Working with regional partners and organizations can support the Town in implementing policies and strategies in this plan and support Town staff in accomplishing and implementing goals and projects.*

### **Policy 1: Build local, regional, and County partnerships to connect community initiatives and local initiatives with regional planning and investment decisions.**

*The Town of Mountain View will continue to work with local and regional partners to improve community connection and implement local and regional projects and goals.*

## Strategies .....

- a. Coordinate with state and regional agencies to help leverage financial and technical support by implementing comprehensive planning policies and strategies.
- b. Continue to participate in regional planning projects with agencies such as Denver Region's Council of Governments, Metro Mayor's Caucus, and Jefferson County. Working with regional partners can help to ensure that local planning initiatives are connected to regional planning, which can leverage support for implementation of local planning projects.
- c. Implement multijurisdictional planning initiatives to address common planning issues and work toward common goals. For example, working with neighboring jurisdictions that share common commercial corridors, such as Denver and the Wheat Ridge, can help to leverage the success of Mountain View's commercial corridors.
- d. Continue to pursue multijurisdictional opportunities to provide and enhance services and to share resources. This strategy can help improve customer service to the community, offer more accessibility and convenient amenities, and reduce Town operating cost. Regional resources such as the Wheat Ridge Recreational Center is a service offered to the Mountain View community that can have a direct impact on wellness and quality of life.

# Fiscal Capacity and Capital Planning

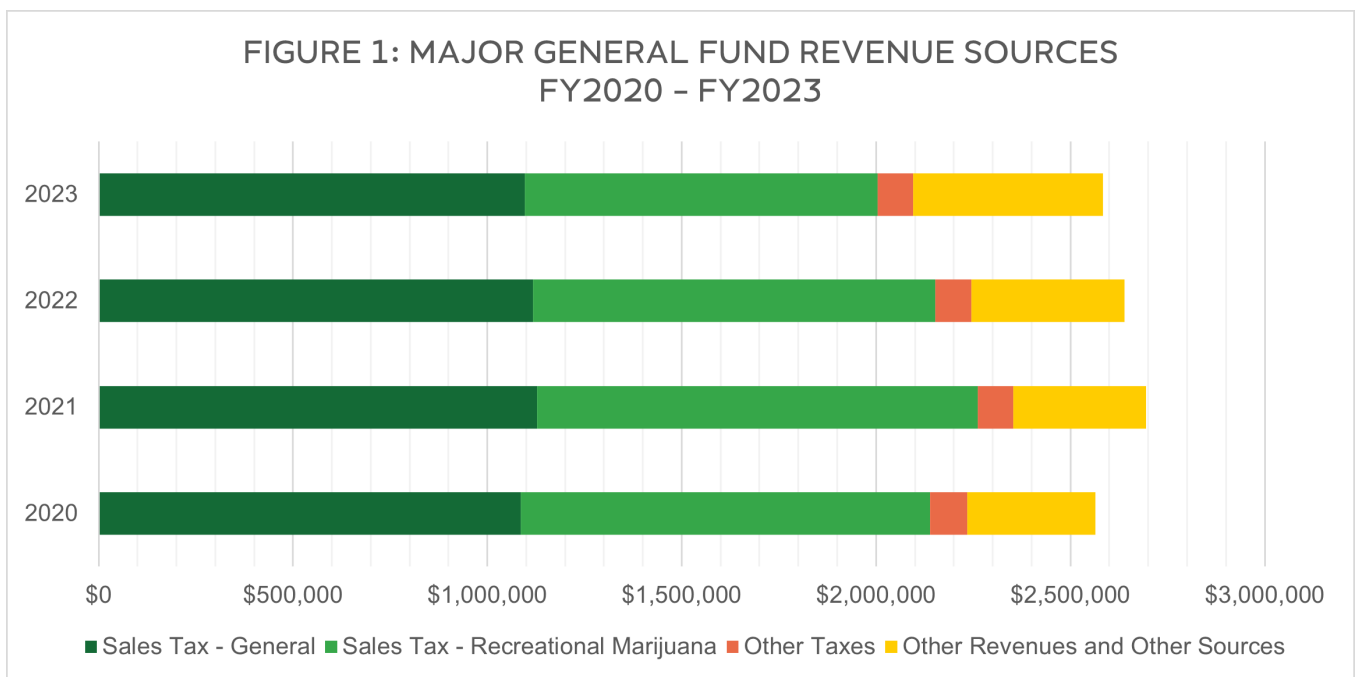


## Strategic Future Investment – Spending Wisely

Strategic capital investment will be the key to ensuring the long-term fiscal and physical health of the Town. Prudent financial management is necessary to ensure that operations and service delivery are funded at appropriate levels to meet the expectations of the community; but calculated spending is also a vital component in ensuring that core revenue-generating elements throughout the Town continue to produce the revenue needed to fund operations and planning initiatives. Furthermore, both land use strategies and thoughtful capital investments that are designed to attract and develop new revenue-generating potential will further solidify the Town’s financial footing for years to come.

To that end, it will be important that the Town invests in itself wisely. Outlining core revenue and expense elements and the projected impacts of economic development and strategic capital investments may assist the Town with prioritizing. Understanding the Town’s fiscal capacity in greater detail may provide additional information to consider when planning for anticipated growth and efforts to ensure a thriving economy and subsequent fiscal health.

To establish a baseline to measure fiscal capacity and projected Comprehensive Plan impacts, it is useful to understand the Town’s core revenue-generating capacity. Figure 1 below, depicts major general fund revenue sources between FY 2020 and FY 2023.<sup>1</sup>



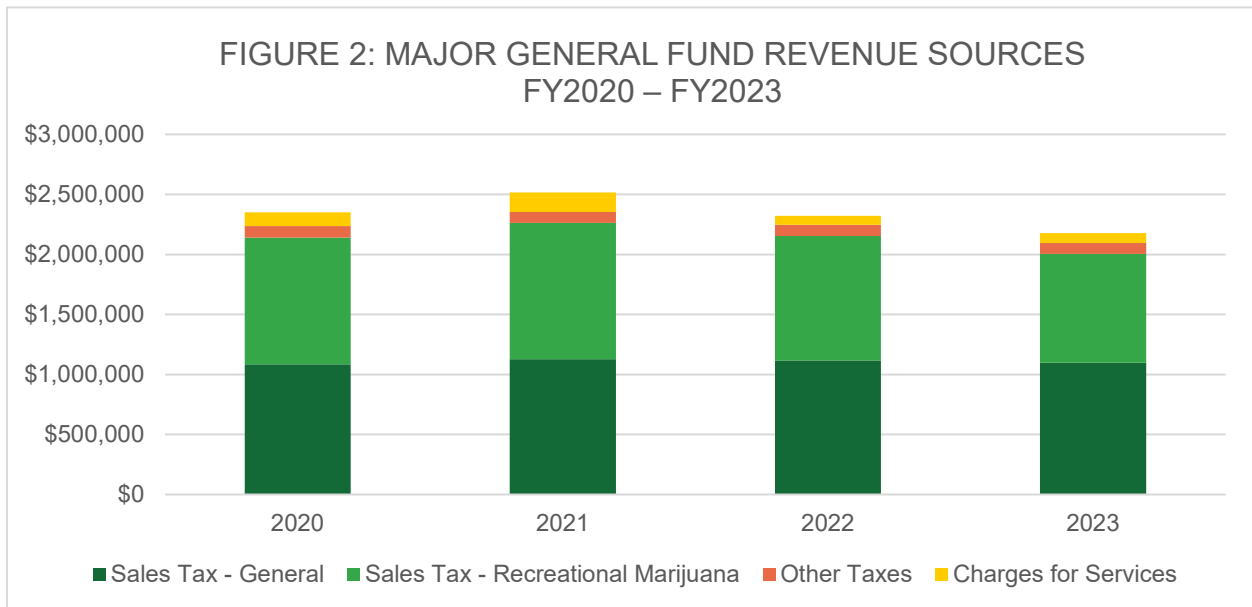
<sup>1</sup> Financial reports provided by the Town for FY 2020 – FY 2023 actuals.

As is evident from Figure 1, the majority of annual general fund revenue is generated through general sales taxes and recreational marijuana sales taxes. This highlights the importance that the Town continue to foster overall retail growth through comprehensive policy and strategic investment.

Understanding revenue sources can provide the Town with a snapshot of estimated revenue available to be raised via property taxes based on tax rates, and where the majority of additional revenue needs to come from. As mentioned above, the Town’s reliance on revenue derived from retail sales taxes is significant. Between FY 2020 and FY 2023 an average of 79.3% of total annual general fund revenue was derived from sales taxes. Although currently, the fiscal health of the town is stable, declining general sales taxes and

recreational marijuana sales taxes over the last two years indicates a need to diversity, to avoid potential for more serious future impacts.

Whether the property tax rate for the Town will increase or decrease from the prior year will be largely dependent on whether sales taxes are generated to levels projected and whether property values appreciate, depreciate, or remain steady.<sup>2</sup>



<sup>2</sup> Financial reports provided by the Town for FY 2020 – FY 2023 actuals.

The Town's fiscal capacity, and thus its ability to provide adequate levels of services, is largely dependent on creating and maintaining a diverse economic environment supported by residents, the local business community, employment centers—especially in the case of the Town—sales taxes. Therefore, fiscal capacity, Comprehensive Plan priorities, land use, economic development, and capital investment are inevitably intertwined. The Town can help cultivate interdependence between economic needs and residential needs through land use, infrastructure investment, and fiscal policies that complement and support the Town's neighborhoods, commercial partners, built environment, and natural environment thus helping to ensure an expansion of the Town's fiscal capacity into the future.

## Fiscal Environment, Debt Capacity, and Developing a Capital Improvement Plan

In addition to property values and sales tax generation, the tax rate for the Town will also depend in large part on the debt service requirements annually, should debt be issued to fund capital investments in the future. Increases (or in less common instances decreases) to annual tax rates can be permanent due to increased spending needs or temporary increases due to debt issuance or capital and/or strategic investments.

Once developed, the Town's Capital Improvement Program (CIP) could serve as the major financial planning tool for expenditures allocated for capital infrastructure, facilities, and equipment. The CIP guides development funding and

budgetary priorities for large Town infrastructure projects that exceed funding amounts in the normal operating budget. The CIP helps to ensure that major projects are within fiscal reach for the Town and helps to prioritize the most vital capital projects to help sustain overall economic growth and service delivery continuity. While every agency should identify and consider what is important when developing a CIP, the following are common approaches/strategies many agencies consider when developing a plan to identify and fund capital needs:

**Establish Clear Objectives.** Define the overarching goals and objectives a capital improvement plan will aim to accomplish. Goals and objectives should align with other applicable planning efforts and support the Town's long-term vision.

**Conduct a Needs Assessment.** Identify and prioritize the infrastructure and economic development needs of the community. This initially will involve assessing current assets, identifying challenges and opportunities, and projecting future demands for equipment and infrastructure.

**Identify Funding Sources and Fiscal Capacity.** A thorough evaluation of the Town's options related to capital funding and ongoing maintenance should be prepared. In addition to understanding the Town's capacity to pay-as-you-go or issue debt, public-private partnerships could also be explored for viability.

**Engage the Community and Stakeholders.** Involve key stakeholders in the capital development process. This might include residents, the business community

and commercial partners, community groups, and other applicable government agencies.

**Develop the Initial Projects List.** Based on the needs assessment and stakeholder input, create a list of initial projects and initiatives to be funded. Then assess and prioritize projects based on urgency, impact, and alignment with strategic planning objectives.

**Identify Challenges and Risks.** Identify known and potential risks associated with each project. This identification work will help with developing risk mitigation and implementation strategies.

**Consider a Realistic Timeline and Phasing Options.** Establish estimated timelines for each project. Timelines should be developed in accordance with known project dependencies and projected resource availability. Larger projects should be divided into core phases to mitigate resource impact, where necessary.

**Transparency and Performance Measures.** Frequent communication of the capital investment plan and its intended outcomes to the community should be prioritized. This will help build support for the investment efforts and establish accountability. Performance measures could be developed to monitor and track the outcomes of investments, allowing for adjustments to be made where necessary.

It is critical that the Town consider all available information needed to make sound fiscal policy and capital investment decisions. This will help ensure ongoing municipal business continuity, allowing for high-quality service delivery to be

maintained throughout the Town. It will be vital to invest in areas and infrastructure projected to promote strategic economic development and attract quality investment. The Town will maintain fiscal resiliency by developing and adopting land use, capital investment, and economic development strategies that support, sustain, and grow a diversified tax base that generates sufficient revenue. Fiscal health requires the Town to have the financial resources needed to effectively govern, provide services at a level consistent with community expectations, and advance programs and initiatives that further strategic growth. The Town must be persistent in pursuing new partnerships as well as continuing to explore more efficient uses of existing resources.

The benefits likely to be realized when investments are made in capital equipment and infrastructure are numerous and span across economic, environmental, and quality of life and well-being indicators. Economic development is often cited as a primary benefit resulting from infrastructure investment. Projects that may provide for more accessible connections between residential and commercial uses, and that generate additional revenue for the Town as well as attract economic investment, should be prioritized. Quality of life and well-being may increase due to capital investment, encouraging more “livable” and equitable communities to flourish.

### **Urban Renewal and Other Economic Development Tools**

To increase revenue generation, many cities and towns look to property taxes first. This is often a logical starting point for no

other reason than property tax revenue generally accounts for a significant portion of total revenues generated locally but may also be the least popular option for commercial partners and residents to consider. However, exploring revenue enhancement by way of property taxes does not always have to mean increases to the tax rates. Strategic private partnerships aimed at increasing economic growth can help to increase the tax base without raising the tax rate. Furthermore, the same strategic growth and economic development strategies that support expansion of the property tax base often have the same effect of generating other types of taxes and local revenues as well.

Legislative initiatives such as the State's Urban Renewal Law or other economic development tools such as the establishment of "redevelopment agencies" or tax increment financing districts (TIF) are often popular mechanisms for local governments across the country to consider. However, the applicability of such tools should be examined carefully by the Town before moving forward. Detailed analyses should take place before considering the use of any such tools to specifically understand realistic expectations for revenue generation, what additional revenue can and should be used for, any unintended consequences of development, and what transparency and reporting measures are required. Beginning with these core questions, the Town can start to assess whether these types of tools are viable and if they really can be leveraged to help generate and support the outcomes as intended.



# Implementation Plan



## Why is this important?

A Comprehensive Plan must be rooted in implementation mechanisms that can turn the vision of the Plan into reality.

A Comprehensive Plan is intended to be a tool for all decision-makers in guiding policy development and future planning efforts. The success of this Plan requires all responsible governing and community collaborators to actively participate in implementation and coordinate with one another on action items. Using this tool as intended will help ensure that funds are managed and planned for, to meet the community's future needs. This also ensures that the Plan continues to stay relevant over time.

While the implementation matrix is intended to function as a framework for prioritizing and planning for the accomplishment of action items, it also provides users with a better understanding of the interrelatedness of policy issues and their relationships to broader regional and state initiatives. Ideally, this context for each action item will support the coordination and collaboration among various stakeholders whose divergent interests may be addressed by common policy actions.

## Implementation Matrix Overview

The implementation matrix on the following pages, is intended to provide practical guidance for all stakeholders who will be involved with Plan implementation, to determine an appropriate sequence for implementing actions and to facilitate coordination among stakeholders. The implementation matrix outlines key stakeholders who will be responsible for executing each action item, establishes an

approximate timeline, determines the ease of implementation, and identifies potential resources for each action item.

The implementation matrix is intended to support the Town in developing annual budgets and with capital improvement planning. The matrix can be used as a reference to assign tasks and determine funding needs related to each action item. This information is designed to assist Town staff, Town Council, boards and committees, and the Mountain View community as a whole.

The implementation matrix establishes a reasonable timeline for each action and designates the ease and relative cost of implementation. Determining priority will involve reviewing all three of these factors, as well as the availability of funding, whether that is through the Town's budget process, through state or federal funding, or from grants. Prioritization of actions should consider grant funding program timelines and the availability of state and federal resources, which will change over time.

This Plan was created with significant input from the Mountain View community, and implementation of this Plan will also require a community effort, as well as stakeholder support. The success of this Plan is dependent on thoughtful and intentional collaboration among residents and stakeholders, Town departments, and other agencies, organizations, and government entities.

The implementation matrix laid out on the following pages provides a guide for Town staff and other responsible agencies to follow in implementing the Plan with regard to the following:

- 
- identifying responsible parties and collaborators;
- 
- assessing cost;
- 
- identifying priority projects;
- 
- determining ease of implementation;
- 
- setting a timeline for implementation; and
- 
- identifying best practices to reference for guidance.
- 

This structure is intended to be a guide, with the understanding that external factors influencing some elements may change over time. This includes structural or organizational changes impacting partners and responsible parties, or new funding opportunities that could influence resources and prioritization. The Town will continue to update this matrix over time and use it to track implementation progress.

## Resources for Implementation

The Town has been ambitious in setting its goals, policies, and strategies for the next 10 years. As Mountain View looks to implement the Comprehensive Plan, there may be time and resource constraints that would limit the Town. As staff and the Town Council work to identify items for implementation during the annual budget process, consideration should be given to the availability and timing of state and federal grants and technical assistance, including those from the State's DOLA, Colorado Office of Energy, and other

departments who offer grants or technical assistance. The Town can also look to leverage regional partnerships and relationships, including the ongoing relationship with Jefferson County Open Space to undergo park improvements and the City of Wheat Ridge, who supports Mountain View's professional development, and is interested in cooperative efforts between the two municipalities with regard to recreational amenities, especially. Additionally, the Town can leverage local and regional access to public and private schools, colleges, and universities to provide technical support for initiatives.

The Town will continue to look to its own community and the strong sense of volunteerism currently present, to help implement and bring forward initiatives to improve the quality of life of residents in the Town. Mountain View's community fabric and connection is the Town's strongest asset, and, looking forward, the community will play a vital role in implementing the goals and policies of this Comprehensive Plan.

## Plan Updates and Amendments

Progress on implementation of the Plan should be reviewed on an ongoing basis by the Town. It is recommended that annual reports are developed to provide updates on the progress of the Comprehensive Plan. It is recommended that the Town identify key metrics (e.g., energy usage, economic growth, pedestrian traffic accidents) to track as part of the implementation process, in order to measure progress and to support continued funding for successful initiatives. The annual report should include an overview of zoning and policy changes, capital projects, and new development. The report should consider development trends

and evaluate consistency with the Plan and goals for development.

In addition to understanding and measuring progress on implementation, annual evaluation will allow for opportunities to consider how well the Plan's policies reflect Mountain View's current needs. As we have experienced in recent years, major economic, environmental, and social changes can have significant impacts on the Town's priorities and immediate funding needs. These factors should be considered in each annual review to ensure that the Town is moving forward on the most appropriate path. The Town should consider amendments to the Plan to respond to trends and address major changes.



At a minimum, the evaluation should address the following:

- 
- What land use and zoning measures have been implemented?
- 
- What changes do key performance metrics indicate?
- 
- To what extent has the Town increased environmental sustainability.
- 
- How well have strategies supported business development?
- 
- What percentage of new housing units have been developed in Town and what income brackets do they serve?
- 
- Have there been significant environmental, economic, social, public health, or other changes that may necessitate changes to the goals, policies, or actions in this Plan?
- 

The Town should conduct a broader evaluation of the Plan and implementation progress five years after Plan approval, to ensure that the Plan is addressing current needs and to identify any significant changes since Plan approval that could impact priorities and implementation progress.

## Implementation Matrix Key

Cost/ Resources	
\$	Can be achieved substantially with current operating and/or capital budgets.
\$\$	Some new or increased funding/staffing required for implementation.
\$\$\$	Substantial new funding or grant support needed for implementation.
Timeline	
Short	0-2 years
Medium	3-5 years
Long	6-10 years
Ongoing	
Ease of Implementation	
Easy	Relatively low level of funding, inter-departmental or cross-organizational coordination, approvals, and time required for implementation.
Medium	Some coordination of partners, funding sources, and approvals will be required.
Hard	A high level of coordination among multiple partners to secure funding, approvals, and staff resources will be required.

Responsible Agency/ Collaborators Name	Abbreviation
Town Council	TC
Mountain View PD	MVPD
City of Wheat Ridge	WR
Jefferson County	JC
Building Department	BD
Town Administrator	TA
Town Clerk	CI
Public Works	PW
Board of Adjustments and Appeals	BOAA
Mayor	M
Design Review Committee	DRC
Community Resilience Committee	CRC
Action Type	
Plan	
Regulation	
Guideline	
Program/ Policy	
Capital Projects	
Partnership/ Coordination	
Communication/ Engagement	
Resource Allocation	

High Quality Community Character and Form							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Innovate with a flexible zoning approach.							
Policy 1	Update the Town's zoning ordinance to accommodate inclusive growth.						
Strategy a	Update dimensional requirements within the zoning ordinance to allow for more density (e.g., progressively taller building heights for targeted commercial and mixed-use areas, a reduction in overall setback requirements, etc.) making the path for project completion more compelling for developers.	Regulation	TA, TC	\$	Easy	Short	
Strategy b	Permit mixed-use zoning along key commercial corridors with the first floors reserved for commercial uses and the upper stories featuring housing thus activating the sense of place and a live, work, and play environment.	Regulation	TA, TC	\$	Easy	Short	
Strategy c	Consider removing parking minimums for development along W. 44 <sup>th</sup> Avenue and Sheridan Boulevard with no setback requirements to facilitate a main street design.	Regulation	TA, TC, BD	\$	Easy	Short	
Strategy d	Continue to enforce recently revised town requirements for short-term rentals to provide flexibility and opportunities to property owners to operate while also maintaining quality of life in residential areas.	Regulation	BD	\$	Easy	Short	
Goal 2: Striking a balance between growth and preservation.							
Policy 1	Capitalize on the Town's Current Assets						
Strategy a	Explore joining the Colorado Main Street Program to support the Town's revitalization efforts that foster a welcoming and inclusive community and economic development.	Program / Policy	TA	\$	Easy	Short	<a href="#">Colorado Main Street Program</a>
Strategy b	Partner with existing community stakeholders and conduct an inventory analysis of historic and culturally significant assets including properties, features, and structures throughout the Town.	Partnership / Coordination	TA	\$	Easy	Medium	<a href="#">Lyons, Colorado</a>

High Quality Community Character and Form

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Policy 2	Preserve elements of community design and bridge the past, present and future.						
Strategy a	Form a Design Review Committee with the aim to establish a set of basic advisory guidelines for the aesthetic preservation of the Town using the inventory analysis as inspiration.	Program / Policy	TA, TC	\$	Easy	Short	<a href="#">Castle Rock, Colorado</a>
Strategy b	Include the Design Review Committee in the Development Review process as an advisory panel to developers.	Program / Policy	TA, DRC	\$	Easy	Short	
Strategy c	Incorporate design elements into mixed-use development to promote walking and biking.	Program / Policy	TA, DRC, BD	\$	Easy	Short	

Housing Quality and Choices							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Safe, quality workforce housing							
Policy 1	Collaborate with developers, non-profits, and governmental agencies to increase the availability of workforce housing.						
Strategy a	Utilize federal, state, and local grants and subsidies available for workforce housing development.	Program / Policy	TA	\$\$	Easy	Short	<a href="#">Department of Local Affairs Division of Housing</a>
Strategy b	Collaborate on the development of shared infrastructure and amenities that make workforce housing projects more attractive to both developers and residents.	Partnership / Coordination	TA	\$\$	Medium	Ongoing	
Policy 2	Integrate workforce housing units across all new developments to ensure economic diversity and accessibility for all income levels.						
Strategy a	Offer incentives, such as density bonuses, to developers who include workforce housing units in their projects. By allowing developers to build more units than normally permitted, towns can incentivize the inclusion of affordable housing in new developments.	Program / Policy	BD, TA	\$	Easy	Short	<a href="#">City of Durango</a>
Strategy b	Provide land use incentives such as reduced parking requirements, expedited permitting processes, and fee waivers for projects that incorporate workforce housing.	Program / Policy	BD, TA	\$\$	Easy	Short	
Policy 3	Incorporate sustainable building practices and affordability criteria in new housing projects to ensure long-term viability and accessibility.						

Housing Quality and Choices							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy a	Offer incentives such as tax rebates, grants, or expedited permitting processes for developers who meet certain green building standards (e.g., LEED, BREEAM) and incorporate workforce housing units.	Program / Policy	TA, CRC, BD	\$\$	Medium	Short	<a href="#">What are green building standards?</a>
Strategy b	Provide incentives to property owners and homeowners for the incorporation of energy-efficient appliances, solar panels, rainwater harvesting systems, and other sustainable features that reduce long-term costs. Work to ensure programs address affordability with sustainability, ensure that low- and moderate-income families have access to energy-efficient and cost-effective housing.	Program / Policy	TA, CRC, BD	\$\$	Medium	Short	<a href="#">Colorado Energy Office Clean Energy Grants</a>
Strategy c	Adopt the most recent building and energy code requirements for all new development.	Regulation	BD	\$	Easy	Short	
Goal 2: Promote seamless infill neighborhood development							
Policy 1	Provide support and incentives for redevelopment projects that enhance community vitality and meet identified housing needs.						
Strategy a	Provide technical assistance to developers and property owners interested in redevelopment, including help with project planning, navigating regulatory requirements, and accessing financing.	Partnership / Coordination		\$	Easy	Short	
Policy 2	Encourage infill development and redevelopment featuring housing units.						

Housing Quality and Choices							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy a	Modify zoning ordinances to support infill and redevelopment projects, such as reducing minimum lot sizes, allowing mixed-use developments, and increasing density limits in targeted areas and reducing or eliminating parking requirements, especially near well-served public transportation.	Regulation	TA, TC	\$	Easy	Short	
Strategy b	Invest in public infrastructure improvements, such as streets, utilities, and parks, in targeted areas to make infill sites more attractive for development.	Capital Projects	TA, TC, PW	\$	Medium	Ongoing	
Goal 3: Community-driven innovative housing solutions							
Policy 1	Establish a clear regulatory framework that simplifies the process for introducing and integrating innovative housing solutions safely within the community.						
Strategy a	Revise development standards to be more accommodating of innovative housing, focusing on outcomes (e.g., density, affordability) rather than prescriptive requirements (e.g., lot size, parking).	Regulation	BD, TA, TC	\$	Easy	Short	<a href="#">Champaign, IL Incremental Development</a>
Strategy b	Look to other municipalities that have developed and adopted ordinances regarding innovative housing solutions.	Resource Allocation	TA	\$	Easy	Short	
Strategy c	Establish mechanisms for monitoring and evaluating innovative housing projects post-implementation to assess their impact and adapt regulations as necessary.	Program / Policy	BD, TA	\$	Easy	Short	

Housing Quality and Choices

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy d	Encourage the adaptive reuse of underutilized buildings and sites for housing, with guidelines to ensure that conversions enhance the community's character.	Program / Policy	BD, TA, TC	\$	Easy	Medium	

Vibrant and Safe Neighborhoods							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Conserve and enhance neighborhood fabric							
Policy 1	Adopt design guidelines that support and respect the existing architectural styles of residential neighborhoods, ensuring new developments blend seamlessly with the current environment.						
Strategy a	Create detailed design guidelines that specify architectural styles, materials, colors, and landscaping that are in harmony with the existing neighborhood character (supports design review committee strategy from land use goals).	Guideline	DRC, TA, TC, BD	\$\$	Medium	Short	<a href="#">City of Denver 9th and Colorado Urban Design Standards and Guidelines</a>
Strategy b	Provide incentives such as expedited permitting processes or tax incentives for projects that exceed the minimum design standards and contribute positively to the architectural harmony of the neighborhood.	Program / Policy	BD, TA	\$\$	Medium	Medium	
Strategy c	Use the concept of “eyes on the street” to address neighborhood safety through design guidelines. For example, require transparent windows rather than blank walls along sidewalk and design buildings and entrances to face a common street frontage.	Regulation	BD	\$	Easy	Short	
Strategy d	Implement clear mechanisms for monitoring compliance with the design guidelines and for enforcing them, including penalties for non-compliance.	Resource Allocation	BD	\$	Medium	Short	

Vibrant and Safe Neighborhoods							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Policy 2	Develop and implement policies and methods to maintain and enhance the Town's walkability and pedestrian safety.						
Strategy a	Prioritize pedestrian access and comfort in all planning decisions. Use traffic calming measures and raised crosswalks to slow down vehicles along residential streets.	Regulation	TA, BD, TC, PW	\$	Easy	Short	
Strategy b	Enhance street lighting to improve visibility and safety for pedestrians at night.	Capital Projects	PW	\$\$	Medium	Medium	
Strategy c	Regularly maintain and repair sidewalks on all streets to ensure they are safe and accessible, including for people with disabilities.	Capital Projects	PW	\$\$\$	Medium	Short	
Goal 2: Foster neighborhood vitality							
Policy 1	Identify and target areas and assets for rehabilitation through comprehensive community assessments and strategy development.						
Strategy a	Evaluate the local economy, identifying struggling commercial areas and underutilized assets.	Resource Allocation	TC, TA, BD, PW	\$	Easy	Short	
Strategy b	Examine the condition of infrastructure, such as roads, public transit, utilities, and public spaces, to pinpoint areas in need of improvement.	Resource Allocation	PW	\$	Easy	Short	

Vibrant and Safe Neighborhoods							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy c	In partnership with private property owners, develop a strategy to implement improvements for deteriorating areas. Include clear implementation strategies with timelines, responsible parties, and potential funding sources.	Capital Projects	TC, TA, PW	\$\$	Medium	Short	
Policy 2	Implement safety measures and enhancements to foster community well-being						
Strategy a	Foster a community partnership between residents, businesses, and the Police Department to identify areas where community members feel unsafe.	Partnership / Coordination	MVPD	\$	Easy	Short	
Strategy b	Leverage partnerships to develop a community wellness strategy to foster a safer walking environment for residents and visitors.	Partnership / Coordination	TA	\$	Medium	Medium	
Goal 3: Protect and enhance community assets							
Policy 1	Develop plans for the protection and enhancement of existing community assets.						
Strategy a	Conduct thorough planning and assessments to prioritize facility needs and ensure that investments align with long-term community goals and maximize impact.	Plan	PW, TA	\$	Easy	Short	
Strategy b	Continue to support programs that protect community assets in the public realm such as the Town's sidewalk improvement program and sidewalk shading project, which promote the planting of trees along community sidewalks.	Program / Policy	PW, TA	\$	Easy	Short	

Vibrant and Safe Neighborhoods

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Policy 2	Collaborate with local organizations and stakeholders to invest in the upkeep and improvement of community facilities.						
Strategy a	Establish partnerships between the town and private companies or non-profits to share resources, expertise, and funding for the renovation or maintenance of facilities, like Mountain View Park.	Partnership / Coordination	TA	\$\$	Easy	Short	
Strategy b	Involve community members in decision-making processes through forums, surveys, and public meetings to identify priorities and encourage volunteerism for facility improvements.	Partnership / Coordination	TC, M	\$	Easy	Short	
Strategy c	Collaborate with schools and universities to involve students in projects as part of their curriculum, which can provide labor and innovative ideas for facility and neighborhood improvements while giving students real-world learning experiences and encouraging a sense of community pride.	Partnership / Coordination	TC, M	\$	Easy	Short	

A Strong and Thriving Economy							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Promote a sustainable economic vision for the redevelopment of key infill sites.							
Policy 1	Establish a shared vision for high-quality redevelopment.						
Strategy a	Coordinate with all interested parties (property owners, adjacent property owners, and the Town) to plan and define the parameters for infill redevelopment taking the needs of the community into account while also identifying future infill opportunities.	Partnership / Coordination	TA	\$	Easy	Short	
Strategy b	Identify areas where properties can be joined together to create a cohesive redevelopment strategy, and assist with the implementation of that strategy.	Plan	TA	\$	Easy	Short	
Strategy c	Develop a new mixed-use zoning district along key commercial corridors and establish potential thematic-based overlay design districts to establish guidelines and standards to address suitable design and scale, variety and visual interest, and appropriate materials specific to each subarea or corridor.	Regulation	TA, TC	\$	Easy	Short	
Policy 2	Foster the development of infill sites.						
Strategy a	Provide financing tools and incentives to jump-start the redevelopment in this underutilized area.	Program / Policy	TA	\$\$	Medium	Short	

A Strong and Thriving Economy							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	Actively pursue grants (e.g., Community Development Block Grant (CDBG) funding) and technical assistance in support of redevelopment activities.	Resource Allocation	TA	\$\$	Medium	Short	<a href="#">Community Development Block Grants</a>
Strategy c	Enter public-private partnerships (between the Town government, developers, financial institutions, non-profit organizations, and neighborhood organizations) to increase cooperation and development success.	Partnership / Coordination	TA	\$	Medium	Short	
Policy 3	Consider establishing a Town Renewal Authority.						
Strategy a	Serve as a guiding authority in the redevelopment of the Town by creating an Urban Renewal Plan focusing on mixed-use development and infill along the Town's key commercial corridors.	Program / Policy	TA, TC	\$	Easy	Short	<a href="#">Lyons. Colorado Urban Renewal Authority</a>
Strategy b	Leverage Tax Increment Financing (TIF) to assist in financing major projects.	Program / Policy	TA, TC	\$	Easy	Short	
Goal 2: Enhance the sense of place along the Town's commercial corridors.							
Policy 1	Foster an inviting environment for businesses and visitors.						
Strategy a	Employ incentive programs (grants, tax abatements, TIFs, etc.) that encourage property owners and businesses to update their facades, signage, and other elements to conform to new design standards.	Program / Policy	TA, TC	\$\$	Medium	Medium	

A Strong and Thriving Economy

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	Encourage a mix of uses and activities designed to attract pedestrian foot traffic (landscaping and greenery, public art installations, community events, etc.) along W. 44 <sup>th</sup> Avenue and Sheridan Boulevard.	Guideline	TA, TC, BD, PW	\$	Easy	Short	
Strategy c	Partner with the City of Wheat Ridge to implement commercial corridor gateway improvements and branding initiatives within each jurisdiction by building on a common sense of place through wayfinding and clear signage while fostering existing social assets.	Partnership / Coordination	TA, WR	\$\$	Medium	Medium	
Policy 2	Enhance streetscapes to foster an attractive and vibrant commercial area.						
Strategy a	Partner with local designers to plan tactical streetscaping design interventions featuring native foliage, stormwater management, and pedestrian safety along W. 44 <sup>th</sup> Avenue and Sheridan Boulevard.	Partnership / Coordination	TA	\$\$	Medium	Medium	
Strategy b	Develop a new mixed-use zoning district along key commercial corridors and establish potential thematic-based overlay design districts to create guidelines and standards to address suitable design, scale, visual interest, and appropriate materials specific to each area.	Partnership / Coordination	TA, PW	\$\$	Medium	Medium	
Strategy c	Adopt streetscaping standards that emphasize complete streets and walkable neighborhoods for future projects.	Regulation	TA, TC, PW	\$	Medium	Short	

A Strong and Thriving Economy							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 3: Encourage a resilient and sustainable economy.							
Policy 1	Use place making strategies to promote the community as a destination.						
Strategy a	Develop a Town brand used to identify and distinguish the Town of Mountain View (e.g., Denver's "The Mile High City") and integrate Town branding along key commercial corridors using items such as banner flags.	Resource Allocation	TA, M	\$\$	Medium	Medium	
Policy 2	Diversify Town revenue.						
Strategy a	Continue to enhance online services and platforms that generate revenue (e.g., online permitting and licensing systems).	Program / Policy	TA, BD	\$	Easy	Ongoing	
Strategy b	Expand the Town's taxbase by encouraging the growth of various industries and sectors, reducing dependence on a single industry for economic stability.	Program / Policy	TA	\$	Easy	Short	
Goal 4: Promote a vibrant live, work, and play environment							
Policy 1	Consider zoning strategies to stimulate economic development.						
Strategy a	Develop flexible zoning regulations that accommodate the needs of different types of businesses and encourage mixed-use development. 1.) Update zoning regulations to remove lot area per dwelling unit standards; 2.) Remove height restrictions within zones encouraging mixed-used development; 3.) Remove parking minimums in commercial and mixed-use zones.	Regulation	TC, TA	\$	Easy	Short	
Policy 2	Activate Public Spaces to promote an attractive and vibrant community.						

A Strong and Thriving Economy							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy a	Update the park and corridors with signage, vegetation, and pedestrian amenities.	Capital Projects	PW	\$\$	Medium	Medium	
Strategy b	Incorporate public space into mixed-use development to promote pedestrian foot traffic.	Partnership / Coordination	BD, PW	\$	Easy	Short	
Strategy c	Encourage various modes of transit by adding bike lanes, walking paths, and illumination.	Capital Projects	BD, PW	\$\$\$	Medium	Ongoing	
Goal 5: Foster the wellbeing of locally owned businesses.							
Policy 1	Preserve and enhance local businesses.						
Strategy a	Provide tax incentives for locally owned businesses that contribute to community development and job creation.	Program / Policy	TA	\$\$	Medium	Medium	
Strategy b	Support and participate in community marketing campaigns that also highlight the Town's commercial areas.	Communication / Engagement	TA, M	\$	Easy	Short	<a href="#">Elizabeth, Colorado</a>
Strategy c	Maintain robust online directories that make it easy for the public to find and support local businesses.	Communication / Engagement	TA	\$	Easy	Ongoing	
Strategy d	Ensure that support programs and resources are inclusive and address the needs of businesses owned by women, minorities, and other underrepresented groups.	Partnership/ Coordination	TA, M	\$	Easy	Short	
Policy 2	Develop a new take on business friendly through innovative economic development strategies.						
Strategy a	Simplify and streamline the permitting process to make it easier for businesses to start and expand operations.	Program / Policy	BD	\$	Easy	Short	

A Strong and Thriving Economy

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	Provide resources and assistance to help local businesses develop continuity plans to assist in navigating economic downturns.	Resource Allocation	TA	\$\$	Medium	Long	
Strategy c	Work with surrounding communities to organize business workshops and training programs that focus on creating and starting a business, management solutions, and marketing.	Partnership / Coordination	TA, M , TC	\$	Easy	Short	
Strategy d	Establish open lines of communication between local businesses and Town officials (e.g., an economic point person), creating a mechanism to share feedback, concerns, and suggestions that work both ways.	Communication / Engagement	TA, M , TC	\$	Easy	Short	

Walkable and Connected Physical Environment							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Safe and accessible streets and sidewalks for everyone							
Policy 1	Safe, clean, and convenient infrastructure to enhance mobility.						
Strategy a	Design transportation infrastructure for the aged, disabled, the young, and the economically disadvantaged to provide safe mobility for all.	Capital Projects	PW	\$\$\$	Medium	Long	
Strategy b	Create linkages for safe mobility between multi-modal areas and between neighborhood and commercial areas.	Capital Projects	PW	\$\$\$	Medium	Long	
Strategy c	Support the development of traffic calming measures to encourage vehicle speed reduction and enhance safety for bicyclists and pedestrians.	Capital Projects	PW	\$\$	Medium	Medium	
Strategy d	Provide ADA accessible connections that will provide safe, convenient mobility opportunities for people with disabilities as well as families with strollers.	Capital Projects	PW	\$\$	Hard	Short	
Strategy e	Continue to coordinate with Jefferson County to incorporate opportunities for bicycle connectivity throughout the region.	Capital Projects	PW, JC	\$\$	Medium	Ongoing	
Policy 2	Continuous commitment to improve and secure mobility opportunity.						
Strategy a	Create a sustainable, long-term, cost-effective, strategy using capital improvement programming to plan for ongoing transportation improvements and maintenance overtime.	Capital Projects	TA, PW	\$	Easy	Short	

Walkable and Connected Physical Environment

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	Continue to fund the Town's Sidewalk Improvement Program which provides an equitable approach to making sidewalk improvements by supporting economically disadvantaged property owners in making sidewalk improvements.	Resource Allocation	TA, PW	\$\$	Easy	Ongoing	
Strategy c	Ensure that streets and sidewalks are kept free of debris and snow to provide universal mobility.	Resource Allocation	PW	\$	Easy	Ongoing	
Policy 3	Integrate mobility in land use decision-making.						
Strategy a	In land use projects, evaluate the proposed project in terms of what will improve or enhance accessibility and mobility for all abilities, what transportation amenities will be provided, and if pedestrian and bike connectivity will be enhanced.	Guideline	BD	\$	Easy	Short	
Strategy b	Encourage urban design in streetscapes and architecture that are built to a human scale, foster a sense of place for the pedestrian, and help to create a safe environment for pedestrians and bicyclists.	Guideline	BD	\$	Easy	Short	
Goal 2: Promote a mobility network that fosters economic activity and provides for safe and active vibrant spaces for businesses, community members,							
Policy 1	Support attractive streetscape design and amenities that enhance walkability, safety, and accessibility.						

Walkable and Connected Physical Environment							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy a	Create and maintain sidewalks that improve accessibility and safety, and foster spaces for socializing and community events.	Capital Projects	PW	\$\$	Easy	Short	
Strategy b	Promote economic vitality by supporting the development of bike and pedestrian connectivity in commercial areas through coordinating multi-modal and streetscape initiatives with adjacent communities. Continue to support regional initiatives that plan for transportation improvements for Sheridan Boulevard and W. 44 <sup>th</sup> Avenue.	Capital Projects	PW	\$\$	Medium	Medium	
Strategy c	Explore funding opportunities to support investment in mobility initiatives, such as making transportation improvements on W. 44 <sup>th</sup> Avenue that can strengthen connectivity with the Town of Lakeside and City of Denver.	Capital Projects	TA, PW	\$	Medium	Short	
Policy 2	Accessible Development is Sustainable Development.						
Strategy a	Incorporate design standards for streets and sidewalks that comply with Title II of the ADA and Section 504 of the Rehabilitation Act of 1973.	Regulation	BD, PW	\$	Medium	Short	
Strategy b	Conduct regular ADA self-evaluations, designate an employee responsible for coordinating ADA compliance, create a transition plan, and keep documents related to the self-evaluation for three years.	Program/Policy	PW	\$	Medium	Short	

Walkable and Connected Physical Environment

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy c	Work with RTD-Denver to upgrade bus stops along key corridors and within commercial areas by adding shelters, designated waiting areas, and clear signage identifying stops.	Partnership / Coordination	PW	\$	Medium	Medium	
Goal 3: Cultivate a shared sense of accessibility and seamless connectivity.							
Policy 1	Develop connectivity of residential areas to key corridors.						
Strategy a	Conduct a local corridor study to evaluate existing conditions and forecast travel frequency to better understand demand on current routes and how mobility can be improved through a variety of transportation and right-of-way options.	Plan	TA, PW	\$\$	Medium	Short	
Strategy b	Work with the abutting communities, Lakeside, Wheat Ridge, and Denver to incorporate complete street designs along key corridors leading to the Town of Mountain View's commercial areas.	Partnership / Coordination	TA, PW	\$	Easy	Short	

High quality community facilities and services							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: High-quality community services for community use and benefit.							
Policy 1	Provide high-quality convenient services that are of benefit to residents, visitors, businesses, and workers.						
Strategy a	Take advantage of technological advancements to modernize, build efficiency, and increase accessibility to services. Leverage technology to improve the customer experience when community members are conducting business with the Town.	Resource Allocation	TC, MVPD, BD, TA, CL, PW, M	\$\$	Easy	Ongoing	
Strategy b	Engage the public when making decisions that develop, modify, or eliminate a public service, policy, or initiative.	Communication / Engagement	TC, MVPD, BD, TA, CL, PW, M	\$	Easy	Ongoing	
Strategy c	Update development applications and manuals to help make the development review process more navigable, predictable, and transparent.	Resource Allocation	BD	\$	Easy	Short	
Policy 2	Cultivate collaborative and inclusive relationships between public safety and the community.						
Strategy a	Continue to use community events as effective strategies to engage public safety in the community and build trust.	Communication / Engagement	MVPD	\$	Easy	Ongoing	
Strategy b	Continue to ensure that MVPD workers reflect the diversity of community residents.	Resource Allocation	MVPD	\$	Easy	Ongoing	
Strategy c	Implement the Door-to-Door program that will assign Public Safety offers to different parts of the Town to help build relationships with residents and business owners.	Program / Policy	MVPD	\$	Easy	Short	
Goal 2: Utilize community facilities as multi-functional assets that can provide a variety of operational and service benefits to the community.							
Policy 1	Develop a vision for an expansion of Town Hall that incorporates current and future space, operational, and service needs of the community.						

High quality community facilities and services							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy a	In planning for the future renovations, consider incorporating operational and service spaces that can also function as community gathering and activity spaces.	Capital Projects	TC, TA, M	\$\$	Easy	Ongoing	
Strategy b	In planning for Town Hall, the Town will use its own property as a model for private development, demonstrating the value of environmental sustainability, high-quality materials, and engaging the public realm.	Capital Projects	TC, TA, M	\$	Easy	Ongoing	
Strategy c	Leverage the partnership with Jefferson County to help accommodate space expansion that will build physical capacity for services and operations including public safety and multi-purpose spaces.	Partnership / Coordination	TC, TA, M , JC	\$\$	Medium	Short	
Strategy d	Consider developing a Town facility campus design and coordinate the development of a renovated and expanded facility with the park redesign and programming.	Plan	TC, TA, M , JC	\$\$\$	Medium	Short	
Strategy e	Determine what internal and external resources can support the project.	Resource Allocation	TA	\$	Easy	Short	
Goal 3: Proactively maintain and improve Town infrastructure to reinforce fiscal stability and community vitality.							
Policy 1	Plan for capital improvement investments over the long-term to ensure the community can provide sustainable infrastructure while also ensuring fiscal stewardship and responsibility.						
Strategy a	Continue to make significant contributions to capital investment for physical infrastructure improvement and maintenance to provide a vibrant, attractive, and healthy community.	Capital Projects	PW	\$\$\$	Medium	Ongoing	

High quality community facilities and services

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	Develop a capital improvement program to plan for ongoing infrastructure upgrades, modernization, and maintenance that also supports fiscal planning and stability. Consider integrating the Town Hall expansion project, the Infrastructure Plan, the Asphalt Plan, and ADA Transition Plan into the capital improvement program.	Capital Projects	TC, TA, PW	\$	Easy	Short	

Healthy and Accessible Public Spaces

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
<b>Goal 1: High-quality recreational facility that meets the growing needs of the community.</b>							
Policy 1	Develop a master plan for Mountain View Park.						
Strategy a	Consider coordinating the park master planning process with the Town Hall renovation/expansion project to holistically plan for Town service, operational, and recreational needs.	Plan	TA, JC	\$\$	Medium	Medium	
Strategy b	Ensure inclusive park planning by engaging the community in the process to ensure new park design and programming considers the diverse needs of the community.	Communication / Engagement	TA	\$	Easy	Ongoing	
Strategy c	Capitalize off of park community engagement efforts during the comprehensive planning process and ensure that park design and programming engages the community in a manner that reflects the community being served.	Communication / Engagement	TA, JC	\$	Easy	Ongoing	
Strategy d	Consider incorporating universal design to enhance accessibility and minimize barriers to recreational enjoyment.	Guideline	TA, JC	\$	Easy	Short	
Policy 2	Periodically assess the needs of the community as demographics change to address and update park amenities as resources permit.						
Strategy a	As community demographics change, periodically reassess the recreational needs of the community to help align these needs with opportunities to expand, grow, modify, or change recreational resources.	Plan	TA, M	\$	Easy	Ongoing	

Healthy and Accessible Public Spaces

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	Consider brief community engagement strategies, such as surveying, to periodically assess recreational needs and preferences as demographics change.	Communication / Engagement	TA, M	\$	Easy	Short	
Goal 2: Leverage County and regional assets, quality parks, recreation amenities, and natural environment to provide recreational opportunities for Town residents.							
Policy 1	Use regional connectivity to address recreational resource needs.						
Strategy a	Continue to take advantage of the Town's location in the Denver region and work with neighboring municipalities to help identify opportunities in the region to share recreational resources to help meet the community recreational needs and preferences.	Partnership / Coordination	TA, M	\$\$	Medium	Short	
Strategy b	Develop communication strategies, including a local and regional recreational resource guide, that can help to inform residents of recreational services and resources that are available in the Town and region.	Communication / Engagement	TA, M	\$	Easy	Short	

Celebrating Creativity and Culture							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Infuse arts, culture, and creativity into all aspects of community planning and design.							
Policy 1	Encourage community-inspired, cultural, and artistic expression into the public realm and physical spaces in the Town.						
Strategy a	Initiate public art projects such as murals, sculptures, and installations in public spaces.	Program / Policy	TC, TA, M	\$\$	Medium	Medium	
Strategy b	Develop dedicated spaces where artists can perform and exhibit.	Program / Policy	TC, TA, M, PW	\$	Easy	Short	
Strategy c	Employ placemaking strategies that incorporate art and cultural elements to create welcoming public spaces that encourage gathering, interaction, and community engagement.	Plan	TA, BD	\$\$	Medium	Medium	
Policy 2	Develop an arts and cultural framework to enhance the pedestrian environment.						
Strategy a	Develop a framework for public realm improvements community-wide that guides landscaping, street furnishings, street lighting, trees, and other improvements to the public realm and pedestrian environment.	Guideline	PW	\$	Medium	Short	<a href="#">Project for Public Spaces</a>
Goal 2: Make arts and culture an integrated part of the community fabric.							
Policy 1	Use the arts to expand opportunities for social connectivity.						
Strategy a	Identify and collaborate with local artists, musicians, and cultural organizations to create programs and events that reflect the community's diversity and creativity.	Partnership / Coordination	TC, TA, M	\$	Medium	Short	
Strategy b	Organize cultural festivals and events that celebrate the community's diversity and heritage.	Communication / Engagement	TC, TA, M	\$\$	Medium	Medium	
Policy 2	Consider using community arts programs to engage local artists and express the community's identity through the arts.						

Celebrating Creativity and Culture							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy a	Use community events and programs to reinforce a strong sense of community and to promote community pride and identity.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Strategy b	Develop programs that celebrate and preserve the cultural heritage of the community's diverse population.	Communication / Engagement	TC, TA, M	\$	Easy	Medium	
Strategy c	Use local media, social media, and community networks to promote arts programs and events and seek opportunities to coordinate with the creative community to enhance Town marketing, media, and communications.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
Strategy d	Collaborate with the creative community to develop long-term strategies to build a sustainable arts and culture program for the Town.	Plan	TC, TA, M	\$	Easy	Medium	
<b>Goal 3: Reinforce arts and culture as a valuable part of community identity and local economy.</b>							
Policy 1	Leverage cultural and historic resources to provide economic, environmental, and social benefits.						
Strategy a	Encourage collaborations between artists, businesses, cultural institutions, and community groups to develop interdisciplinary projects that can engage diverse segments of the community.	Partnership / Coordination	TC, TA, M	\$	Easy	Short	Lafayette, Colorado
Strategy b	Explore opportunities for public and private partnerships with the business community to integrate art into commercial and mixed-use areas.	Partnership / Coordination	TC, TA, M	\$	Easy	Long	
Strategy c	Encourage creative placemaking and expression in commercial spaces and use placemaking as a way to connect commercial spaces to surrounding residential areas.	Guideline	TC, TA, M	\$	Medium	Long	

Welcoming and Connected Community							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Expand opportunities for social connectivity.							
Policy 1	Develop community engagement programs.						
Strategy a	Collaborate with local organizations, businesses, schools, and non-profits to leverage resources, expertise, and networks and develop partnerships that enhance program offerings and extend reach within the community.	Partnership / Coordination	TC, TA, M	\$\$	Medium	Short	
Strategy b	Promote engagement opportunities through various channels such as social media, local newspapers, community bulletin boards, emails, and word of mouth to reach a broad audience.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Strategy c	Encourage and support community members to take on leadership roles in organizing and running programs.	Partnership / Coordination	TC, TA, M	\$	Easy	Ongoing	
Strategy d	Provide a range of programs to cater to different interests and availability, from one-time events to ongoing participation opportunities, including workshops, town halls, festivals, and volunteer projects.	Program / Policy	TC, TA, M	\$	Easy	Ongoing	
Strategy e	Acknowledge and celebrate the contributions of volunteers, participants, and partners.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Policy 2	Encourage and Facilitate Community Feedback and Inclusion.						

Welcoming and Connected Community							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy a	Organize regular Town Hall meetings, forums, and workshops where residents can voice their opinions, share ideas, and provide feedback on community projects and policies.	Communication/ Engagement	TC, TA, M	\$	Easy	Short	
Strategy b	Engage community members in decision-making processes about how public funds are spent.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
Strategy c	Form diverse advisory groups representing various segments of the community, including youth, seniors, minority groups, and people with disabilities.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
Strategy d	Provide clear, accessible updates on how community feedback has been considered and implemented in decision-making processes.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
Goal 2: Promote Access and fairness for all community engagement efforts.							
Policy 1	Promote fairness and access in Town policies, operations, and practices						
Strategy a	Collect and analyze quantitative and qualitative data to assess disparities across different community sectors.	Resource Allocation	TA	\$	Easy	Short	
Strategy b	Conduct surveys and use other feedback mechanisms to gather perspectives from the community about experiences of inclusivity, belonging, and accessibility.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	

Welcoming and Connected Community

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy c	Compare findings with best practices from other communities and standards set by relevant organizations.	Resource Allocation	TA	\$	Easy	Short	
Strategy d	Collaborate with local organizations, businesses, educational institutions, and government agencies to leverage resources and expertise in addressing identified inequities.	Partnership / Coordination	TC, TA, M	\$	Easy	Short	
Policy 2	Promote inclusive policy development.						
Strategy a	Implement participatory decision-making models, such as participatory budgeting or collaborative workshops, where community members directly contribute to policy formation.	Communication / Engagement	TC, TA, M	\$	Medium	Short	
Strategy b	Keep the policy development process transparent by openly documenting discussions, decisions, and rationales. Publish documents in accessible formats and languages reflective of the community's demographics.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Strategy c	Ensure that boards, committees, and other bodies involved in policy development include representatives from diverse community groups.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Policy 3	Implement targeted outreach and engagement strategies.						

Welcoming and Connected Community

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy a	Conduct research or utilize existing data to identify which groups are underrepresented or face barriers to participation.	Resource Allocation	TA, M	\$	Easy	Short	<a href="#">City of Philadelphia Equitable Community Engagement Toolkit</a>
Strategy b	Utilize a mix of communication channels to reach target groups, including social media, local radio, community newsletters, and text messaging services.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Strategy c	Organize community events and workshops in locations that are accessible and familiar to target groups.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Strategy d	Develop and maintain ongoing relationships with target groups beyond specific engagement activities.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Policy 4	Maintain transparent communication and accountability.						
Strategy a	Provide regular updates on community projects, decisions, and developments through newsletters, community meetings, and online platforms. Clearly outline progress, challenges, and next steps.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	
Strategy b	Make data related to community operations, budgets, and decision-making processes publicly accessible in an understandable format.	Communication / Engagement	TC, TA, M	\$	Easy	Short	

Welcoming and Connected Community							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy c	Develop and share metrics or benchmarks for evaluating the success and efficiency of community projects and initiatives.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
<b>Goal 3: Strengthen the social infrastructure of the community.</b>							
Policy 1	Strengthen local networks and partnerships.						
Strategy a	Organize regular networking events and mixers for local businesses, non-profits, community groups, and government entities to meet and discuss potential collaborations.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
Strategy b	Form coalitions or alliances around specific issues (e.g., housing, environment, public health) that bring together diverse stakeholders to work on common goals.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
Strategy c	Encourage the creation of online forums, social media groups, or digital platforms dedicated to community networking and information sharing.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
Strategy d	Hold forums and workshops on topics of community interest or concern, inviting local experts, stakeholders, and community members to engage in dialogue and collaborative problem-solving.	Communication / Engagement	TC, TA, M	\$	Easy	Short	
Policy 2	Use public spaces as community hubs.						
Strategy a	Involve residents in the design and planning process through workshops, surveys, and public meetings.	Communication / Engagement	TC, TA, M	\$	Easy	Ongoing	

Welcoming and Connected Community

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	Design spaces that can serve multiple purposes and accommodate a variety of activities, such as cultural events, markets, recreational activities, and community meetings.	Guideline	BD, TC, TA, M, PW	\$\$	Medium	Medium	
Strategy c	Design spaces with safety in mind, including adequate lighting, clear visibility, and emergency access (e.g., installing blue light boxes in public parks).	Guideline	BD, TC, TA, M, PW	\$	Easy	Ongoing	
Strategy d	Providing free Wi-Fi and integrating technology, such as charging stations and interactive information kiosks, can make public spaces more attractive, especially to younger residents.	Resource Allocation	BD, TC, TA, M, PW	\$\$\$	Medium	Long	

Sustainable and Resilient Tomorrow							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Secure a sustainable and resilient future							
Policy 1	Develop and implement a community resiliency strategy.						
Strategy a	Form a community resiliency committee to lead the development of a holistic community resiliency strategy with goals, key performance indicators, and prioritized actions.	Program / Policy	TC, TA	\$	Easy	Short	
Strategy b	Identify community partners that will support the Town's implementation of the strategy.	Partnership / Coordination	TC, TA, CRC, M	\$	Easy	Short	
Strategy c	Establish a community engagement process to provide outreach, keep the community informed, increase awareness around community resiliency, and to solicit involvement in implementing strategy action steps.	Communication / Engagement	TC, TA, CRC, M	\$	Easy	Short	
Goal 2: Foster a community-driven process to drive sustainable practices.							
Policy 1	Develop and prioritize a communication strategy.						
Strategy a	In alignment with a community resiliency strategy, develop a communication strategy to engage community members, schools, and businesses to encourage sustainable practices.	Communication / Engagement	TC, TA, CRC, M	\$	Easy	Medium	

Sustainable and Resilient Tomorrow

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	To increase buy-in with sustainable practices, incorporate strategies to educate and create awareness of sustainable practices, how they can foster resiliency, and the role community members can play to contribute to building community resiliency.	Communication / Engagement	TC, TA, CRC, M	\$	Easy	Medium	
Strategy c	Periodically share progress on goal achievement, action steps taken, and the status of key performance indicators to share value on the impact of community actions in creating a resilient future.	Communication / Engagement	TC, TA, CRC, M	\$	Easy	Medium	
Policy 2	Develop partnership in code compliance.						
Strategy a	Use the code compliance process as a mechanism to build community partnership by educating and guiding residents and business owners on municipal code requirements, such as invasive trees and plant control, vegetative maintenance, and litter prevention and clean-up.	Communication / Engagement	BD, CRC, PW	\$	Easy	Short	
Policy 3	Encourage routine maintenance and clean-up of streets by promoting the community's Adopt-A-Street Program.						
Strategy a	Develop an Adopt-A-Street Program guide to provide guidance on how the program works, program objectives, how community members can participate, and the Town's role in helping to drive successful program outcomes.	Program / Policy	PW, TC, TA, CRC, M	\$\$	Medium	Short	<a href="#">Lakewood, Colorado</a>

Sustainable and Resilient Tomorrow							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy b	Promote the community's Adopt-A-Street Program and encourage community members, schools, and students to participate in keeping streets clear of debris and litter.	Communication / Engagement	PW, TC, TA, CRC, M	\$	Easy	Short	
Strategy c	Consider coordinating with neighboring communities, such as Wheat Ridge, to implement a holistic approach to street maintenance and clean-up.	Partnership / Coordination	PW, WR	\$	Easy	Short	
<b>Goal 3: Reduce waste consumption.</b>							
Policy 1	Consider providing and enhancing waste management services to community members.						
Strategy a	Consider providing composting services and facilities for residential and businesses for composting organic waste.	Program / Policy	PW, TC, TA, CRC, M	\$\$\$	Medium	Medium	
Strategy b	Explore streamlined, user-friendly, convenient recycling options for Town residents and businesses.	Program / Policy	PW, TC, TA, CRC, M	\$\$\$	Medium	Short	
Strategy c	Explore developing activities to provide opportunities to encourage environmentally friendly disposal of products and materials, such as paper shredding and electronic waste disposal events.	Program / Policy	PW, TC, TA, CRC, M	\$\$	Medium	Short	
Strategy d	Collaborate with the Public Works Department on encouraging proper recycling practices in the community to prevent integration of non-recyclables in the recycling process.	Program / Policy	PW, TC, TA, CRC, M	\$	Easy	Medium	

Sustainable and Resilient Tomorrow

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Policy 2	Promote recycling in community spaces, facilities, and events.						
Strategy a	Create guidelines and resources for the recycling of waste at community events and in community buildings and spaces.	Partnership / Coordination	TA, PW, CRC	\$	Easy	Short	
Strategy b	Support events such as town-wide yard sales, swap shops, which allows the donation of gently used items, and community product exchange events. These types of events reduce waste and help to involve the community in sustainable practices. The events themselves also are opportunities to build community connectedness.	Partnership / Coordination	PW, TC, TA, CRC, M	\$	Easy	Short	
Goal 4: Create more energy efficient practices.							
Policy 1	Reduce the carbon footprint through municipal initiatives.						
Strategy a	Explore opportunities to leverage federal and state resources to provide electric vehicle (EV) charging stations and to convert municipal fleet to EV charging vehicles.	Capital Projects	TA, PW	\$\$	Medium	Short	
Strategy b	In municipal facility expansion and renovation projects consider integrating energy-efficient and sustainable design and building materials to elevate municipal facilities as a leading standard for community development projects.	Capital Projects	BD, PW, TA, TC	\$\$\$	Medium	Short	

Sustainable and Resilient Tomorrow							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy c	Deploy efforts to keep current with the state building code, with specific attention given to incorporation of energy-efficient and sustainability requirements.	Regulation	BD, PW	\$	Easy	Ongoing	
Goal 5: Integrate resiliency strategies into the community fabric.							
Policy 1	Consider strategies that enable urban farming opportunities in the community.						
Strategy a	Engage the community to determine interests in urban farming such as beekeeping, community gardens, and chickens.	Communication / Engagement	TC, TA, CRC, M	\$	Easy	Short	<a href="#">Jefferson County, Colorado</a>
Strategy b	With community buy-in, determine the need for regulatory changes to provide urban farming opportunities.	Regulation	TC, TA, CRC, M	\$	Easy	Medium	
Goal 6: Promote streets and public spaces that reinforce the community fabric and contribute to sustainable development and green infrastructure							
Policy 1	Enhance the Town's tree canopy.						
Strategy a	Continue to develop strategies to increase the tree canopy including exploring possible funding and incentive opportunities to plant and promote species diversity while maintaining existing trees.	Plan	TC, TA, CRC, M, PW	\$\$	Medium	Medium	
Strategy b	Continue to prioritize the Town's tree shading project and efforts to add new trees along sidewalks.	Regulation	PW	\$	Easy	Ongoing	

Sustainable and Resilient Tomorrow

Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Strategy c	Require new developments to preserve existing mature trees in the public right of way where feasible.	Regulation	BD	\$	Easy	Short	
Strategy d	Provide education and training to residents to help them care for trees.	Regulation	TA	\$	Easy	Short	
Policy 2	Use green infrastructure to promote Town beautification.						
Strategy a	Develop a strategy to beautify the green spaces in between streets and sidewalks to add to the Town's identity and make neighborhoods more attractive.	Program / Policy	PW	\$	Easy	Medium	
Policy 3	Utilize public spaces as integral parts of the community fabric.						
Strategy a	Incorporate elements of nature into public spaces.	Guideline	PW	\$\$	Medium	Ongoing	<a href="#">Ipswich Energy Challenge</a>
Strategy b	Develop a plan for regular maintenance and management to keep the space clean, safe, and welcoming.	Plan	PW	\$\$	Medium	Short	

Growing Regional Partnerships							
Number	Policy / Action	Action Type	Responsible Agency / Collaborators	Cost / Resources	Ease of Implementation	Timeline	Best Practice
Goal 1: Leverage partnerships in the region.							
Policy 1	Build local, regional, and county partnerships to connect community initiatives with regional planning and investment decisions.						
Strategy a	Coordinate with state and regional agencies to help leverage financial and technical support with implementing comprehensive planning policies and strategies.	Partnership/ Coordination	TA	\$	Easy	Short	
Strategy b	Continue to participate in regional planning projects with agencies such as Denver Region's Council of Governments and Jefferson County. Working with regional partners can help to ensure that local planning initiatives are connected to regional planning, which can leverage support for implementation of local planning projects.	Partnership/ Coordination	TA, M	\$	Easy	Short	
Strategy c	Implement multijurisdictional planning initiatives to address common planning issues and work toward common goals. For example, working with neighboring jurisdictions that share common commercial corridors, such as Denver and Wheat Ridge, can help to leverage the success of Mountain View's commercial corridors.	Partnership/ Coordination	TA	\$	Easy	Short	
Strategy d	Continue to pursue multijurisdictional opportunities to provide and enhance services and to share resources. This strategy can help improve customer service to the community, offer more accessibility and convenient amenities, and reduce town operating cost. Regional resources such as the Wheat Ridge Recreational Center is a service offering to the Mountain View community that can have a direct impact on wellness and quality of life.	Partnership/ Coordination	TA	\$	Easy	Short	

# Appendix A: Glossary and Terms



## Appendix A: Glossary and Terms

Active transportation: Human-powered mobility, such as biking, walking, or rolling.

Accessible: The practice of making information, activities, and/or environments sensible, meaningful, and usable for as many people as possible.

Adaptive reuse: A type of redevelopment that makes use of existing building stock for the purposes of contemporary living, even if that existing building stock was built for obsolete uses.

Accessory dwelling unit (ADU): A self-contained dwelling unit located within, attached, or detached from a single-family dwelling unit located on the same parcel of land as a primary dwelling unit.

Attainable housing: Housing that is generally considered affordable (requiring no more than 30% of gross income for housing costs, including utilities) to the low- and middle-income brackets of the population in the region.

Assemblage: A process where two or more parcels of land are combined into one large parcel.

Capital improvement program or plan (CIP): A CIP lays out the financing, location, and timing for capital improvement projects over several years. A capital improvement plan typically consists of one or more capital improvement projects, which are financed through a capital budget. Important tools for local governments, CIPs encourage strategic community growth and transformation.

Community vitality: A community's collective capacity to respond to change with an enhanced level of participation (a process) with aspirations for a healthy and productive community (an outcome or vision of success).

Density bonus: A development incentive that allows developers to increase the maximum allowable development for a proposed development, as defined by a local zoning code, in return for support for specified public policy goals.

Density limits: The total number of housing units that may be built in a given land area.

Duplex: A structure containing two dwelling units, each of which has direct access to the outside.

Eyes on the street: A concept coined by Jane Jacobs, which explains that vibrant and heavily trafficked areas ensure higher levels of safety in an urban environment. The activity that takes place in the streets and enhances the security of the street.

Green infrastructure: An array of practices that use or mimic natural systems to manage stormwater runoff. Green Infrastructure controls stormwater by using it as a resource rather than a waste. Stormwater is either directed to engineered systems for infiltration or detained at a slower rate before it enters the sewer system.

Infill development: Building on unused and underutilized lands within existing development patterns, typically but not exclusively in urban areas.

Mixed-use development: Developments that provide more than one use or purpose, within a shared building or development area. Mixed-use projects may include any combination of housing, office, retail, medical, recreational, commercial, or industrial components.

Multi-family dwelling: A building designed or intended to be used exclusively for residential occupancy by three or more families living independently of one another and containing three or more dwelling units.

Multi-generational: Consisting of, relating to, or involving more than one generation.

Multi-modal: Multi-modal planning refers to planning that considers various modes of transportation (walking, cycling, automobile, public transit, etc.) and connections between those modes.

Parking requirements/minimums: A form of land use regulation that prescribes a specific amount of parking to be provided by the developer of any new development. Parking requirements can include both minimum and maximum requirements.

Pedestrian-first design: Urban design that has a mix of infrastructure and design that promotes walking. Design that brings people and activities close enough to walk to safely and that gives preference to walking, cycling, and public transit over private cars.

Placemaking: The process of creating recognizable places, focusing on transforming public spaces to strengthen the connections between people and their community.

Public-private partnerships: A partnership between the public sector and the private sector for the purpose of delivering a project or a service.

Redevelopment: The action or process of developing something again or differently.

Resilience/Resilient: The ability to withstand or recover quickly after an event.

Single Family Dwelling: A building designed or intended to be used exclusively for residential occupancy by one family only, and containing only one dwelling unit, or one dwelling unit with an accessory apartment, including a manufactured housing unit with no horizontal dimension smaller than 24 feet.

Short-Term Rental (STR): The renting or leasing of any portion of any residential use for monetary consideration for a period of thirty (30) consecutive days or less. Short-term rentals do not include the following: a home occupation, bed and breakfast, residency unit, boarding or rooming house, or hotel; renting of any portion of a mobile home, recreational vehicle, or travel trailer; or offering use of one's property to another where no fee is charged. Short-Term Rentals are permitted in the same manner as the underlying residential use and require a license to operate.

Social and neighborhood fabric: The web of interactions and connections that binds a community together and creates a shared sense of identity.

Sustainability: Sustainability refers to the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability can refer to fiscal, economic, development, and environmental actions.

Tax Increment Financing: Municipal Tax Increment Financing (TIF) is a flexible financing tool used to leverage new property taxes generated by a specific project or projects within a defined geographic district. Any portion of the new taxes may be used to finance public or private projects for a statutorily defined allowable period of time. The municipality defines the district size, determines the amount of new taxes to be captured, identifies allowable public and private projects, and the allowable term. The whole proposal requires local political approval.

Universal Design: Universal design is the design and composition of different products and environments to be usable by all people, to the greatest extent possible, without the need for adaption or specialized design. Some examples of universal design features include at-grade entrances, light switches aligned with door handle height, lever door handles, doorway widths of 32 inches or greater, and a walk-in shower.

Workforce housing: Housing targeted at households that earn too much to qualify for traditional affordable housing subsidies, commonly aimed at those earning between 80% and 120% of the area median income.

Zoning overlay district: A zoning overlay district superimposes an additional set of regulations over an existing zoning district, or multiple zoning districts.

# Appendix B: Goal Mapping Matrix



## Goal Mapping Key

The ID numbers in Table A (Themes) and Table B (Values) correspond to the numbers provided in the columns for Themes and Values of the Goal Mapping Table. This was done to ensure continuity in goal development with the community values and community engagement themes identified during the community engagement process and vision statement development.

**Table A**

ID	Community Engagement Themes
1	Supporting a welcoming and inclusive community
2	Improving the walkability of Town
3	Improving Town facilities and infrastructure
4	Providing high-quality, affordable housing
5	Promoting economic development
6	Supporting small businesses
7	Creating a sustainable future

**Table B**

ID	Community Values	Description
1	<b>Maintaining Community Connectedness</b>	Maintain a strong sense of community, safety, and a neighborly environment, where community members feel connected to one another and supported by the Town.
2	<b>Preserving and Enhancing Community Assets</b>	Continue to invest in Town staff and improvements to enhance the quality of life for residents.
3	<b>Maintaining a Thriving Local and Stable Economy</b>	Expand economic opportunities by supporting existing businesses and attracting new business development, to help ensure the Town's long-term fiscal stability while also adding valuable services, amenities, and gathering spaces for the community.
4	<b>Providing Housing Options and Vibrant Neighborhoods</b>	Promote housing options that will maintain the scale and character of the neighborhood and meet the needs of the community.
5	<b>Securing a Sustainable and Equitable Future</b>	Prepare Mountain View for future generations by using intentional policies and equitable decision-making that balances growth with the needs of community members and the protection of the environment.

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #1-High-quality Community Character and Form</b>				
Land Use	Innovate with a flexible zoning approach	The Town of Mountain View will work to update its zoning regulations to accommodate strategic growth while revising standards to meet redevelopment goals that secure a sustainable and equitable future while maintaining a thriving local and stable economy.	3,4,5	1,5,7
	Striking a balance between growth and preservation.	The Town of Mountain View will work to preserve the current character of the community while accommodating for future growth and economic demands by ensuring high-quality design, oversight of development aesthetics, and access to training, funding, and technical assistance through Colorado's Department of Local Affairs Main Street Program.	2,3,5	1,5,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #2-Housing Quality and Choices</b>				
Housing Quality and Affordability	Safe and quality workforce housing.	The Town of Mountain View aims to enhance the development of safe, quality workforce housing to better accommodate the housing needs of both existing and new residents, fostering a diverse and inclusive community.	1,4,5	1,4,7
	Promote seamless infill neighborhood development	The Town of Mountain View will guide future infill development and redevelopment of high-quality housing that maintains the overall character and identity of the surrounding neighborhood. The Town will promote traditional neighborhood development with a range of housing types, sizes, and price points that are sensitive to the scale and character of the surrounding neighborhood.	1,4,5	1,4,7
	Community-driven innovative housing solutions	The Town of Mountain View will encourage the development of innovative housing solutions, such as Accessory Dwelling Units (ADUs), to expand housing availability across various price points, catering specifically to the needs of seniors, young adults, and the workforce.	1,4,5	1,4,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #3-Vibrant and Safe Neighborhood</b>				
<b>Neighborhood Quality</b>	Conserve and enhance the neighborhood fabric.	The Town of Mountain View will work to ensure its neighborhoods remain safe, walkable, and attractive to reflect the community's strong sense of connectedness while supporting continuous progress toward sustainable growth that is balanced, welcoming, and inclusive.	1,2,5	1,2,7
	Foster neighborhood vitality	The Town of Mountain View will work to identify and address instances of neighborhood decline and promote resilient neighborhoods by adopting a policy that encourages revitalization, sound investment in sustainable infrastructure, and community well-being.	1,2,5	1,3,7
	Protect and enhance community assets	The Town of Mountain View will aim to reinforce neighborhood quality and vibrancy by safeguarding and augmenting the community's assets through collaborative partnerships and leveraging sustainable funding opportunities.	1,2,5	1,3,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #4 Strong and Thriving Economy</b>				
<b>Economic Development</b>	Promote a sustainable economic vision for the redevelopment of key infill sites.	The Town of Mountain View will work collaboratively with community stakeholders to target areas with immediate redevelopment needs to promote investment and a sustainable, high-quality design that builds upon the current character of the community but remains functional for the foreseeable future.	2,3	5,7
	Enhance the sense of place along the Town's commercial corridors.	The Town of Mountain View will work with community stakeholders and local businesses to improve the streetscapes and facades along W. 44th Avenue and Sheridan Boulevard. Additionally, the Town will partner with the City of Wheat Ridge to champion quality urban design by implementing gateway improvements and branding along these commercial corridors that reinforces each municipality's respective identity and character.	2,3	3,5,7
	Encourage a resilient and sustainable local economy.	The Town of Mountain View will work to highlight its amenities through the promotion of equitable economic development and its support for small businesses while exploring alternative ways to source Town revenue.	3,5	5,6,7
	Promote a vibrant live, work, and play environment.	The Town of Mountain View will work to incorporate zoning patterns that encourage mixed-use development along key commercial corridors to cultivate a dynamic live, work, and play environment featuring diverse housing choices, new space for businesses, and walkable neighborhoods.	1,3,4	5,7
	Foster the well-being of locally owned businesses.	The Town of Mountain View will work to support strategies that contribute to the overall well-being of locally owned businesses by enhancing their recognition, promoting policies that help small businesses, and providing resources that support entrepreneurship and business continuity.	2,3	5, 6,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #5-Walkable and Connected Physical Environment</b>				
<b>Mobility</b>	Safe and accessible streets and sidewalks for everyone.	The Town of Mountain View will provide infrastructure improvement that will support and enhance mobility for all especially vulnerable community members including those with disabilities, the youth, and senior citizens. To ensure sustainable mobility options in the future, the Town will maintain and improve transportation infrastructure and will integrate infrastructure planning in land use decisions.	1,2,5	1,2,3,7
	Promote a mobility network that fosters economic activity and provides for safe and active vibrant spaces for businesses, community members, and visitors.	The Town of Mountain View will enhance commercial spaces, creating live, work, and play environments that provide high-quality streetscape amenities and foster walkability and connectivity to surrounding neighborhood areas and adjacent communities.	1,2,3,5	2,3,7
	Cultivate a shared sense of accessibility and seamless connectivity.	The Town of Mountain View will identify key corridors of connection between the primary commercial areas of the Town and nearby residential neighborhoods and bordering communities to foster safe and inviting spaces while maintaining community connectedness and encouraging sustainable economic development that is accessible.	1,2,5,7	1,3,5

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #6-High Quality Community Facilities and Services</b>				
<b>Community Facilities/ Services</b>	High-quality community services for community use and benefit.	The Town of Mountain View will provide high-quality community services and will yield a positive impact on customer service and the quality of life of residents. Businesses and the development community will also be able to conduct business at Town Hall with ease, making the community an attractive place to live and do business. The Town should continue efforts to modernize town services and help to ensure they yield effective and efficient results in customer service.	1,2,5	1,3,7
	Utilize community facilities as multi-functional assets that can provide a variety of operational and service benefits to the community.	The Town of Mountain View will capitalize off the Town's facility expansion and improvement project to optimize the benefits for the community. The Town should leverage this opportunity to develop a cohesive, multi-use campus by collaborating with park master planning efforts for Mountain View Park. The Town should also seize this opportunity to be a leading example in incorporating community resiliency strategies. When designing improvements for Town facilities, energy-efficient and sustainable strategies can save the Town money on operating and energy cost, while also contributing to building a more resilient community of the future.	1,2,5	3,7
	Proactively maintain and improve Town infrastructure to reinforce fiscal stability and community vitality.	Town will use tools like capital improvement programming to help plan for infrastructure investments over time while helping to ensure the fiscal stability and health of the community.	1,2,5	3,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #7-Healthy and Accessible Public Spaces</b>				
<b>Parks and Recreation</b>	Leverage County and regional assets, quality parks, recreation amenities, and natural environment to provide recreational opportunities for Town residents.	The Town of Mountain View is in an advantageous part of the Denver area, with parks and recreational amenities in close proximity to the community. With Mountain View's limited land availability and recreational amenities, regional assets will be key to meeting recreational needs of the community. Mountain View should continue to build relationships with adjacent and nearby communities that can offer recreational services for community members. This can help to enrich the community and promote what the region can offer to help welcome new residents and businesses and retain existing ones.	5	1,7
	High-quality recreational facility that meets the growing needs of the community.	The Town of Mountain Views will provide a high-quality recreational facility that meets the needs of the community for all age groups and provides spaces for families and community gatherings. Recent changes in the town's demographics include broader racial and ethnic diversity and more households with children. This changes the nature of the demand for park and recreational facilities and resources. New demographics have recreation needs and preferences that may not be effectively accommodated in current recreational design and programming.	2,5	1,3,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #8-Celebrating Culture and Creativity</b>				
<b>Arts and Culture</b>	<p>Infuse arts, culture, and creativity into all aspects of community planning and design.</p>	<p>The Town of Mountain View will proactively improve the public realm to support a pedestrian-friendly and high-quality environment that infuses the community’s identity through the expression of arts and culture. The Town will look to enhance the pedestrian environment through physical interpretation of public art, history, and placemaking.</p>	1,5	1,7
	<p>Make arts and culture an integrated part of the community fabric.</p>	<p>The Town of Mountain View will raise awareness and promote the value of arts and culture in all aspects of community life.</p>	1,5	1,7
	<p>Reinforce arts and culture as a valuable part of community identity and the local economy.</p>	<p>The Town of Mountain View will look to leverage its cultural and historic assets to improve art, cultural, and historic amenities for the community. Thriving cultural and art institutions can support the Town’s economic goals, provide social benefits for the community, and support environmental initiatives. Leveraging access to creatives and cultural institutions in the Town and region can help support future art, culture, and history initiatives.</p>	1,5	1,5,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #9-Welcoming and Connected Community</b>				
<b>Community Connectedness</b>	Expand opportunities for social connectivity.	The Town of Mountain View will work with community stakeholders to enhance and increase opportunities for all residents to engage with and contribute to the vitality of the community, fostering a sense of belonging and active participation.	1,5	1,7
	Promote access and fairness for all community engagement efforts.	The Town of Mountain View aims to further adopt principles of equity and fairness into all community policies, practices, and decisions, ensuring that all community members have meaningful opportunities to influence decisions that shape their future.	1,5	1,7
	Strengthen the social infrastructure of the community.	The Town of Mountain View will create and enhance spaces, programs, and opportunities that foster strong community bonds, promote social cohesion, and enhance the overall well-being of all residents.	1,5	1,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #10 Sustainable and Resilient Future</b>				
Sustainability	Secure a sustainable and resilient future.	The Town of Mountain View will look to harness its innovative and creative qualities to proactively implement new and forward-thinking initiatives that will help to build community resiliency and secure a sustainable future. Mountain View will be a leading example of sustainable practices for the community to follow. To help secure a resilient future, it will not only take community leadership to set the example, but it will take the involvement of the community to share in the values that it holds dear; caring for one another. Caring for one another is about caring in the here and now and for the next generations. It's about leaving the Town better, stronger, and more resilient.	1,7	1,7
	Foster a community-driven process to drive sustainable practices.	The Town of Mountain View will involve the community to support and implement sustainable practices. It will require an effective community strategy to elevate the importance of sustainable practices and provide education and guidance to successfully implement sustainable practices. In addition, it requires an effective strategy that will make this information accessible to all community members so that everyone can be active participants in promoting and securing their community's well-being.	2,5	3,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #10 Sustainable and Resilient Future</b>				
Sustainability	Reduce Waste Consumption.	The Town of Mountain View will promote waste reduction measures that will help to reduce solid waste and increase recycling and organic composting. Successful waste reduction and recycling and composting initiatives can decrease pollution and greenhouse gas emissions that stem from methane production and waste incineration emissions. Cleaner air leads to a cleaner environment. A cleaner environment leads to better health and wellness of community members.	2,5	3,7
	Create more energy-efficient practices.	The Town of Mountain View understands that adopting more energy-efficient practices will support the Town in reducing its carbon emissions and meeting resilience goals. As the Town plans for future facility upgrades, it will consider energy-efficient and sustainable practices in the design and construction of new facilities. The Town will also explore new and emerging technologies and leverage federal and state funding resources to reduce municipal emissions.	2,5	3,7
	Integrate resiliency strategies into the community fabric.	The Town of Mountain View understands that integrating resilience strategies into the community fabric is important. The Town will explore opportunities to allow for and integrate sustainability into the community's lives. Urban farming opportunities offer ways to support the local food system and support community-based agricultural initiatives. The Town will explore interest in community gardens and farms to support community resilience and offer additional opportunities to support a strong and connected community.	2,5	1,3,7

Policy Topics	Community Goals	Goal Description	Values	Themes
<b>Priority #10 Sustainable and Resilient Future</b>				
Sustainability	Promote streets and public spaces that reinforce the community fabric and contribute to sustainable development and green infrastructure.	The Town of Mountain View recognizes public spaces, trees, and plants as vital elements of green infrastructure and will work to ensure that the provision of these elements keeps pace with the Town's growth.	2,5	3,7
<b>Priority#11-Growing Regional Partnerships</b>				
Regional Coordination	Leverage partnerships in the region.	The Town of Mountain View will continue to work with regional partners to achieve Town and regional goals. Mountain View understands the importance of working with neighboring municipalities, the county, and state to effectively implement infrastructure, recreation, art, and economic goals and projects. Working with regional partners and organizations can support the Town in implementing policies and strategies in this plan and support Town staff in accomplishing and implementing goals and projects.	1,2,3,4,5	1,2,3,4,5,7

# Appendix C: Community Engagement Summary





Town of Mountain View Comprehensive Plan  
Community Vision Statement  
and Engagement Summary  
August 16, 2023



# Introduction

In March 2023, the Town of Mountain View (Town) initiated a community engagement process to receive input from community members on the comprehensive plan. This input will be used throughout the comprehensive planning process to guide policy development and create the Town's vision. To encourage as much engagement as possible, the Town implemented a robust outreach process using a variety of methods that considered the diverse communication needs of the community. These outreach methods included:

**Neighborhood Gazette.** The Town published two articles in its local newspaper—the *Neighborhood Gazette*. These articles informed community members about the comprehensive planning process, why it is important for the Town's future, and how they can engage in the process.

**Door-to-door flyers.** In February 2023, the Town distributed Valentine's Day gift bags with flyers announcing the comprehensive planning process. In June 2023, the Town distributed door-to-door flyers to encourage the community to complete the community engagement surveys on Social Pinpoint.

**Engagement postcards.** During the Town's pop-up events, postcards were distributed with information about how to stay engaged in the comprehensive planning process.

**Web-based methods.** The Town's webpage and Social Pinpoint project webpage provided educational information about the comprehensive planning process and ways to engage.

**Social media.** The Town announced the community engagement survey and Social Pinpoint website on the Town's official Facebook page and on two neighborhood Facebook pages.

**Direct outreach.** Engagement efforts were supplemented with direct outreach to community members through email communication.

**Bulletin Boards.** The Town maintains three bulletin boards throughout Town where information on news and events are posted. Mountain View used the boards to communicate updates and upcoming events. Information on news and events are posted on these boards.



The Town and BerryDunn, the consulting team, collected feedback through the project’s Social Pinpoint website, the project kickoff meeting, and pop-up community engagement events. The engagement strategy included the following:

- Project kickoff meeting
- Community pop-up events
- An online, virtual engagement Social Pinpoint site, including surveys, ideas wall, and interactive map
- Social media surveying

During this time frame, the Town Council also developed goals to help establish priorities for the community. These goals were also reviewed during the engagement process to help build an understanding about what the community values for the future of their Town.

This high-level summary includes an overview of each engagement component and what was learned about the community’s values and vision for the Town.



# Kickoff Meeting

Although the community engagement phase of the project formally began in March 2023, the project officially kicked off on January 23, 2023 Council Meeting. Participants were invited to learn more about the comprehensive planning project, including project phases, timelines, and opportunities for input. Council Members were encouraged to ask questions and begin discussing their thoughts on the future of the Town.

During the presentation at the kickoff event, Council Members responded to questions using Mentimeter, a real-time digital polling tool. When participants would enter a response, it would populate on a word cloud on the screen, with larger words indicating multiple responses. Their responses to each question are listed below with the most common answers at the top.

## Question 1: What are the top three things you love about your community?

Community	Small size	Caring
Safety	Community feel	Council members
Friendly	Accessibility	Improvement
Staff	The location	The police
Walkable	Neighbors	Fun
Modest homes	Eclectic	Family

## Question 2: What are the top three topics that should be included in the Comprehensive Plan?

Safety	Small-town feel	Remodels over scrapers (regarding housing redevelopment)
Infrastructure	Community connectedness	Design standards
Achievable housing	Long-term economic development	Expanded tax base
Accessibility	Longevity	Supporting businesses
Address blight	High-quality housing	

## Question 3: Think about Mountain View in the past 10 years. What are the top three accomplishments or improvements are you most proud of?

Safety	Pay and benefits upgrade	Sewer project
Better police force	Improved communications	Quality staff
Better future planning	Community engagement	Diverse community

# Community Engagement Pop-Up Events

The Town engaged community members at pop-up events throughout the spring. These events provided information about the comprehensive plan and offered opportunities for input. The Town met community members for a Mother's Day event, an open house, and the Spring Fling.

Activities at each event allowed people to learn about the project, provide general comments on the future of Mountain View, and share what they value about the Town.

## Mothers Day Event

During the Town's Mother's Day event at Town Hall, participants were asked to rank five topics from most to least important. The lower the number, the more important the topic. The Town received a total of eleven postcards. The topic rankings from most to least important are as follows:

- Attract a coffee shop to Town (2.7)
- Traffic safety in Town (2.7)
- Affordable housing (2.9)
- Height of new homes (3.1)
- Public arts projects (3.2)

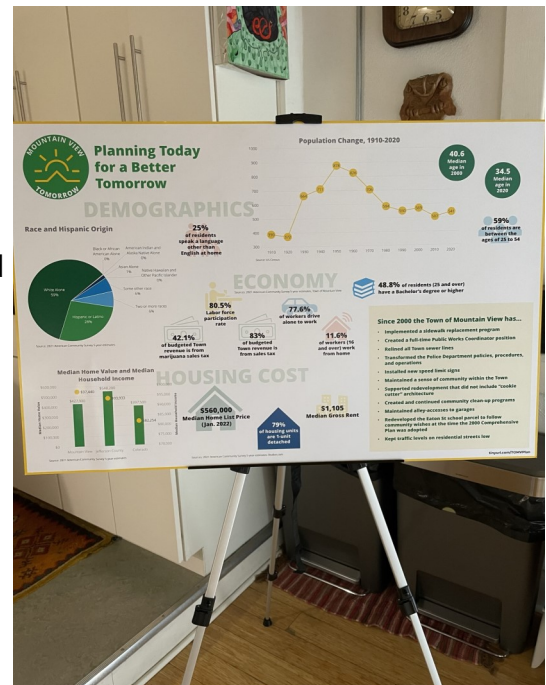


## Open House

At the open house, participants were asked to respond to two prompts on sticky notes. The first prompt asked the following: "If you could change one thing about Mountain View, what would it be?" Common themes included park improvements and redevelopment of the basketball court, restrictions on building heights, traffic control, sidewalk improvements, and adding spaces for the community to gather.

The second prompt asked the following: "What are Mountain View's greatest strengths?" Responses included walkability, proximity to amenities, and the architecture of new and old buildings. Participants were also asked a budgeting polling question, where they allocated specific amount of money to a priority. The polling results are below:

- Community, events, art, and culture – 28%
- Small business – 24%
- Infrastructure – 23%
- Sustainable practices and programs – 11%
- Town Hall – 11%



## Spring Fling

At the Spring Fling event, community members were asked to respond to three prompts on the Mountain View Tomorrow vision board. A summary of responses, by question, are below:

What do you think are the top three topics that should be included in the comprehensive plan?

- Housing plan
- Economic development
- Public building improvements
- Educational materials about native plants and trees
- Community centers or gathering spaces

What are the top three things you love about your community?

- The small-town feeling
- Community events
- Housing and day care affordability
- Police department
- Encouraging the development of accessory dwelling units

Thinking about Mountain View in the past 10 years, what are the top three accomplishments or improvements you are most proud of?

- Quality staff

In addition to the vision board, participants mentioned traffic and speeding concerns as well as their dislike of modern three-story homes and taller buildings in the Town. Participants also said that they desire a small-town feel where everyone knows each other, residents are welcome in Town Hall and can speak to staff, and neighbors help each other with snow removal, lawn care, or check in when someone is ill.



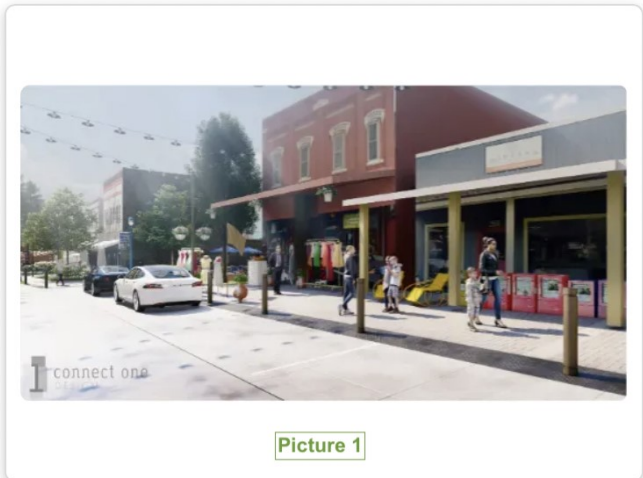
# Facebook Streetscape Survey

In addition to in-person pop-up events, the Town shared a streetscape survey on its official Facebook page and on neighborhood forum pages. The survey asked community members to envision streetscape improvements on West 44<sup>th</sup> Avenue that could enhance physical and social connectivity. Community members chose between four renderings. A total of 14 people responded to the survey, and respondents could select up to two options. Results are listed below:

- Picture 1: Three votes
- Picture 2: Eight votes
- Picture 3: Eleven votes
- Picture 4: One vote

Streetscape projects can help beautify streets and sidewalks, enhance walkability and pedestrian safety, and strengthen the physical and social connectivity in a community. Can you envision streetscape improvements on W 44th Avenue in Mountain View?

Which images of streetscapes below inspire you, as you envision updates to W 44th Avenue in Mountain View? Click up to 2 images.



## Social Pinpoint Summary

Social Pinpoint is an online engagement tool used to gather community feedback. The Mountain View Tomorrow project website included three opportunities for community members to provide input:

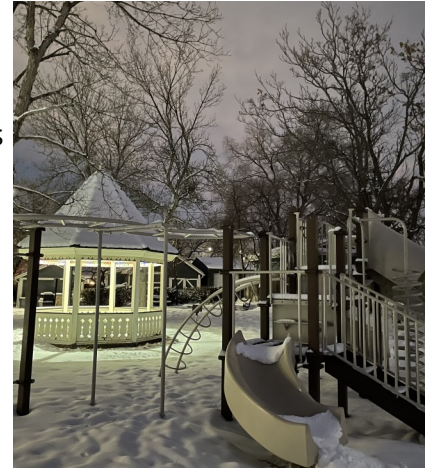
- Two surveys
- Vision board with options to post comments about what community members like about the Town, what they want to change, and general suggestions
- Interactive Town map with options to post comments regarding strengths, challenges, and general suggestions

The site also included access to pop-up event information, other ways to participate in the project, and future event information. In total, the site attracted 260 unique users who provided 24 comments and submitted 61 survey responses.



# Visioning Surveys

The Town released two visioning surveys that targeted different audiences. One survey was for residents, property owners, and visitors (54 respondents), and the second was for the business community (7 respondents). The goal of each survey was to obtain input and feedback on the community's vision, high-level values, and priorities for the Town. The attached report provides a more detailed breakdown of survey responses. Key survey findings are summarized in the following sections.



## Residents, Property Owners, and Visitors Survey Findings

- Over 80% (44) of respondents own a home in Mountain View, 13% (7) are renters, 4% (2) are property owners, and 2% (1) are visitors.
- Over 50% (28) respondents work from home.
- The primary reasons respondents choose to live in Mountain View is its proximity to the City of Denver, the small-town feel, and access to goods and services in the region.
- Roughly 42% (23) of respondents said that they still plan to live in Mountain View in 10 years; 11% (6) said they would live in the Denver region but outside of Mountain View; and 43% (24) were not sure where they would be living in 10 years. One respondent said they would live outside of Colorado, and another said they would live in Colorado but outside of the Denver region.
- In terms of duration of residence, 17 respondents (31%) have been residents for less than five years; 17 (31%) have been residents for five to ten years; 8 (15%) have been residents for 11 to 20 years; and 9 (16%) have lived in Mountain View for more than 20 years.
- Most respondents were between 30 and 49 years old (60%).
- Respondents most value Mountain View's access to the region (23), small-town feel (22), public safety (20), and the people and community (19).
- Respondents believe that Mountain View should prioritize infrastructure maintenance and improvements, such as roads and sidewalks (27), redevelopment of commercial areas (19), sustainability efforts (17), community gathering spaces (17), and improved transit (17).
- Respondents' greatest concerns are the conditions of public infrastructure, including sidewalks and streets (27), local business decline (22), and loss of traditional housing design (18).
- According to respondents, the Town is doing the best at hosting community events, public safety services, and engagement and transparency.
- According to respondents, the Town could most improve street maintenance, sidewalk maintenance, and online municipal services.
- Respondents indicated that Mountain View should look to prioritize restaurants and cafés (44), specialized service stores (21), and retail businesses (13) in the future. The top four environmentally sustainable practices respondents would like the City to prioritize and invest in are maintaining and planting more street trees (24), using solar power (18), promoting re-use and recycle programs (15), and encouraging energy efficiency for new development and redevelopment (15).

- Over 30% of respondents said that the Town should make improvements to the playground in Mountain View Park, while approximately 40% were not sure, and 28% said the Town should not make playground improvements.
- Most respondents stated that Mountain View meets or exceeds their expectations as a great place to live.
- Nearly 60% of respondents believe that the Town should continue to grow and change, but incrementally. Roughly 25% said that the Town should be open to significant growth and change. About 17% said that Mountain View should stay the way it is.
- Most respondents stated that Mountain View meets or exceeds their expectations as a great place to live.
- Nearly 60% of respondents believe that the Town should continue to grow and change, but incrementally. Roughly 25% said that the Town should be open to significant growth and change. About 17% said that Mountain View should stay the way it is.
- Roughly 45% of respondents prefer remodels and renovations that retain the traditional and historic architecture in Town. Roughly 35% of respondents like to see diversity in home designs; 10% think the Town should allow more contemporary architectural design; and around 10% said they do not care about the Town's architectural designs if property values increase.
- The top housing initiatives, according to respondents, are exploring and prioritizing thoughtful ways to streamline the residential development process as well as retain Mountain View's affordability and community's socio-economic diversity.



## Business Community Survey Findings



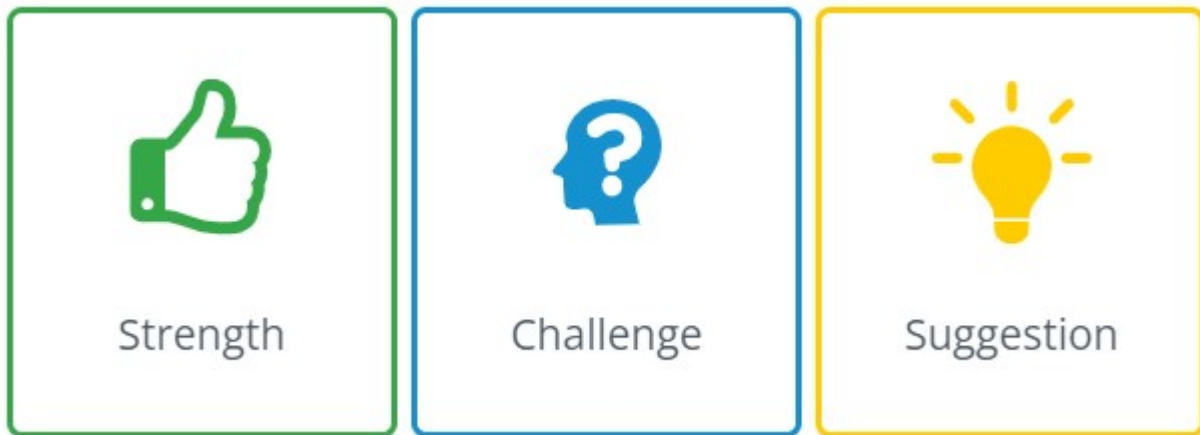
- Five respondents work in Mountain View. Two own or manage a business in Mountain View.
- Respondents indicated that people/culture and job options/availability are the primary reasons they choose to work or own a business in Town.
- Most respondents have worked or owned a business in Mountain View for less than five years. One respondent has worked or owned a business in Town for five to ten years.
- Respondents most value Mountain View's small-town feel, people and community, access to the Denver region, and public safety.
- Respondents believe the Town should prioritize redevelopment of commercial areas, sustainability efforts, small business development and support, community gathering spaces, streetscape enhancements, and maintenance and improvement of roads and sidewalks over the next 10 years.
- Respondents are most concerned about the conditions of public infrastructure and park facilities, local business decline, economic development, and housing affordability.
- Respondents think that the Town is doing the best at producing community events, public safety services, and municipal facility maintenance.

- Respondents think the Town could most improve street and sidewalk maintenance, commercial areas, small business support, and attracting commercial development.
- Respondents think the Town should prioritize restaurants and cafés, specialized service stores, and retail businesses in the future.
- The three top environmentally sustainable programs that residents believe the Town should prioritize are maintaining and planting more street trees, implementing better bicycle and pedestrian infrastructure, and using electric vehicles.
- Most respondents believe Mountain View meets or exceeds their expectations as a great place to work or do business.
- Most respondents believe Mountain View should continue to grow and change incrementally. One respondent thinks the Town should be open to significant change. No respondents believed that Mountain View should stay the way it is.



## Vision Board

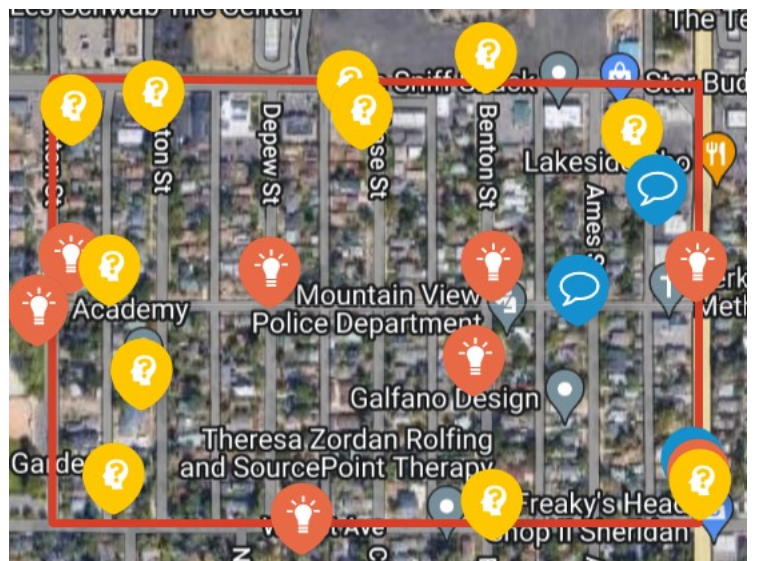
The vision board allowed community members to share their thoughts on the Town and engage with others about their vision for the future. Of the two comments on the vision board, one suggested the Town decrease its sales and use taxes by 0.5% – 1% to be more consistent with Arvada, Wheat Ridge, Lakeside, Edgewater, and Lakewood. The other comment shared that homeowners should be allowed to turn garages or smaller structures on their property into living spaces; however, to increase housing availability, a developer should not be able to buy several properties, demolish existing houses, and build larger apartment buildings.



## Interactive Map

The interactive map allowed users to post a comment connected to a pin. Below is a summary of comments (22 in total) received through the interactive map.

- Road improvements, including road maintenance, possible roundabouts, and turn lanes
- Increased pedestrian safety, traffic calming, and pedestrian bridges
- Beautification efforts, including Town-branded signage, street trees, improved crosswalks, and repaved alleys and sidewalks
- Incentives for property owners to repair, redevelop, or sell underutilized properties
- Business attraction and commercial redevelopment along Sheridan Boulevard and West 44<sup>th</sup> Avenue
- Connecting residents who work from home
- Agreements with neighboring Towns for residents to have access to community gardens or other amenities



# Council Goals

Mountain View's Town Council establishes annual goals for the Town. In 2023, the council focused on improving and strengthening the Town in a few specific areas: Town Hall, Mountain View Police Department (MVPD), infrastructure, community, and council. The goals are as follows:

## Town Hall

We seek to build professionalism and continuity in our municipal government. We wish to create a Town Hall that is welcoming, with staff who are both professional and satisfied, serving the community in a friendly and effective manner.

## MVPD

We seek to continuously improve community safety by supporting community policing efforts. We prioritize the mental and physical health of police department employees. We encourage training to improve all departmental aspects and community safety.

## Infrastructure

We seek proactive approaches and encourage best practices to build and maintain the Town's physical environment, such as sidewalks, streets, signage, and other physical aspects. Our goal is to create a distinctive, safe, and welcoming town.

## Community

We seek to build an inclusive, vibrant, well-informed, safe, and economically healthy community. We appreciate our existing businesses in Town, and we welcome new businesses. We are especially interested in encouraging businesses that provide gathering places for the community.

## Council

We are committed to nonpartisan, respectful team efforts that will continuously improve Town code and its enforcement. We are a professional, collaborative, legislative body that acknowledges our duties and responsibilities to lead and represent our community by attending meetings and actively taking part in training and events.



# High-Level Themes

BerryDunn collected, reviewed, and summarized feedback from stakeholders from all engagement activities. BerryDunn noted several common themes throughout the process. There were also some larger concerns about growth and development for which consensus was not evident. Based on the information gathered during the public engagement process, the following key themes have been identified:

**1. Supporting a welcoming and inclusive community**

**2. Improving the walkability of Town**

**3. Improving Town facilities and infrastructure**

**4. Providing high-quality, affordable housing**

**5. Promoting economic development**

**6. Supporting small businesses**

**7. Creating a sustainable future**



## Draft Vision Statement

A community's vision statement depicts the desired future conditions and qualities of a community, including physical, environmental, and social attributes. It sets the overall direction for the goals, policies, and actions of the Comprehensive Plan and provides a guide to help the community understand what the plan is working to achieve. It is also aspirational and is developed from the cumulation of community input received during the engagement process. A vision statement solidifies this input to form the cornerstone of the Comprehensive Plan. It becomes a statement that reflects the community's identity and communicates its shared values that continue to resonate through the goals and policies of the plan.

### *The Vision for Mountain View Tomorrow*

*Mountain View is a safe and vibrant community with a prosperous future. There is a strong sense of belonging and connectedness in Mountain View. These attributes reinforce the Town's unique identity in the Denver region as a friendly and supportive community with the benefits of urban amenities. Mountain View has a stable, resilient economy and will continue to diversify amenities and support small businesses while creating places for neighbors and visitors to live, work, gather, and enjoy. With strong regional connectivity, Mountain View provides accessibility to Denver while also maintaining the values that cultivate the togetherness of a small town. This spirit of togetherness permeates through every aspect of social life in the community from daily greetings between neighbors to the approachability of Town staff and elected officials when visiting Town Hall. Residents of Mountain View enjoy its high quality of life and comfort—evident in diverse housing and transportation choices, nearby recreational and cultural amenities, and economic opportunities. The community progressively plans for a sustainable future while treasuring the qualities that make it a unique, tight-knit community in the region. Mountain View embraces opportunities to invest in and care for its people with equitable decision-making that represents the needs of all community members.*

# Draft Community Values

A community's values are the foundation for the vision statement of the comprehensive plan. The values—derived from collective feedback through the engagement process—help inform what participants think is important to the community. The following section describes the values of Mountain View drawn from the community engagement process. These values reflect the community's aspirations and will help inform the goals and policies of the next phase in the comprehensive planning process.



## Maintaining Community Connectedness and Identity

Maintain a strong sense of community, safety, and a neighborly environment, where community members feel connected to one another and supported by the Town.



## Preserving and Enhancing Community Assets

Continue to invest in Town staff and improvements to enhance the quality of life for residents.



## Maintaining a Thriving Local and Stable Economy

Expand economic opportunities by supporting existing businesses and attracting new business development, to help ensure the Town's long-term fiscal stability while also adding valuable services, amenities, and gathering spaces for the community.



## Providing Housing Options and Vibrant Neighborhoods

Promote housing options that will maintain the scale and character of the neighborhood and meet the needs of the community.



## Securing a Sustainable and Equitable Future

Prepare Mountain View for future generations by using intentional policies and equitable decision-making that balances growth with the needs of community members and the protection of the environment.

## Next Steps

The vision and values detailed in this report will guide the development of the policy framework for the comprehensive plan. More specifically, the vision and values help inform the goals, policies, and implementation actions in the subsequent Policy Development phase. In preparation for this next phase, the Town and the consulting team will facilitate in-depth conversations with community members on specific topics considered high priorities during the community engagement process. These community conversations will build a deeper understanding of the community's needs in specific subject areas, including the following:

- Housing quality, design, and affordability
- Parks and recreation
- Economic development



# Appendix D: Inventory and Analysis





# Mountain View Tomorrow

Town of Mountain View Comprehensive Plan  
*Inventory and Analysis Report-Version 2*



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**Submitted On:**

March 27, 2023

## Table of Contents

<b>Introduction</b>	<b>4</b>
Mountain View Tomorrow	4
Mountain View Today	4
Overview of Mountain View	5
<b>Demographics</b>	<b>6</b>
Population Change	6
Age	7
Diversity	10
Household Size	11
Educational Attainment	13
Income and Poverty	15
<b>Community Form</b>	<b>17</b>
Land Use	17
Zoning	18
Challenges and Opportunities	19
<b>Parks, Recreation, and Open Space</b>	<b>20</b>
Challenges and Opportunities	20
<b>Economy</b>	<b>22</b>
Regional Economy	22
Employment	22
Past Initiatives	23
Commercial Areas and the Business Community	23
Challenges and Opportunities	23
<b>Housing</b>	<b>25</b>
Housing Stock	25
Affordability	25
Housing Market and Supply	27
Recent Housing Development	29
Challenges and Opportunities	29
<b>Transportation Mobility and Circulation</b>	<b>30</b>
Challenges and Opportunities	32

<b>Community and Cultural Fabric.....</b>	<b>34</b>
Challenges and Opportunities.....	34
<b>Community Services and Facilities.....</b>	<b>35</b>
Educational Services .....	35
Municipal Facility and Operations .....	36
Challenges and Opportunities.....	36
Emergency Services and Public Safety.....	37
Challenges and Opportunities.....	38
<b>Sewer and Water Supply .....</b>	<b>39</b>
<b>Stormwater Management .....</b>	<b>39</b>
<b>Fiscal Capacity and Capital Investment Plan.....</b>	<b>40</b>
Fiscal Health in the Planning Context .....	40
Revenue Capacity .....	40
Capital Investments .....	42
Challenges and Opportunities.....	42
<b>Regional Connectivity .....</b>	<b>43</b>
<b>Sustainability.....</b>	<b>45</b>
<b>Appendix – Maps .....</b>	<b>47</b>

## Introduction

A Comprehensive Plan is a town's long-term vision for future growth and development. It is a roadmap with goals and policies to guide the community on achieving this vision. Goals and policies in a comprehensive plan are multifaceted and address various elements of planning to help ensure a community's livable and sustainable future.

The Colorado Revised Statutes underscore the importance of a comprehensive plan §31-23-206 stating, "it's the duty of the [Planning and Zoning Commission] to make and adopt a master plan [comprehensive plan] for the physical development of the municipality...." A comprehensive plan is also an evolving document and needs to be updated periodically to reflect changing conditions and to provide direction for anticipated future changes. The last Comprehensive Plan update occurred in 2000. Mountain View has made significant progress in its implementation of the 2000 Plan. Mountain View celebrates the accomplishments achieved in the last 20 years and understands the importance and value in updating its Comprehensive Plan.

## Mountain View Tomorrow

In fall 2022, the Town of Mountain View (the Town) initiated the process to update its Comprehensive Plan. The Town's theme for this Comprehensive Plan is "Mountain View Tomorrow: Planning Today for a Better Tomorrow." This theme recognizes Mountain View as a proactive community that takes the necessary actions to create a livable and sustainable community. A comprehensive plan update is one of the biggest investments that a Town can make in planning for its future growth and development. Mountain View Tomorrow acknowledges the significance of this investment and diligently plans a community for future generations.

Developing an Inventory and Analysis is the first step of this update. This document explores the question "Where are we today?" It takes a comprehensive account of the existing land use and development conditions of the Town and how they work together to form the community's identity. The Inventory and Analysis describes the current identity of Mountain View and the changes it has made in growth and development. In addition, the document explains current and potential challenges and opportunities for the Town to consider as it prepares for its future.

## Mountain View Today

The Town of Mountain View has been making significant strides to prepare itself for the Mountain View of tomorrow. In 2018, the Town initiated a townwide survey to solicit feedback from residents related to the 2019 budgetary process. The following items were identified by community members as "extremely important" priorities for the Town:

1. Attract a business that could function as a gathering spot for residents, such as a café, coffee shop, bookstore, or brewery.
2. Improve communication between the police force and residents.
3. Help residents with maintenance and improvement of the sidewalks in front of their homes through low interest loans, funds, and assistance with permitting.
4. Create mechanisms for residents to pay trash and sewer bills online.
5. Develop a Town comprehensive development plan (or master plan).

Since completion of the survey in spring 2019, the Town has already begun to modernize municipal services by providing electronic bill payment options. The Town Police Department has taken action to build a positive relationship with the Mountain View community through coordinating community events, increasing transparency through social media use, and making staff improvements. The Town initiated a sidewalk grant program to help residents improve sidewalk conditions and initiated the Comprehensive Plan process. The comprehensive planning process will also help plan for gathering places in the Town to help strengthen and build community relationships.

Since the last Comprehensive Plan in 2000, Mountain View has managed to maintain its sense of community and identity in the Denver region while growing its local economy by welcoming new businesses into Town. The Town has made interior improvements to the municipal building and has initiated a process to plan for future expansion. Mountain View is progressively working to make infrastructure repairs and upgrades to improve road conditions and the stormwater management system.

During the COVID-19 pandemic, the Town used Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to help Town employees, improve ventilation at Town Hall, and support local businesses that were financially challenged by the pandemic. The Town also made significant budgetary savings during the pandemic. As Mountain View reflects on these accomplishments, and many others, that have made the Town what it is today, it can also use them as momentum to advance the Town into the future.

## Overview of Mountain View

Mountain View is located on the eastern edge of Jefferson County, Colorado. The total acreage of Mountain View is .09 square miles, which consists of 12 square blocks of land. The Town of Lakeside borders Mountain View to the north. The City of Wheat Ridge borders Mountain View to the south and west. Denver—the third largest city in land area (154.7 square miles) in Colorado and the State’s most populated city (706,799 people)—borders Mountain View to the east. Mountain View’s eastern border is also the Jefferson County/Denver boundary.

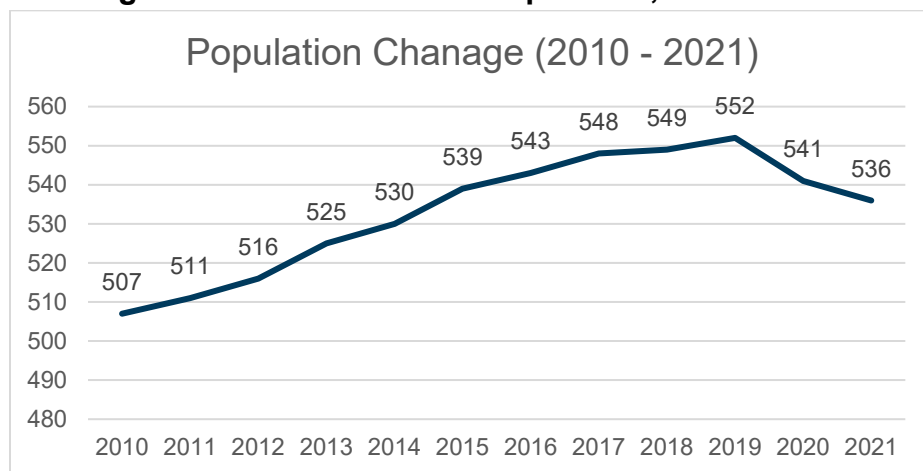
In 1904, Mountain View was incorporated. The Town has not expanded in land area since then. There is no opportunity to annex additional land. Mountain View became a home-rule municipality in 1972 with a mayor-council form of government. The Town of Mountain View is governed by six Council Members and a mayor elected at large by the residents of the Town. The Council Members are elected in accordance with the Colorado Municipal Election Code of 1965, as amended and the Town of Mountain View Town Charter.

## Demographics

### Population Change

In 2020, Mountain View had a population of 541. From 2010 to 2020, the Town's population was relatively consistent, with its smallest population in 2010 (507 people) and the largest population in 2019 (552 people). Over the same amount of time, the Denver Metropolitan Area has seen a consistent population increase.

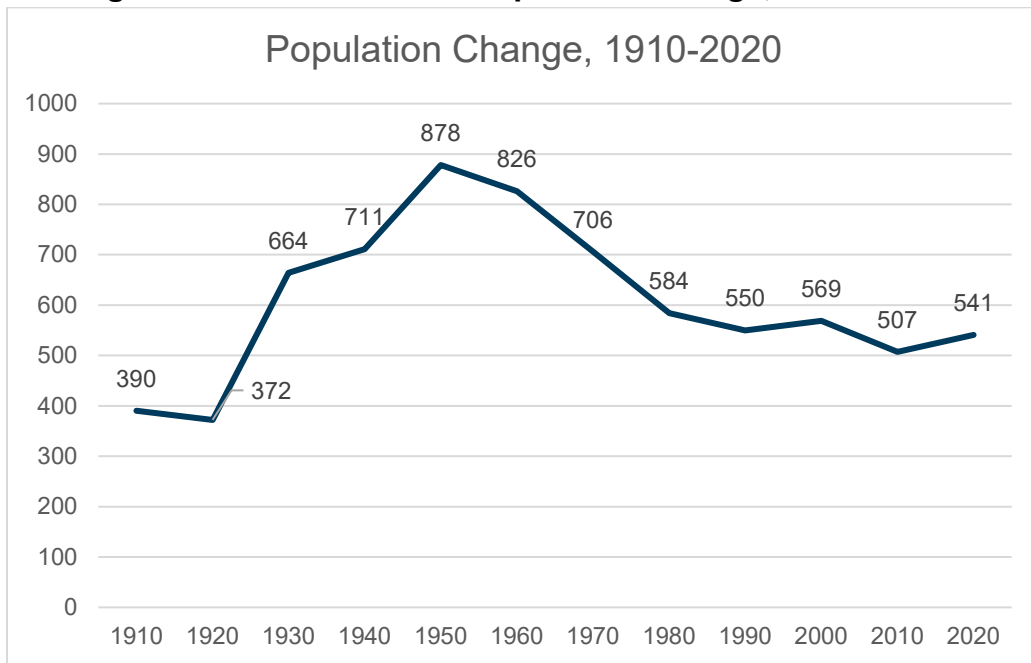
**Figure 01: Mountain View Population, 2010 to 2021**



*Source: U.S. Census, American Community Survey*

Mountain View's population grew throughout the early- and mid-1900s, peaking in 1950 at 878 people. By 1970, Mountain View's population had fallen to 706, a roughly 20% decline. By 1980, the population fell 33% from its peak in 1950. Mountain View's population has stabilized since 1980, consistently ranging between 500 and 590 people.

**Figure 02: Mountain View Population Change, 1910 to 2020**

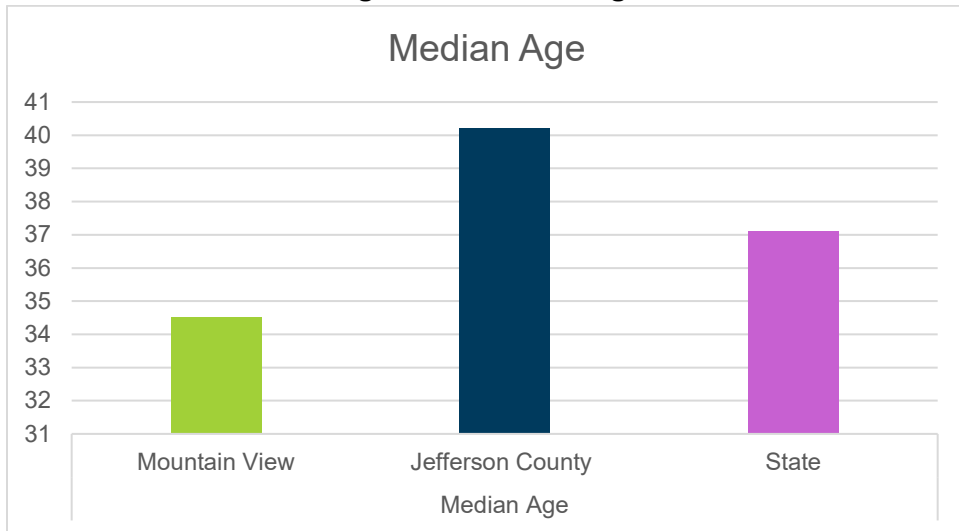


*Source: U.S. Census, American Community Survey*

## Age

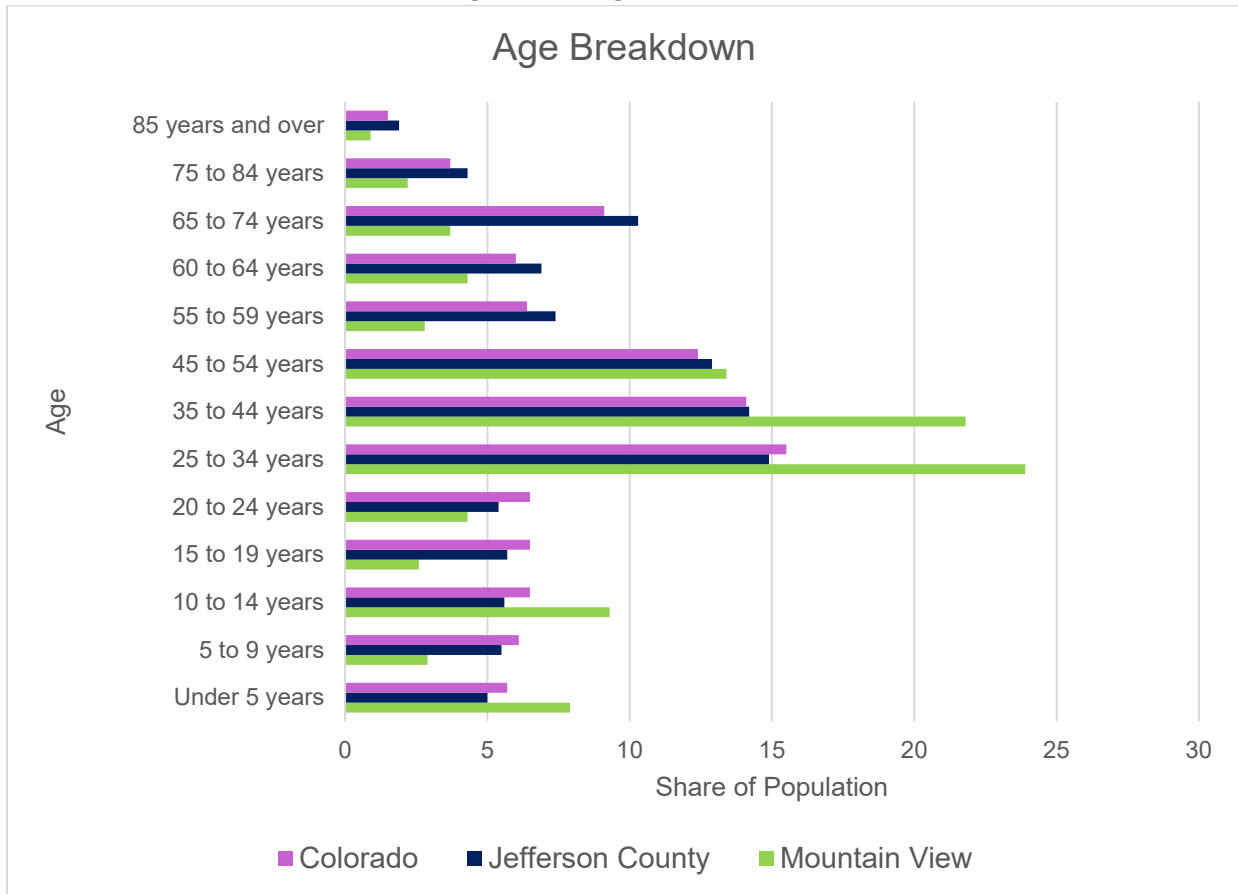
Overall, the state of Colorado is the 12<sup>th</sup> youngest state in the country, with an average age of 37.1. Mountain View's population is younger than both the State and Jefferson County's (40.2) with an average age of 34.5. Compared to the State and County, Mountain View's population has a greater percentage of children under 5 and from 10 to 14 years of age. They also have a greater percent of adults aged 25 to 34 and 35 to 44. A larger percentage of the State and County's population is 60 and older.

**Figure 03: Median Age**



*Source: U.S. Census, American Community Survey*

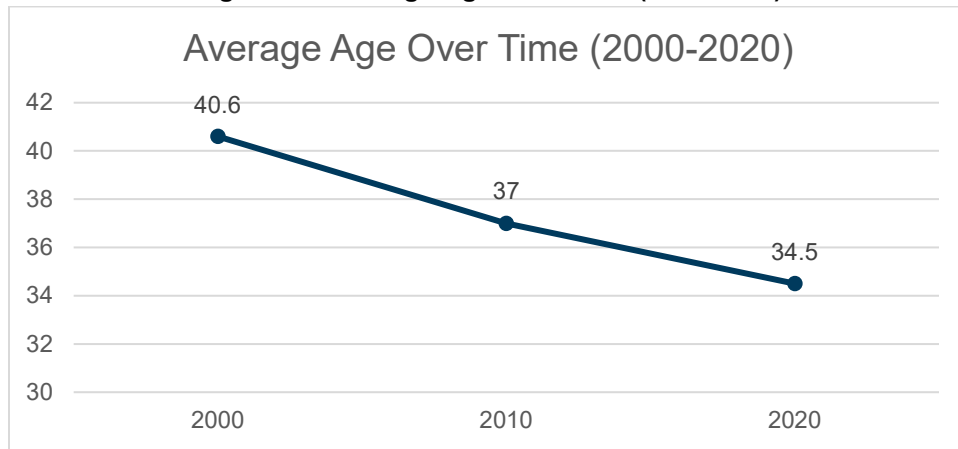
**Figure 04: Age Breakdown**



*Source: U.S. Census, American Community Survey*

While Mountain View’s population has not changed significantly over the last 40 years, the Town’s age demographics have shifted. Over the last 20 years, the Town’s average age decreased from 40.6 to 34.5. At the time of the 2000 Comprehensive Plan, the Town was aging and close to 20% (102 people) of its population was over 65. Today, 6.8% (44 people) of the Town’s population is over 65.

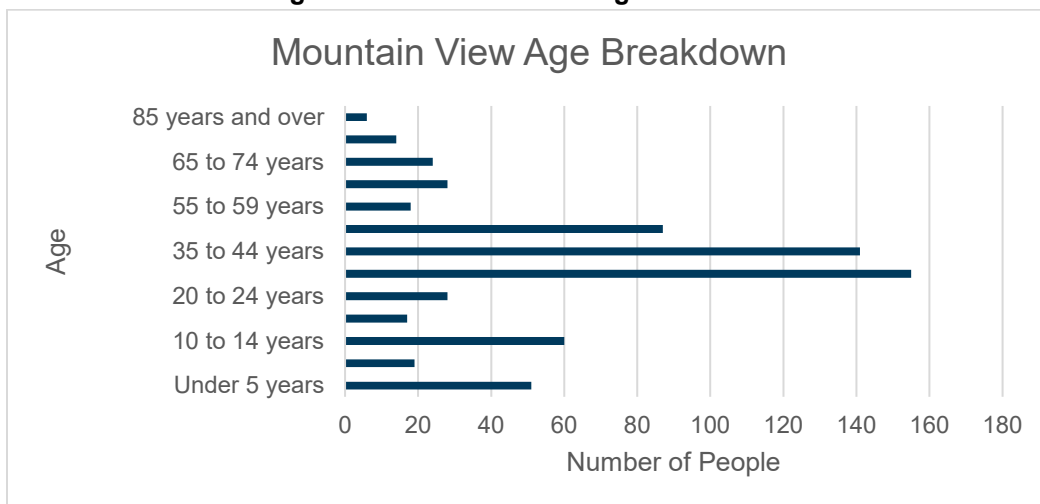
**Figure 05: Average Age Over Time (2000-2020)**



Source: U.S. Census, Profile of Demographic Characteristics: 2000, 2010, 2020

The Town has seen an overall increase in the number of children under 15 years, and the percentage of adults under 65 has increased. Roughly 50% of the Town’s population is 25 to 44 years old. A growing population of young adults and families suggests that the Town’s labor force is increasing. It also suggests a potential increase in school enrollment and increased demand for services, such as parks and recreation and childcare.

**Figure 06: Mountain View Age Breakdown**

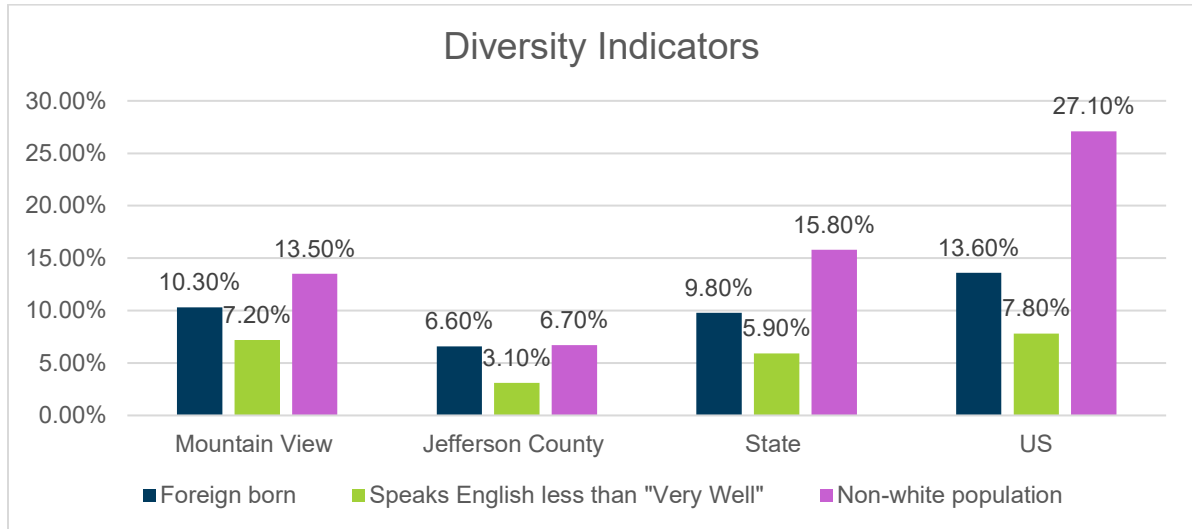


Source: U.S. Census, American Community Survey

## Diversity

Compared to Jefferson County and the State, a higher percentage of Mountain View's population is foreign born and speaks English less than "very well". The State has a higher percentage non-white population. Mountain View is more diverse compared to Jefferson County. However, Mountain View is less diverse than the rest of the country, though a similar percent of the population speaks English less than "very well".

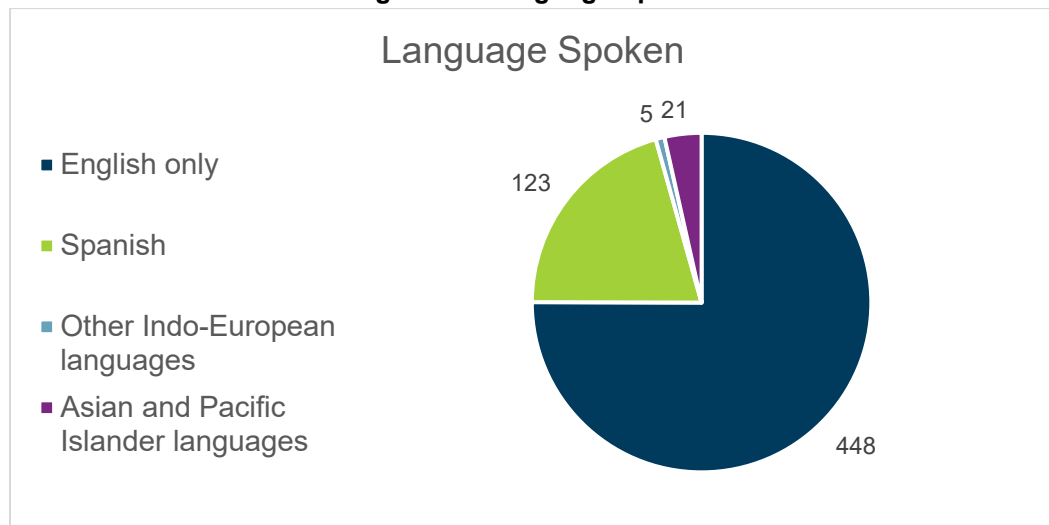
**Figure 07: Diversity Indicators**



Source: U.S. Census, American Community Survey

Mountain View has become more diverse over the past decade with the Town's foreign-born population increasing from 7.8% in 2010 to 10.3% today. Mountain View's total non-white population also increased from 11.7% in 2010 to 13.5% today.

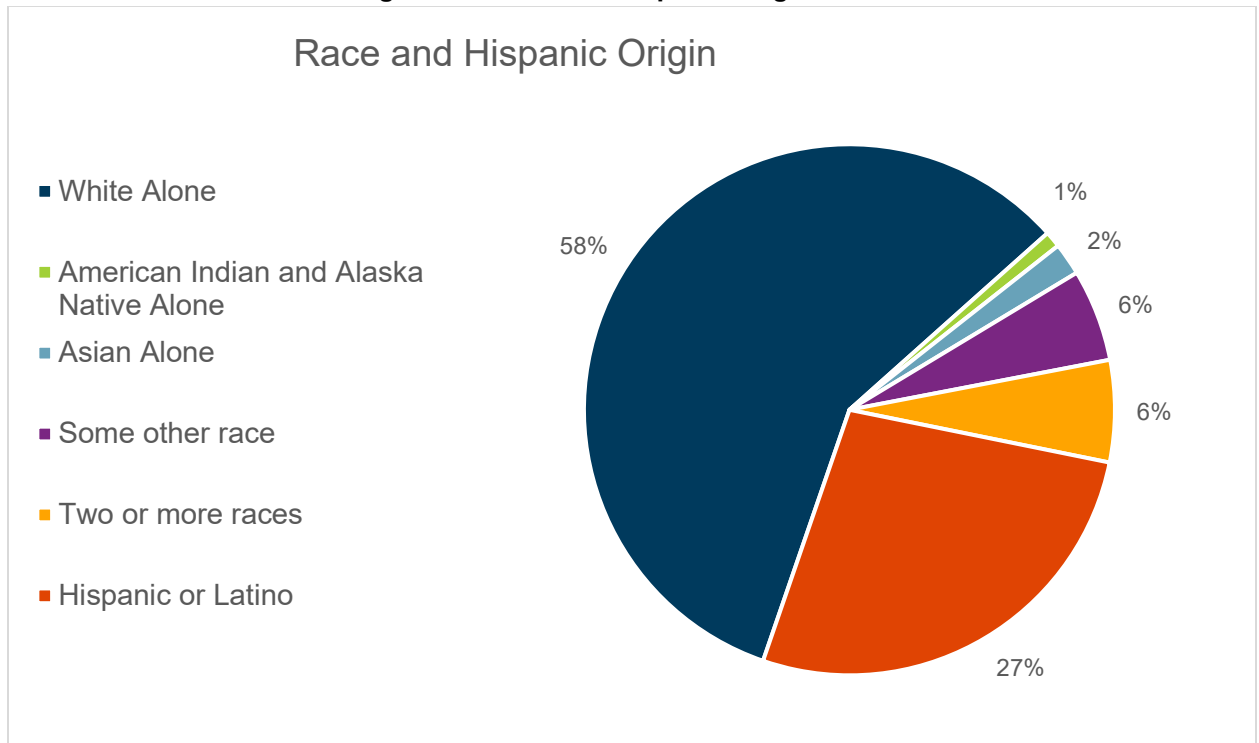
**Figure 08: Language Spoken**



Source: U.S. Census, American Community Survey

Today, 25% of the Town speaks a language other than English, with 20.6% of the population speaking Spanish. In 2010, 16.1% of the Town’s population spoke a language other than English. 15.4% of the population spoke Spanish. The Town’s total percent of Hispanic residents has remained around 28% over the last decade. The percentage of residents who identify as two or more races has increased from 2.5% to 6.3% over the last 10 years.

**Figure 09: Race and Hispanic Origin**

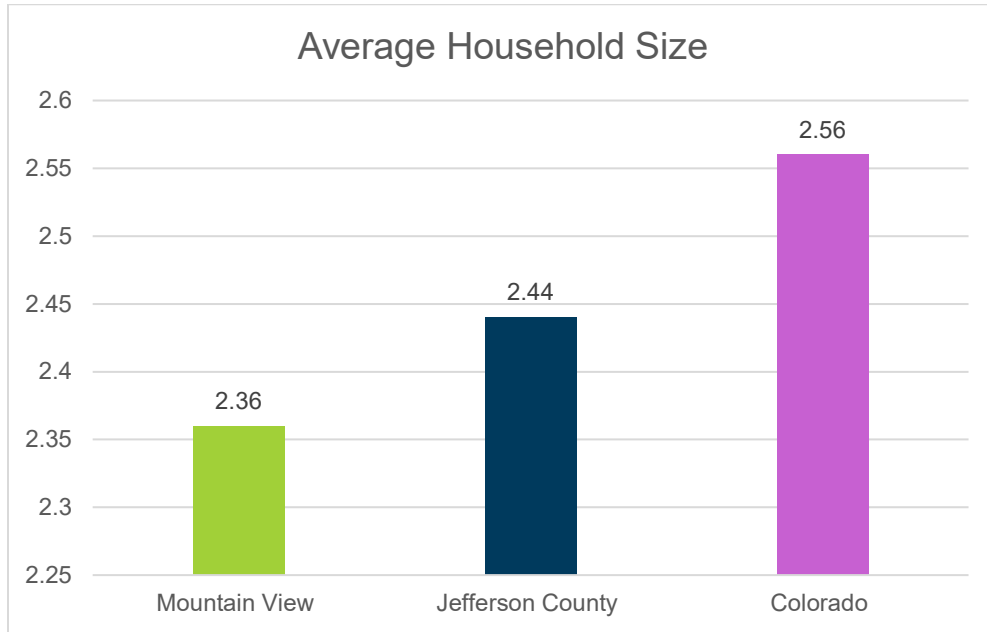


Source: U.S. Census, American Community Survey

## Household Size

Mountain View has a lower average household size (all people occupying a housing unit) compared to the County and State. Average household size data from 2017 – 2021 (ACS 5-year estimates) indicate an increase in household size. This recent increase in average household size follows a national trend of increasing household size since 2010 after decades of shrinking household size.

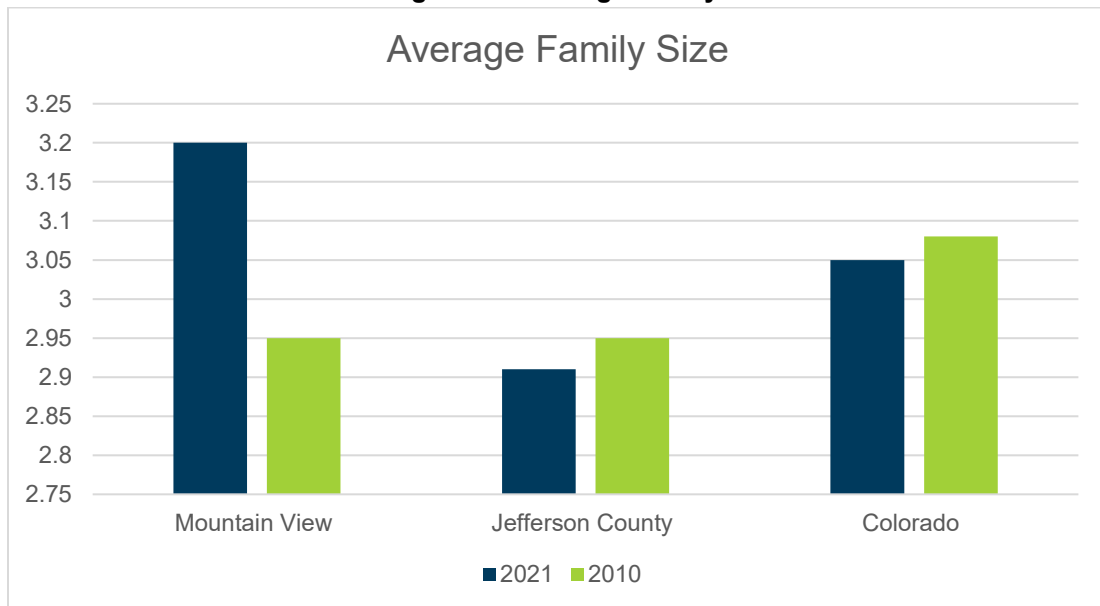
**Figure 10: Average Household Size**



*Source: U.S. Census, American Community Survey*

Mountain View’s average family size (including two or more persons related by birth, marriage, or adoption living together) is larger than both Jefferson County and the State. The Town’s average family size has also increased since 2010, unlike the County and State. Since the Town has seen an increase in children under 15 and adults from 25 – 44, the increase in average household size could suggest an increase in the size of families in Mountain View.

**Figure 11: Average Family Size**

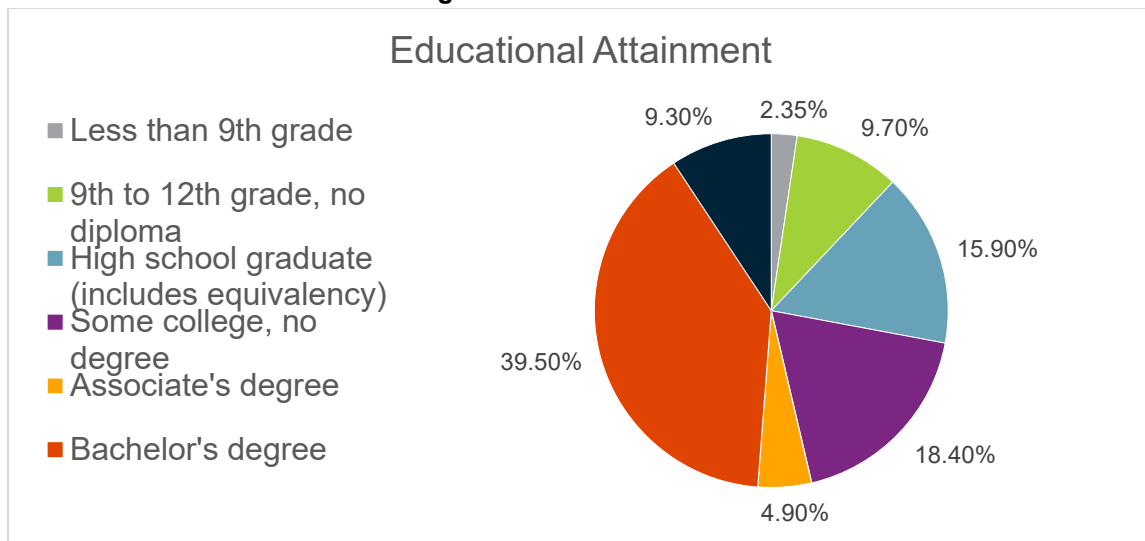


*Source: U.S. Census, American Community Survey*

## Educational Attainment

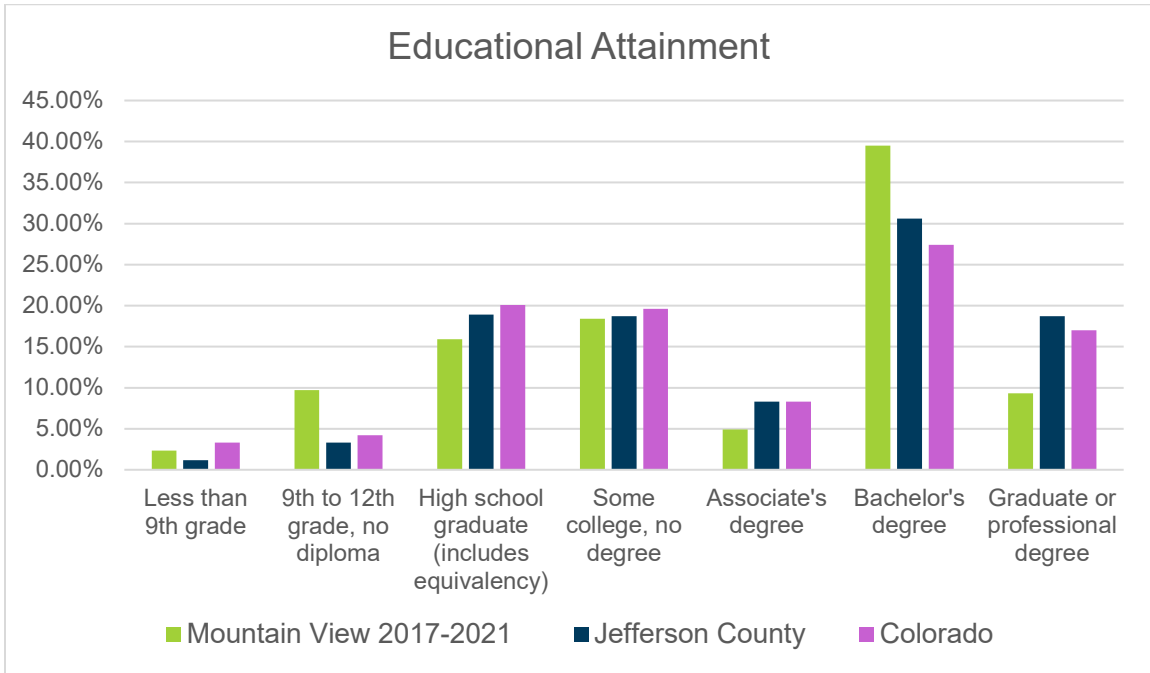
Approximately 50% of Mountain View residents have a bachelor's degree or higher. An additional 23% of residents have an associate's degree or some college. Roughly 11% of residents did not continue past high school. Compared to the County and State, Mountain View has a higher percentage of residents with a bachelor's degree. The Town also has a higher percent of residents who have attended high school but do not have a diploma. Additionally, educational attainment in Mountain View has increased, with almost twice as many residents holding a bachelor's degree and fewer residents who did not complete high school or who hold a high school diploma only.

**Figure 12: Educational Attainment**



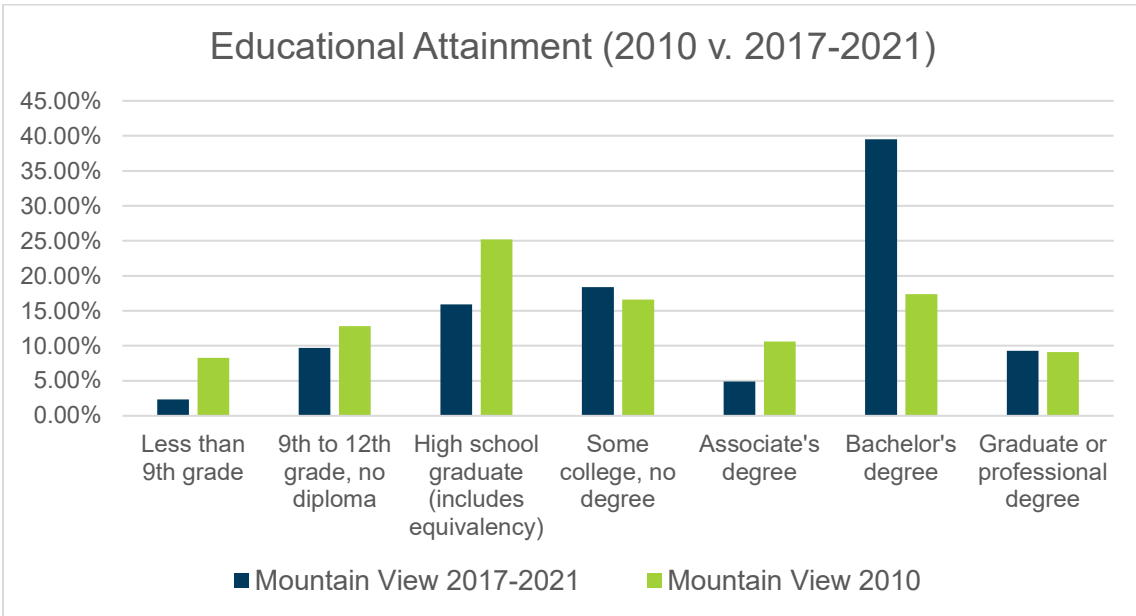
Source: U.S. Census, American Community Survey

**Figure 13: Educational Attainment**



Source: U.S. Census, American Community Survey

**Figure 14: Educational Attainment (2010 v. 2017-2021)**

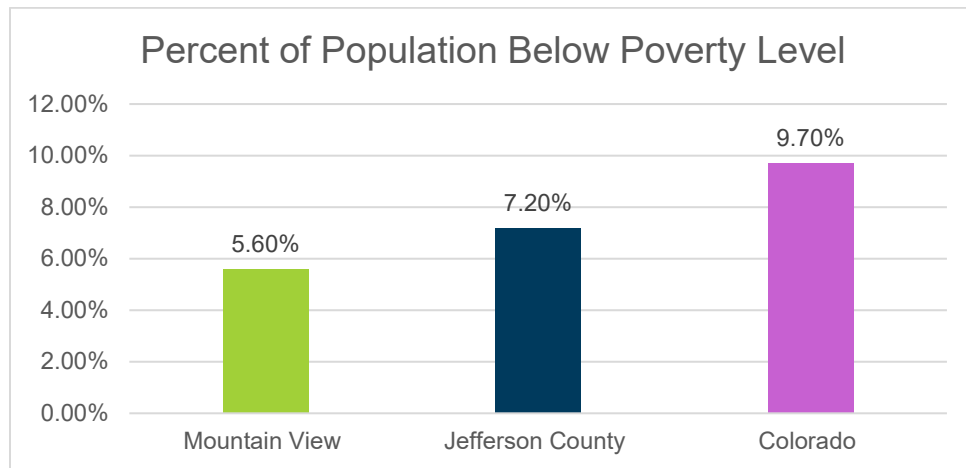


Source: U.S. Census, American Community Survey

## Income and Poverty

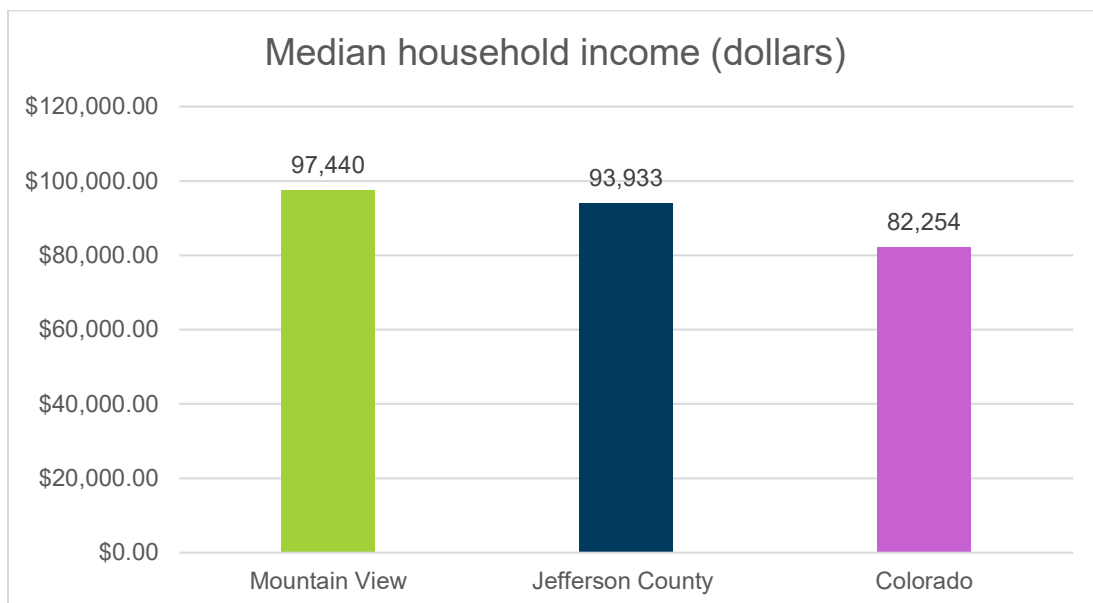
Less than 6% of the Town's population is living below the federal poverty line, a smaller percentage than both the County and the State. Mountain View's median household income is larger than that of the County and State. A higher median income and lower poverty level suggests that residents are more stable in their housing situation and have more food security than other parts of the region and State.

**Figure 15: Percentage of population below poverty level**



*Source: U.S. Census, American Community Survey*

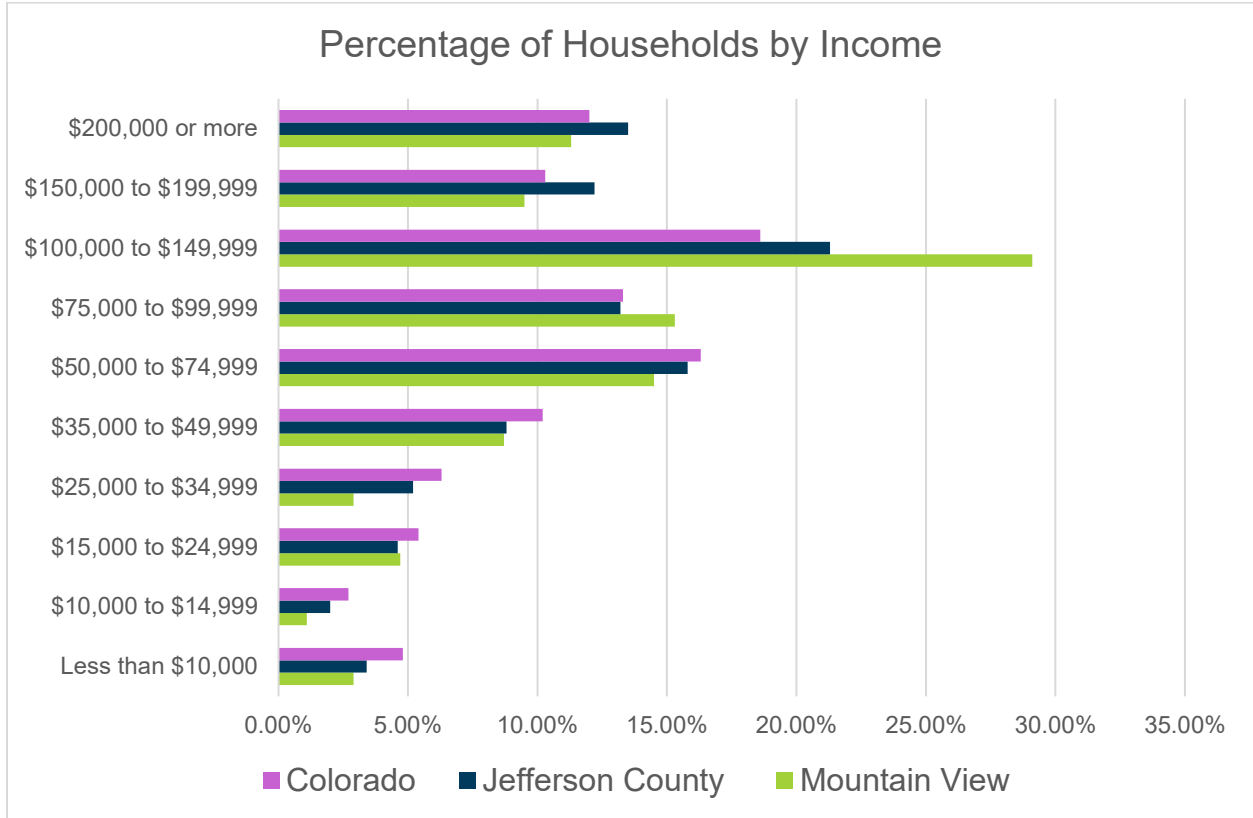
**Figure 16: Median Household Income (dollars)**



*Source: U.S. Census, American Community Survey*

Mountain View has a higher percentage of households with an average income over \$100,000 per year than the State and County. The Town has a smaller share of households that earn below \$75,000 per year compared to Jefferson County and the State.

**Figure 17: Percentage of Households by Income**



Source: U.S. Census, American Community Survey

# Community Form

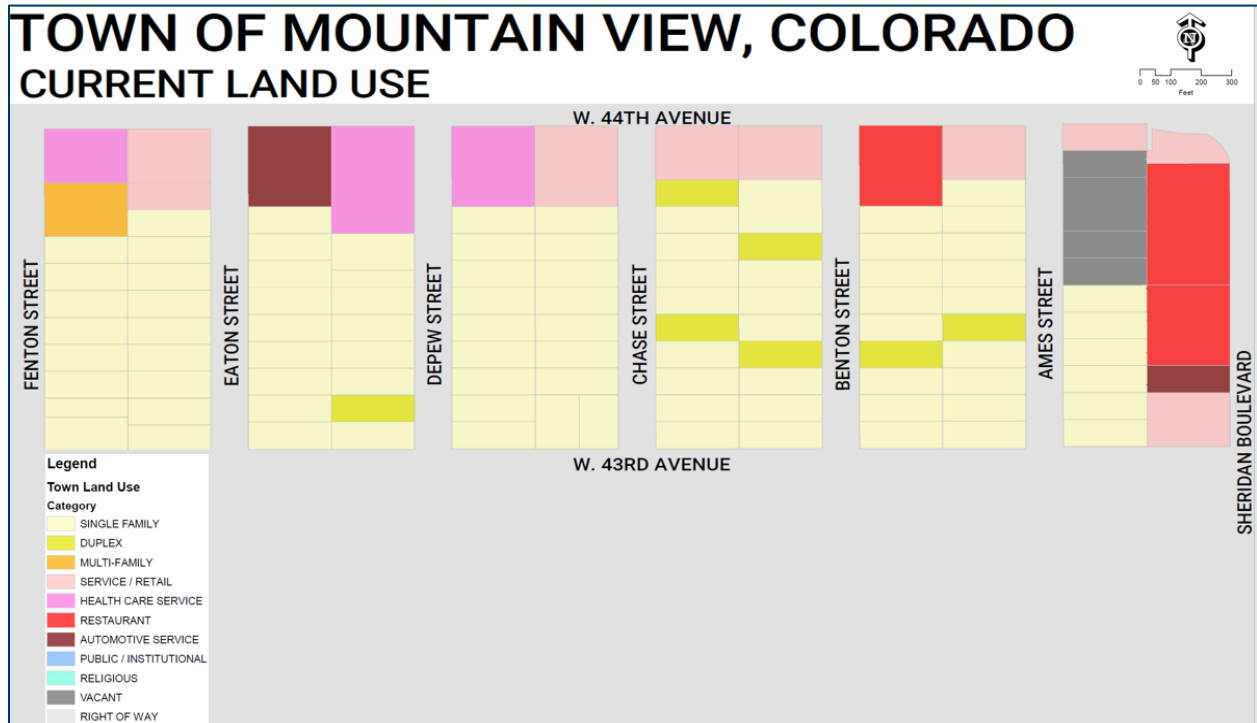
## Land Use

Although the community shares a border with Denver—the State’s third largest city in land area—Mountain View has managed to maintain its unique identity in the Denver region. With its proximity to Denver, Mountain View is fully urbanized; however, it remains a close-knit Town with a strong sense of community. The 2000 Comprehensive Plan emphasized a “small town feel” that many residents experienced in Mountain View. The Plan recognized the “small town feel” of Mountain View as a key part of the community’s identity and its future. It is a characteristic of the community that is partially derived from the existing land use pattern and neighborhood infrastructure that still exists today.

Most of Mountain View’s land use consists of small-scale, single-family residential land uses. The neighborhoods are formed around a grid street pattern. The residential lots have front yards that are modest in size with access to garages from alleys behind the homes. Many of the streets are also adorned with well-established vegetation and mature trees. There are scattered parcels of two-family and multifamily land use types throughout the Town.

Commercial land uses are primarily located along W. 44<sup>th</sup> Avenue and Sheridan Boulevard. These roads geographically frame the Town. Commercial land uses are located for the entire length of W. 44<sup>th</sup> Avenue in Mountain View, which is also the Town’s northern border. These commercial land uses consists of health care service, automotive service, service/retail, and restaurant land uses. This commercial corridor connects to the City of Wheat Ridge’s Neighborhood Commercial Corridor along W. 44<sup>th</sup> Avenue and is in proximity to one of Wheat Ridge’s Primary Gateways at Harlan Street and W. 44<sup>th</sup> Avenue. W. 44<sup>th</sup> Avenue also connects with the City of Denver going eastward. Denver identifies its gateway at W. 44<sup>th</sup> Avenue as a mixed-use collector. Commercial land uses are also located along the entire length of Sheridan Boulevard in Mountain View. These commercial land uses consist of restaurant, automotive service, and service/retail land uses. The Town’s position between these two neighboring commercial areas could give the Town a potential economic advantage that could help to bolster business growth of W. 44<sup>th</sup> Avenue.

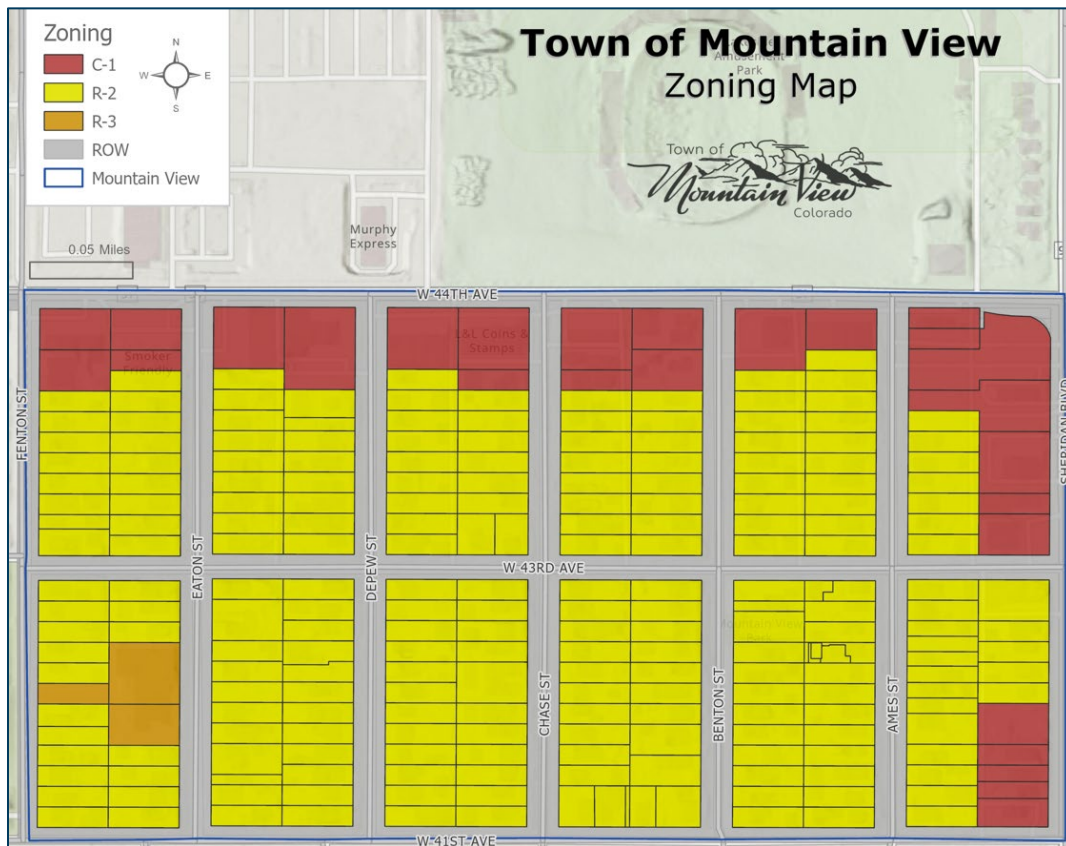
Figure 18: Land Use Map



## Zoning

Mountain View’s zoning pattern is like its land use pattern. Most of the parcels are zoned residential and are in the Residential 2 (R-2) Zone District. In accordance with the Town’s Zoning Ordinance, the purpose of the R-2 Zone District is to provide for low-to-medium density residential zoning. A large parcel on the west side of Eaton Street and a smaller parcel on the east side of Fenton Street are in the Residential 3 (R-3) Zone District, which provides for medium density residential zoning and semi-public use. The site on the west side of Eaton Street is the location of the Mountain View Academy, a day care center for the community of Mountain View and the surrounding region. The Commercial (C-1) Zone District consists of parcels that are located on W. 44<sup>th</sup> Avenue in the Town and most of the parcels on Sheridan Boulevard, except for five parcels in the immediate south of W. 43<sup>rd</sup> Avenue that are zoned R-2.

Figure 19: Zoning Map



## Challenges and Opportunities

Mountain View's small size and land use pattern are two of the defining characteristics that make the community a unique place in the region. One of the 2000 Comprehensive Plan goals is to retain the Town of Mountain View's "small town feel" and to "support development and redevelopment that is similar in scale and design to existing and surrounding development." As Mountain View plans for its future, it will need to consider how to accommodate new development and redevelopment opportunities while maintaining the attributes that are consistent with its community scale and form.

## Parks, Recreation, and Open Space

Mountain View Park is the sole open space parcel for recreational use for the Town. Jefferson County Open Space owns the park and it is located next to Town Hall and Police Department. The park is accessible and within walking distance for Mountain View residents. Mountain View Park operates as a multi-use recreational parcel including a playscape, gazebo, small basketball area, and a sitting area.

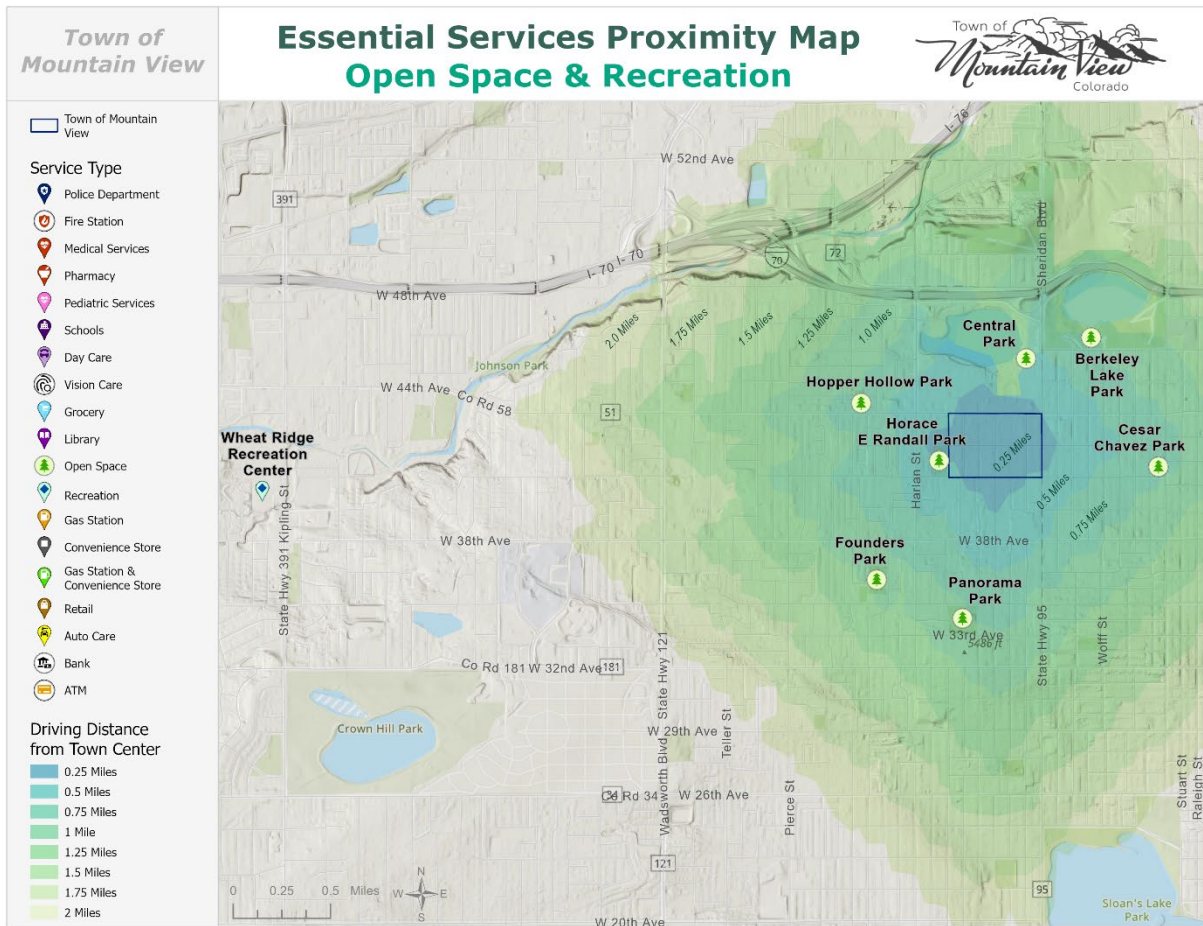
### Challenges and Opportunities

The Town's park equipment needs upgrades and replacements, and Jefferson County Open Space has started to plan for park enhancements. The Town should continue to plan for park enhancements to maintain the park as a community asset. Community input for future park enhancements can help to ensure that park planning recognizes the Town's diverse recreational needs and that the park provides for an inclusive recreational environment. As noted in the Demographic section of this report, the Town's population is becoming younger, and includes a larger percentage of children under the age of 15 than the County and the State. When planning park improvements, the Town should consider this important demographic factor.

The Town is also planning to expand its municipal facilities, including Town Hall and the Police Department. Mountain View is considering including a community room as part of the expansion. The inclusion of a community room can help to increase the community programming capacity of the Town and may help to support the recreational services offered through the park. The Town is currently exploring the possibility of developing parkettes with benches or small sitting areas, potentially in conjunction with public art or murals, throughout the Town.

In addition to the town park, Mountain View is in proximity to other parks and recreational opportunities in the region. Randall Park in Wheat Ridge is directly adjacent to Mountain View, and Hopper Hollow Park in Wheat Ridge is less than a mile away from many Mountain View properties. Crown Hill Park, a 229-acre park owned and operated by Jefferson County, is a short driving distance away from Mountain View and consists of 10.2 miles of trail. There are many other outdoor recreational spaces in the region. The following map identifies parks within one mile of the Town of Mountain View.

**Figure 20: Recreation and Open Space Services**



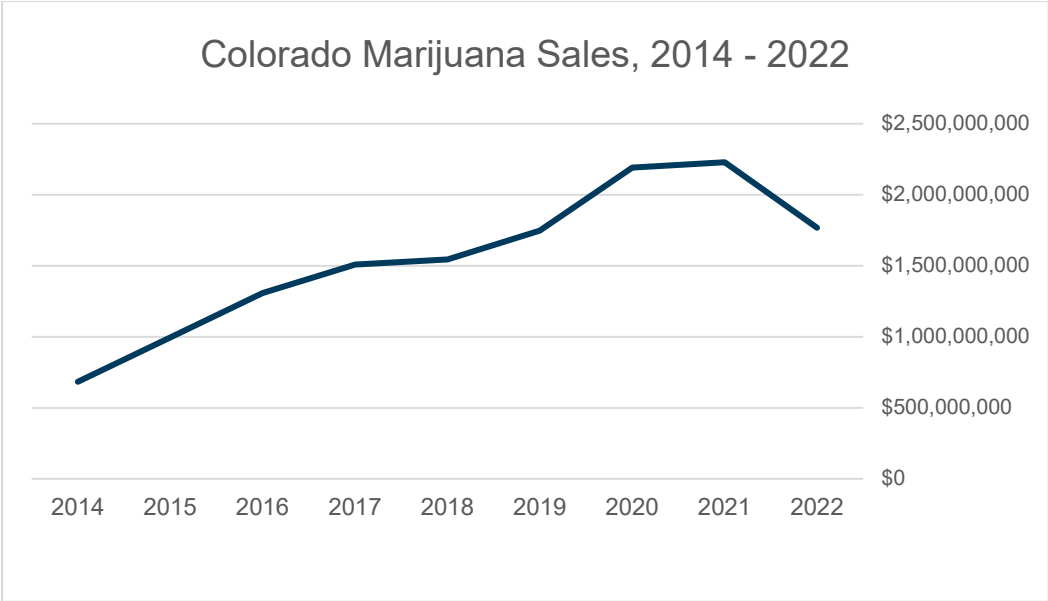
Except for Mountain View Park, the Town of Mountain View does not have its own recreational facilities, but residents have access to the recreation center in the City of Wheat Ridge. Mountain View should continue to take advantage of its location in the Denver region and work with neighboring municipalities to help identify opportunities in the region to share resources to help meet the community’s recreational needs. Communication strategies can also help to inform residents of recreational services available in the Town and region.

# Economy

## Regional Economy

As a small town in both population and land area, Mountain View’s economy is inextricably linked to the region’s economy. While the Denver metro region’s economy is strong, concerns about inflation, reduced spending, and high housing costs are critical issues for the region and nationally. Since most of the Town’s revenue comes from local sales tax, funding for operations and Town projects are largely dependent on the strength of the retail market, especially marijuana sales. The recent decline in retail marijuana sales statewide, after peaking in 2021, is a potential concern for the regional economy, and especially for Mountain View.

**Figure 21: Colorado Marijuana Sales, 2014-2022**



*Source: Colorado Department of Revenue*

As the City of Denver looks to strengthen its economy through support of innovation, increased opportunities in arts and culture, and building a food economy, (as noted in the City’s most recent Comprehensive Plan) Mountain View can leverage those assets while also offering the benefits of a small, intimate community for both businesses and residents. Complimentary businesses that take advantage of proximity to a large urban environment might find the small town of Mountain View as the perfect location for their new development concept.

## Employment

The Town’s commercial areas support 221 jobs, primarily in healthcare and social assistance, retail trade, and accommodations and food services. The local government

administration is also a major employer with approximately 9% of the total jobs in the Town. Currently, 100% of employees in Mountain View commute from outside of the Town. Similarly, approximately 88% of employed residents commute outside of Mountain View for work, with about 12% working from home.

## Past Initiatives

The Town's last Comprehensive Plan noted the importance of creating sustainable economic opportunities, maintaining and enhancing the Town's existing commercial activity, and supporting redevelopment efforts, both for commercial buildings and infrastructure enhancements, to create a more attractive and walkable commercial corridor.

Since the 2000 Plan, the growth of marijuana retail industry has significantly impacted the Town with an influx of sales tax revenue from three marijuana retail stores. The Town has experienced a steady increase in revenue from local sales tax from 2014 until 2022.

## Commercial Areas and the Business Community

The Town has a strong commercial base with businesses located along W. 44<sup>th</sup> Avenue and Sheridan Boulevard. In addition to the three marijuana retail stores, businesses in the Town include three restaurants, vision/eye care providers, a smoke shop, a fitness studio, an auto maintenance shop, a dog day care, a coin dealer, and a liquor store. While sales tax revenue from existing businesses is currently meeting the Town's budget needs, the Town recognizes the need to continue to diversify the tax base to help ensure a sustainable revenue stream in the face of changing market conditions.

As a small town, Mountain View has developed relationships with local businesses. Several of the Town's businesses have been long-term commercial tenants, providing stability to the Town's economic base. Many businesses have also supported and participated in Town events and are actively involved in the community.

As noted in the 2000 Plan, the Town's commercial areas are difficult to distinguish from business districts in surrounding communities. Infrastructure and redevelopment improvements to the commercial areas could help to differentiate Mountain View from adjacent communities and help attract a greater diversity of businesses to the Town.

## Challenges and Opportunities

The uncertainty of the market for marijuana sales is a concern, and the Town will consider recent market trends in planning for the Town's economic future and looking to further diversify the commercial base. The currently vacant parcel on Ames Street, near W. 44<sup>th</sup> Avenue, presents an opportunity for commercial redevelopment that could enhance the tax base as well as provide a needed amenity for the community, such as a sit-down restaurant or café.

Infrastructure improvements, including planned repaving, curb and gutter replacement, and sidewalk improvements, will help to establish Mountain View as a great place to live, work, and do business. Enhancements such as streetscape amenities and business façade improvements can help to beautify the commercial area and distinguish it from commercial areas in adjacent municipalities. In addition, the Town's support and facilitation of redevelopment efforts for other commercial properties, such as the Ames Street parcel, could set the Town apart from other municipalities.

# Housing

## Housing Stock

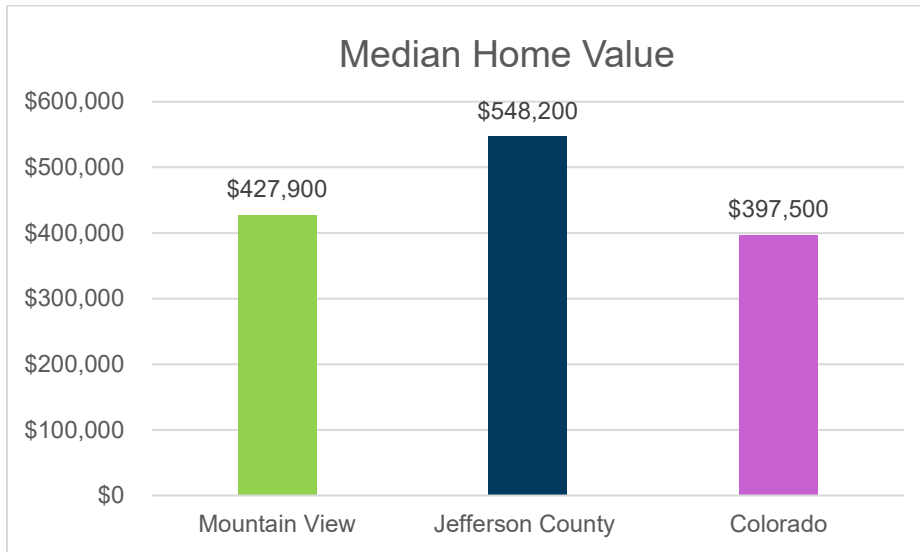
According to the U.S. 2020 Census, Mountain View has a total of 274 housing units. Mountain View's housing stock is also stable, with only 11 vacant units, or 4% of the total number of units. This is comparable to the County's vacancy rate of 4% and is lower than the State's rate of 9%.

According to the American Community Survey, 62.5% of Mountain View's housing units are owner-occupied. This is lower than the owner-occupancy rates for the County and the State of 70.6% and 66%, respectively. Mountain View has more renter-occupied housing units than the County and State. The Town has 37.5% of renter-occupied units, compared to 29.4% of the County and 33.9% of the State.

## Affordability

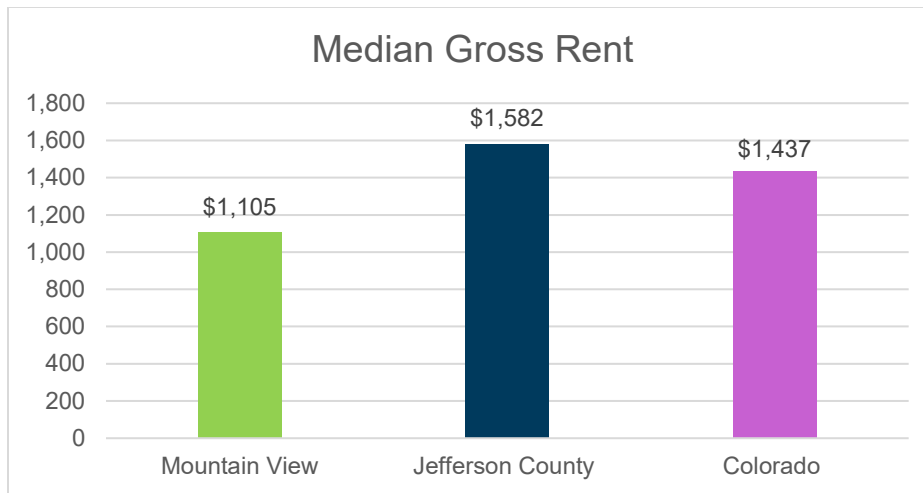
Mountain View's median home value for owner-occupied units is \$427,900. This is greater than the State's median home value for owner-occupied units, of \$397,500 but less than the median home value of Jefferson County, which is \$548,200. The median home values in Mountain View are less than the County's median home value, which means Mountain View's homes are selling at lower price points than the County overall. This could make homes in Mountain View more affordable than homes in other parts of the County. However, the Town's home prices are still higher than the State's median home values. In terms of renter-occupied housing units, Mountain's View is more affordable than the County and the State. The Town's median gross rent is \$1,105 a month, which is lower than the County at \$1,582 and the State at \$1,437 a month, respectively.

**Figure 22: Median Home Value**



Source: U.S. Census, American Community Survey

**Figure 23: Median Gross Rent**



Source: U.S. Census, American Community Survey

In terms of housing affordability, the U.S. Department of Housing and Urban Development defines housing affordability as a household that can spend 30% or less of its income on housing costs. Therefore, a household that spends more than 30% of its income on the cost of housing is considered housing cost burdened. Housing affordability is a regional and national issue. The Denver region is grappling with how and where to provide affordable housing to meet the housing needs of the population while still supporting commercial development that feeds the local tax base.

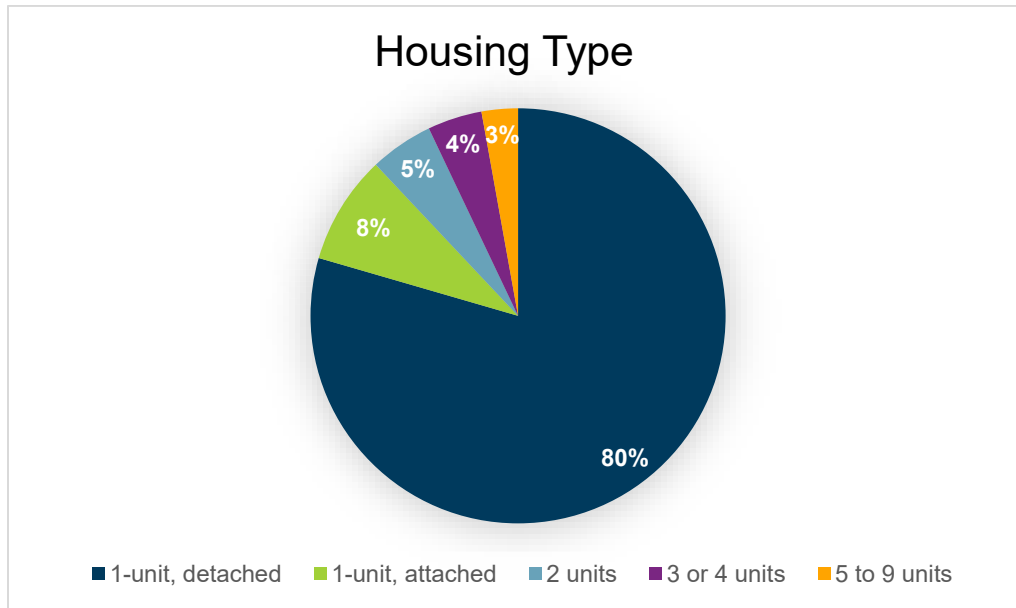
In Mountain View, 8.8% of homeowners are considered housing cost burdened, which means they spend more than 30% of their income on mortgage costs. This is significantly less than the County and State at 25.9% and 28% respectively. This is also evident in the rental market. In Mountain View, 21.8% of renters spend more than 30% of their income on rent, compared to 54.7% in the County and 51.5% in the State overall.

When taking median household income into account, Mountain View residents have higher incomes compared to residents in the County and the State. This could explain why there are less residents in Mountain View that are considered housing cost burdened. Residents in Mountain View generally have higher incomes that may support the cost of housing. However, Mountain View should consider housing policy to address housing affordability. If the Town wants a diverse population, income and affordability are important subjects to address. This analysis shows a low percentage of residents that are housing cost burdened, which isn't solely due to the affordability of housing itself. It's more than likely due to the higher incomes of the residents that make it possible to purchase homes and live in Mountain View.

### **Housing Market and Supply**

Most of Mountain View's housing stock consists of single-family units. Two hundred and twenty-five single-family homes are detached and twenty-four are attached units. Mountain View has 14 units that are two-units, or duplexes. Twelve units are in multifamily structures with three to four units. Eight units are in multifamily structures with five units or greater.

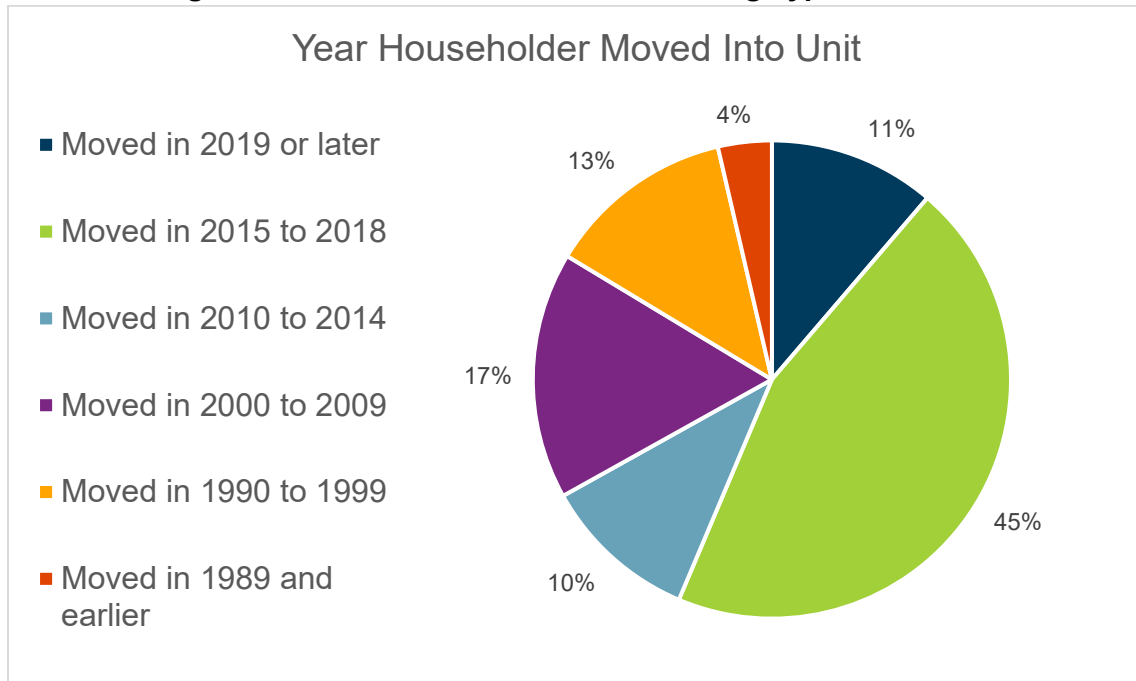
**Figure 24: Town of Mountain View, Housing Type, 2014-2022**



*Source: U.S. Census, American Community Survey*

The American Community Survey provides data on when current residents moved into their housing units. In Mountain View, 45.1% of the Town's occupied housing units have residents that moved into these units in between 2015 and 2018. In comparison to the County and the State, 20.6% of County residents and 22.5% of State residents moved into their units in between 2015-2018. Of Mountain View's current residents, 11.3% moved into their units more recently, since 2019. This is relatively close to the State's number of 12.8%. However, in the County, 30.4% of residents recently moved into their homes, which is significantly more than the State and the Town.

**Figure 25: Town of Mountain View-Housing Type, 2014-2022**



*Source: U.S. Census, American Community Survey*

## Recent Housing Development

Most housing construction in Mountain View occurs in the form of redevelopment (demolition of an existing structure and rebuilding a new structure on an existing lot) or rehabilitation of existing structures. The Town experiences a low level of housing development activity. In review of the Town's housing permit activity since 2013, the Town issued between zero to three permits for single-family homes each year, except for 2014 when the Town issued six single-family permits. This same peak was also experienced on the multifamily construction side of permitting. The Town issued two multifamily permits in 2014. This was the only year of multifamily permit issuance from 2013 – 2022. Current housing development levels can be expected to continue, being that Mountain View is a built-out and landlocked community with no opportunity to incorporate additional land.

## Challenges and Opportunities

In the 2000 Comprehensive Plan, Mountain View recognized the importance of maintaining the smaller-scale homes in Mountain View. This is still important to Mountain View today. The traditional architecture and modest scale of the homes with access through alleys in the rear of the homes contribute the small town feel that the community has desired to maintain through the years. Some recent housing developments have a contemporary architectural design and scale and are taller in

height compared to the surrounding homes. In preparing for future housing redevelopment and rehabilitation activity, the Town will need to consider how it wants to approach its housing policy in the future and if it wants to maintain the traditional architecture of smaller-scale homes or support more modern architecture and a wider variety of redevelopment opportunities.

As reported in the Demographics section of this report, Jefferson County and the State have a significantly higher population of residents over the age of 65 than Mountain View. Since the 2000 Comprehensive Plan, Mountain View's aging population has decreased. Communities have used housing policies to address the needs of the aging population, which helps senior citizens to age in place. As Mountain View considers its future goals, it can use techniques to support housing for the aging, such as retrofitting existing units for ADA (Americans with Disabilities Act) accessibility and universal design. As discussed in the Affordability section, Mountain View should also consider how it can support housing options that can provide more affordable housing opportunities for lower and moderate incomes. This may also help aging residents with fixed-incomes age in place to remain in Mountain View.

The Town has a higher family size than the State and the County. In addition, approximately 23% of Mountain View residents are under the age of 19. Mountain View also has a higher percentage of renters than the County and State. The Town has more affordable rental options with median gross rents being less than the County and the State. However, the community's predominate housing type is a single-family detached unit. Mountain View should continue to promote housing options that are affordable to help promote the Town as a welcoming community for new families. In addition, as opportunities for infill development come up in the future, Mountain View should consider development options that will help to diversify the housing stock with different unit types such as duplexes and multi-family units. This will help Mountain View offer diverse and affordable rental options in the future.

## Transportation Mobility and Circulation

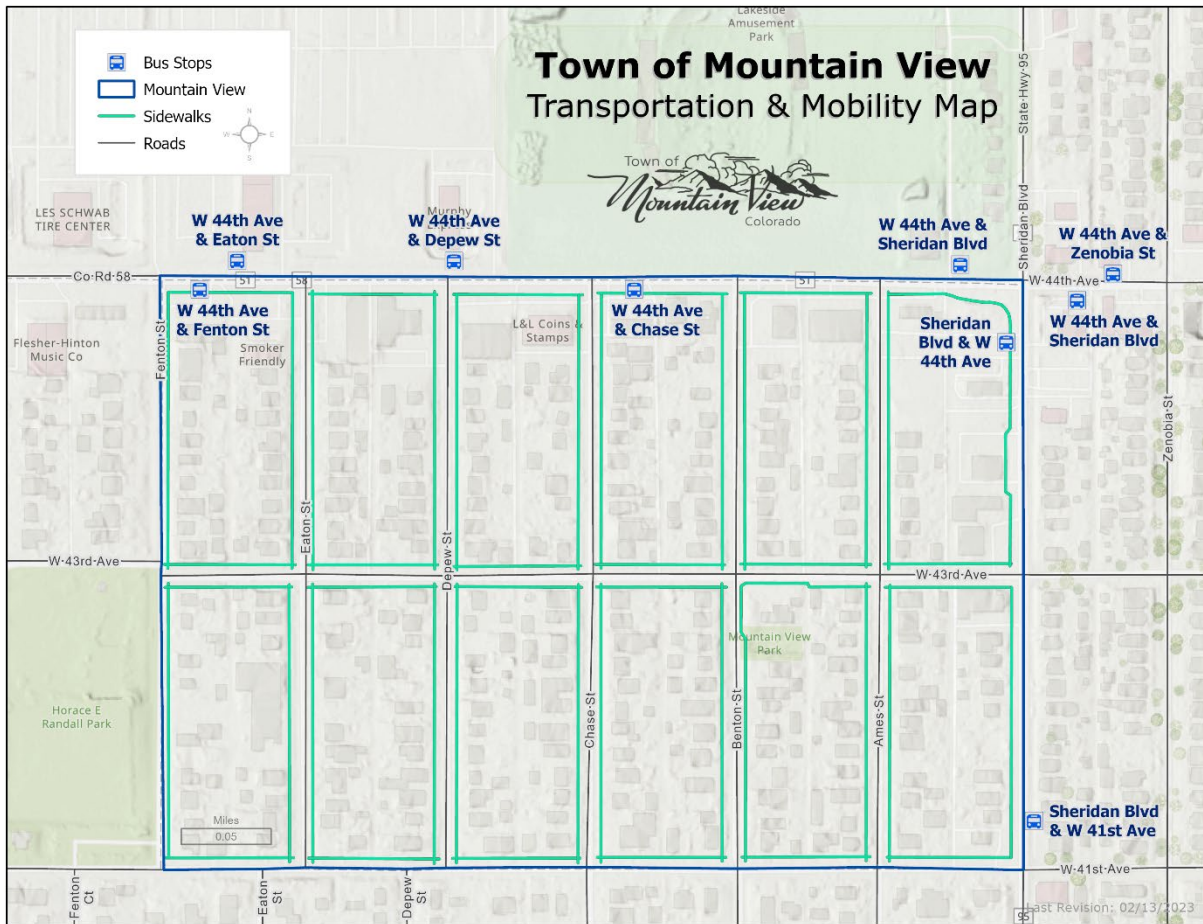
The Town of Mountain View is bounded by four major roadways. West 44th Avenue borders the Town in the north and runs in an east-west direction. Sheridan Boulevard borders the Town on the east side. Both W. 44<sup>th</sup> Avenue and Sheridan Boulevard are county roadways classified as minor arterial roads. Minor arterial roads are streets that provide intra-community travel with reasonable vehicular access and do not penetrate neighborhoods. In Jefferson County, these roads typically have four lanes of travel (with two lanes in each direction) and a turning lane, if warranted.

The Denver region has a multi-modal transportation network that enhances connectivity between municipalities. Mountain View is bordered to the south by W. 41<sup>st</sup> Avenue and in the west by Fenton Street. Both roadways are classified as residential class roadways according to the County's road system. Mountain View has a grid-like roadway system of local roads. The local grid system connects to local streets in adjacent municipalities strengthening the road connectivity between communities.

Internally, many residential properties in Mountain View access homes through the rear of the properties using alleyways. One of Mountain View's strongest assets is its walkability. There is a healthy network of sidewalks throughout the Town. This sidewalk network also spans beyond the town borders reinforcing the connectivity with surrounding communities.

Mountain View is serviced by the Regional Transportation District's bus routes. The Route 51 bus line runs north and south, connecting Mountain View with surrounding municipalities as far north as the City of Westminster. This bus line extends along Sheridan Boulevard in Mountain View and connects with the municipalities of Wheat Ridge, Edgewater, Lakewood, and Denver. The Route 44 bus line runs throughout the region in the east and west direction connecting Mountain View with the City of Denver in the east and the City of Wheat Ridge in the west. The transit system helps to increase mobility for Mountain View residents and connect Mountain View to amenities and opportunities in the surrounding region.

**Figure 26: Transportation and Mobility Map**



## Challenges and Opportunities

The Town is taking progressive steps to make improvements to its road and sidewalk network. Mountain View is working on a townwide repaving and curb improvement project. The Public Works Department has developed a four-year schedule to complete maintenance of all streets and alleys. The project also includes the repair, or addition, of missing or damaged curb and gutter sections in the Town. This initiative will help the Town catch up on road maintenance issues that were deferred in previous years. Once the deferred maintenance issues are resolved, it will place the Town in a solid position to incorporate road maintenance as an ongoing budgetary item each fiscal year. American Rescue Plan Act (ARPA) funds is also helping the Town to offset the cost of these improvements.

Mountain View recognizes that maintenance and repair of existing sidewalks will help to improve safety, accessibility, and walkability. According to the Town Code Chapter 11,

Article 2, sidewalk maintenance and repair is the responsibility of the adjacent property owners. To help residents make these repairs, the Town developed a sidewalk grant program. The program prioritizes the most severely damaged and/or hazardous portions of the sidewalk network and makes these funds available to assist homeowners. As upgrades to the sidewalks are made, the Town is also addressing accessibility issues to make sidewalk improvements ADA compliant.

The Town regards fiscal responsibility as a high priority. Being fiscally responsible has helped the municipality keep the budget balanced, even during the years of the COVID-19 pandemic. Incorporating ongoing infrastructure maintenance as part of the Town's annual budget will help the Town be fiscally responsible today and in the future. The Town should continue to complete ongoing maintenance of infrastructure even during times of regional and national economic uncertainty or decline. It is more cost-effective to maintain infrastructure on an ongoing basis than to defer maintenance to subsequent years. This will avoid the need to make costly repairs that result from deferred infrastructure maintenance.

## Community and Cultural Fabric

The people of Mountain View are one of the Town's greatest assets. They are the social fabric of the community and the ones who help define Mountain View's unique identity. Mountain View has a robust community events program. Town leadership and the Police Department play major roles in orchestrating and participating in these events. These event programs help to cultivate relationships for Mountain View and reinforce its strong sense of community. Community events are also an opportunity to build space in the community for inclusion and belonging for all community members.

## Challenges and Opportunities

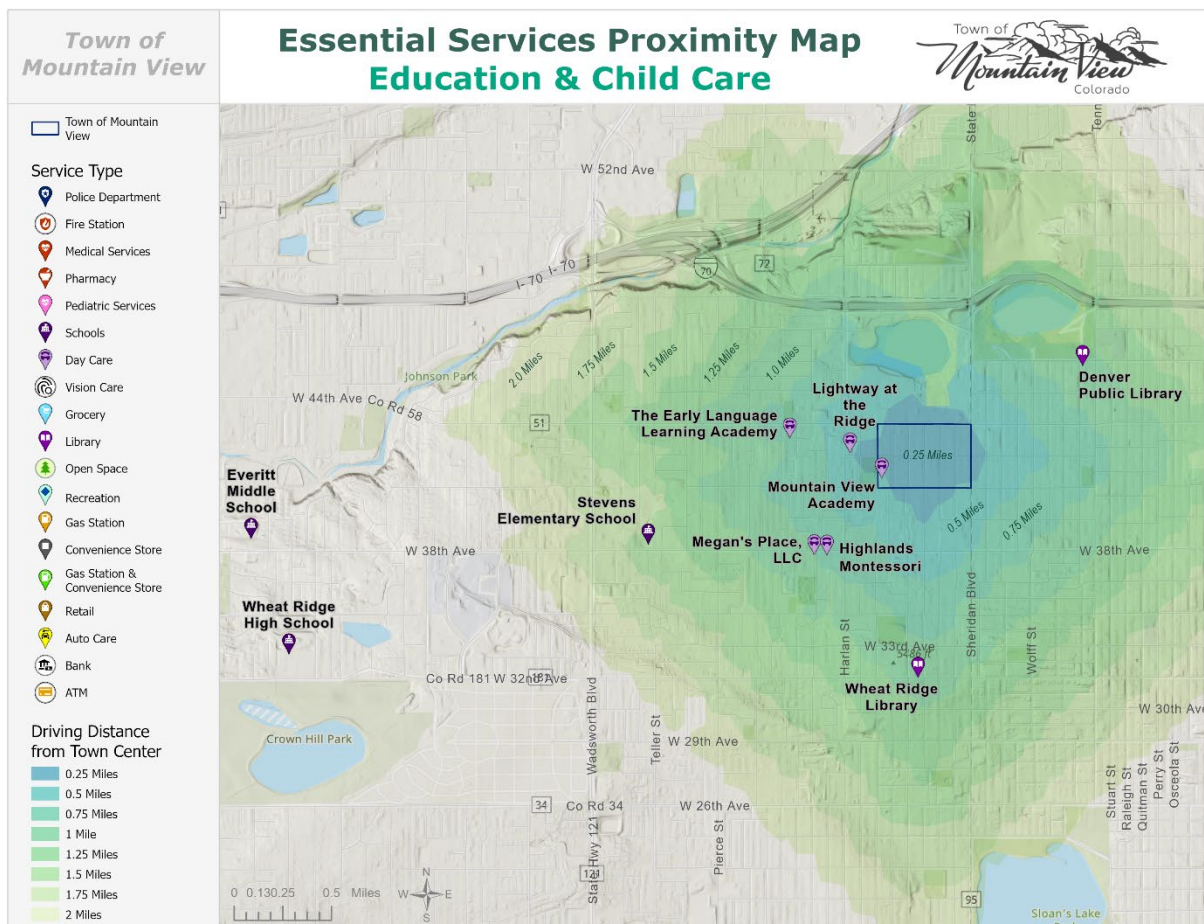
As the Town continues to strengthen its community events program, consideration of changing community demographics, specifically diversity and age, can help to ensure the longevity and growth of the program overtime. The Town should also consider diversifying programs to include arts and cultural activities. Towns and cities have successfully used arts and cultural programs to strengthen community relationships. Through arts and cultural activities, the community can engage local artists, community members, and children. Arts and culture are also forms of expression of community identity communicated to the outside world. These forms of expression can help make a community an attractive place in the region and stimulate economic development.

# Community Services and Facilities

## Educational Services

Mountain View and surrounding municipalities benefit from the regional coordination of the Jefferson County’s public school system. The County’s public school system serves 69,000 students. The Town of Mountain View’s students attend Wheat Ridge public schools which include, Stevens Elementary School, Everitt Middle School, and Wheat Ridge High School. Mountain View Academy, a private day care and preschool, is located on Eaton Street and provides day care and pre-k educational services for Mountain View residents and the surrounding Denver area. There are also schools and libraries in surrounding communities that can help to support the educational needs of Mountain View residents.

**Figure 27: Educational Facilities Map**



## Municipal Facility and Operations

Town Hall is the only municipal building in the Town. The building houses the Town Clerk and Treasurer, Court, Police, and Public Works Departments. In recent years, the Town has been working to modernize municipal services and facilities. Parts of the municipal building were renovated to make the appearance more modern and professional.

Additional improvements have been made to make municipal operations more efficient, convenient, and accessible. Residents are now able to pay bills online for municipal services. A new Town website is under construction. The Town has diversified its communication methods to be more inclusive when sharing Town news and information. Methods have been a mix of conventional approaches, such as door-to-door flyer distribution and innovative approaches, such as using social media.

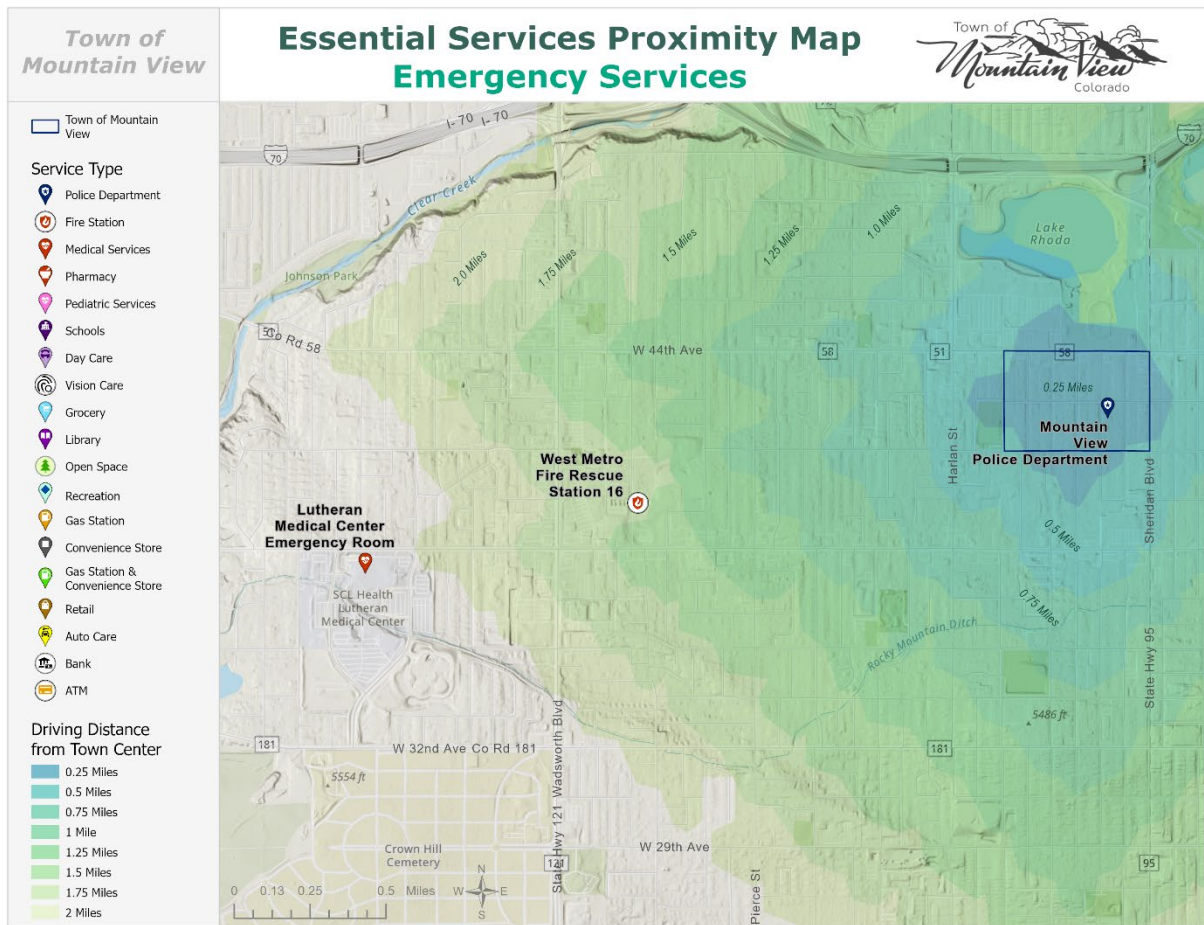
## Challenges and Opportunities

The Town Hall operations are constrained for space, and the capacity is inadequate to meet the community's needs. The Town is working on a municipal building expansion project and has completed an assessment to determine space needs. To meet future needs, the Town will need to continue to evaluate office space to ensure that staff have the adequate space and tools to do their jobs. The Administrative and Police Departments are under consideration for expansion. A chamber space for the Court and the Administration are part of the planned upgrades. Improvements for the Police Department would include the development of its own institutional entrance, a holding cell, and restrooms and showers for officers. As the Town continues to plan for facility expansion, it should also consider programming space that can help cultivate community. A community gathering place in Town Hall can help to build capacity for meeting and event space to meet the growing needs of the Town. In addition to addressing physical workspace challenges, the Town will have to consider workforce needs to maintain current operations and potentially expand services provided to the Town.

# Emergency Services and Public Safety

The West Metro Fire and Rescue provides fire and rescue services and emergency medical services for the Town of Mountain View within proximity to the municipality. West Metro Fire Rescue-Station 16 is within 1.5 miles of the municipality. The map in Figure 27 shows the Town’s proximity to emergency services.

**Figure 28: Emergency Services Map**



Located within the Town Hall building, the Police Department has initiated changes that have had a positive impact on the community. With Mountain View becoming more diverse, the Police Department hired three bilingual officers that can help the Department communicate with the community’s growing Latino population. In addition, the Department also uses social media to help diversify its communication methods and improve community outreach. The Department also coordinates regular community events, which helps build and reinforce a positive relationship between the Department and the community. The Department should continue these efforts in partnership with

Town leadership to help build relationships and strengthen the community's social fabric.

## Challenges and Opportunities

Obtaining essential resources to provide public safety can be a challenge for a small community. The Mountain View Police Department has been actively applying for grants to help fund public safety resources. The Department has received grants to help provide essential equipment in response to changing State mandates and community needs. The Police Department also collaborates with neighboring municipalities to provide public safety services to the community. The Department formed an agreement with the City of Edgewater to hire a mental health professional, which will help to improve the Department's response to mental health-related issues. The Department has also been able to use police services and facilities of Wheat Ridge and Jefferson County to help meet public safety needs like animal control and prisoner holding.

Moving forward, the Police Department will need to expand and upgrade its facility to continue to meet community needs and to provide quality public safety services. The Department lacks essential components such as holding cells, interview rooms, and confidential spaces. These upgrades and improvements should continue to be part of the conversation as the Town plans to expand its existing municipal campus.

## Sewer and Water Supply

The Town receives its water supply from the Wheat Ridge Water District. The water district's water supply comes from Denver Water through a master meter contract agreement. Although the source of the water is from Denver Water, the Wheat Ridge Water District is responsible for setting rates and infrastructure maintenance. Denver Water provides water quality testing throughout their coverage area monthly.

Mountain View receives wastewater services from the Metro Water Recovery, which is the largest wastewater treatment provider in the Rocky Mountain West. Metro Water Recovery services 61 local governments in Denver, Adams, Arapahoe, Jefferson, Douglas, and Weld counties. Mountain View is one of 26 sanitation districts and municipalities known as Special Connectors. Special Connectors receive wastewater treatment services from Metro Water Recovery but do not have voting representation on the organization's Board of Directors.

## Stormwater Management

Mountain View is responsible for maintaining its storm sewer system. The Town is rehabilitating the existing system to repair damaged underground pipes and mitigate hazardous conditions for pedestrians and vehicles. This project will also mitigate flooding issues that occur on sidewalks and properties after storm events. To accomplish this project the Town received Community Development Block Grant funding from the Colorado Department of Local Affairs. The project focuses on the worst and most obsolete components of the Town's aboveground and underground stormwater system first. It will also include curb and gutter replacement and installation along parts of W. 41<sup>st</sup> Avenue, Fenton Street, and Ames Street and will include the replacement of underground storm water system pipes along Ames Street and on W. 44<sup>th</sup> Avenue.

# Fiscal Capacity and Capital Investment Plan

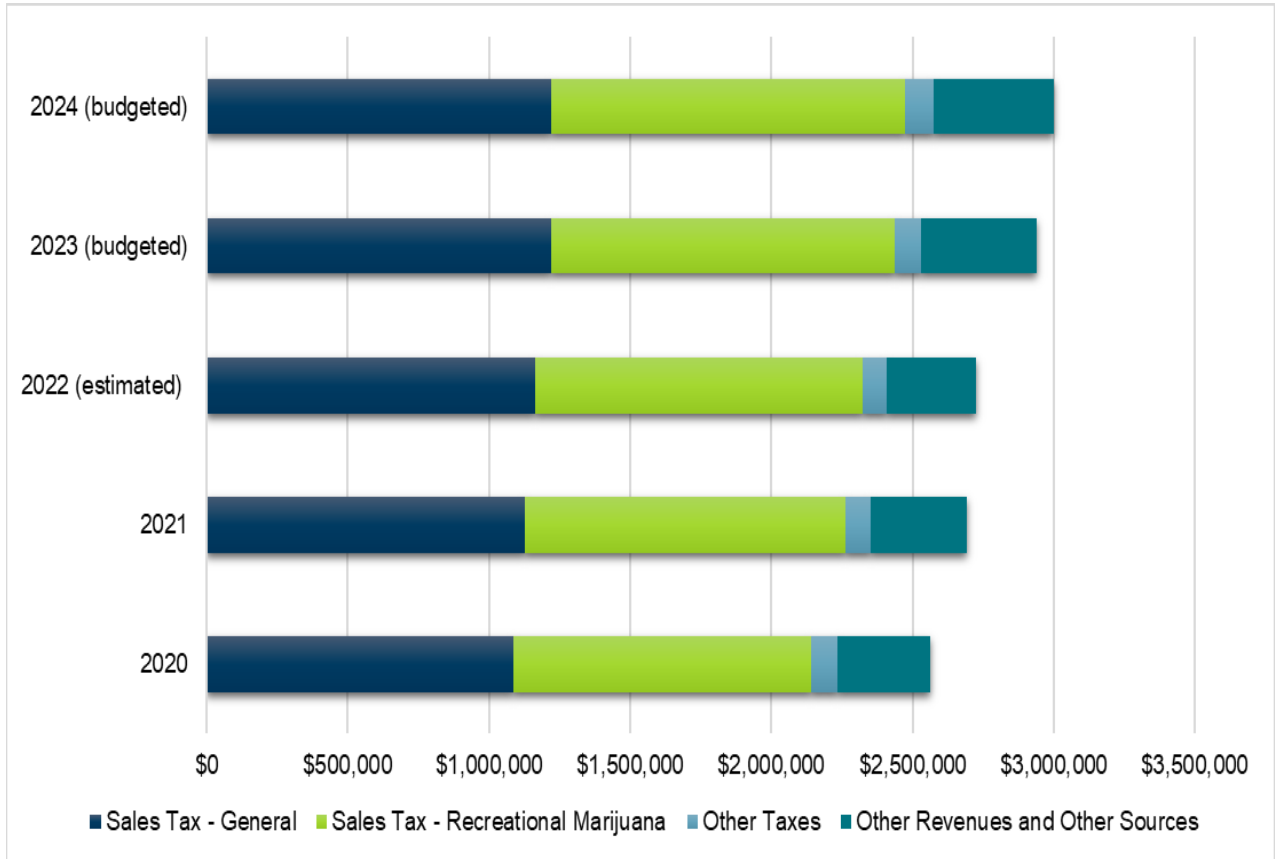
## Fiscal Health in the Planning Context

Mountain View’s fiscal outlook remains positive. General Fund revenues are projected to remain on a growth trajectory, forecasted to increase to \$3 million annually by fiscal year 2025, an increase of 17% over fiscal year 2020. This is driven in large part by significant year-over-year increases in sales tax revenue generated from recreational marijuana retail sales coupled with responsible spending annually. As a result, the Town maintains an unassigned operational fund balance estimated to be over 94% of total projected expenditures by fiscal year 2025. The Town continues to be prudent in spending but will look to the recommendations of the Comprehensive Plan and previously identified capital projects designed to properly maintain the Town’s infrastructure while providing opportunities for strategic investments in the Town’s future over the next several years.

## Revenue Capacity

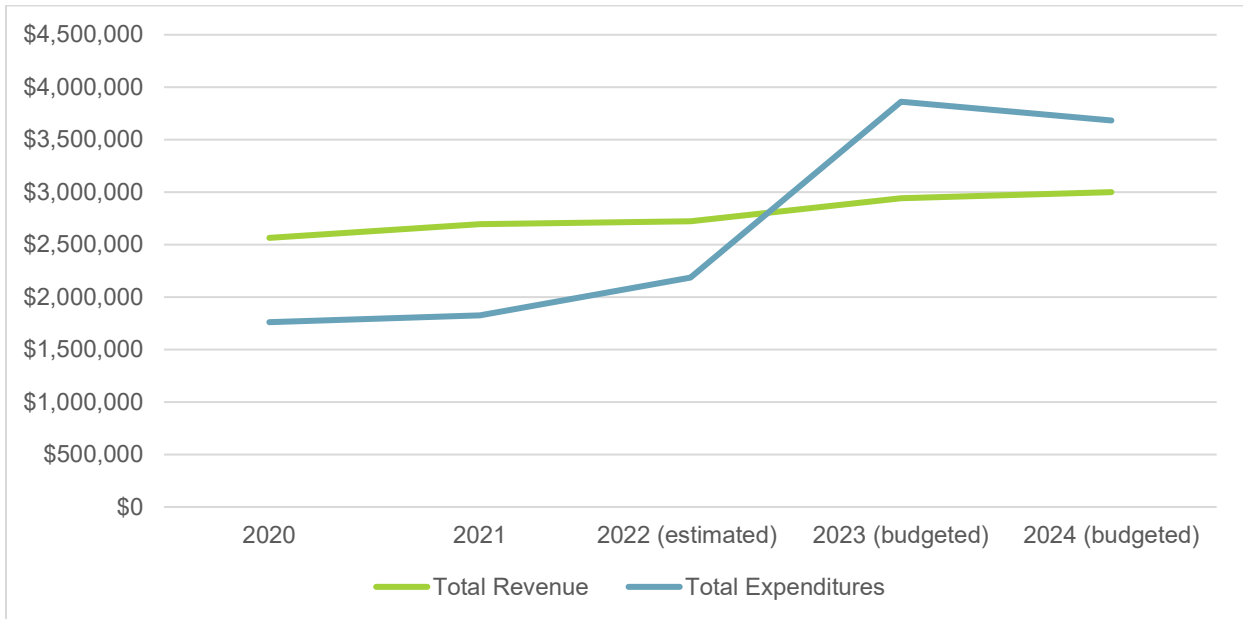
The Town’s largest revenue source is sales taxes accounting for more than 80% of budgeted revenues for FY 2024. The continued growth in sales taxes receipts is attributable to both a strong consumer base and recreational marijuana retail sales. Figure 28 below, depicts the Town’s major revenue sources.

**Figure 29: Major Revenue Sources**



Overall revenues have exceeded expenditures for the past few FYs allowing for significant contributions to be made to the Town’s unrestricted reserve fund. This has given the Town the opportunity to utilize a “pay-as-you-go” funding model whereby large, capital and infrastructure projects can be funded without the need to issue debt or to secure external funding. For these reasons, the Town’s FY 2023 and FY 2024 operating budget projects expenses will substantially exceed revenues in those years; however, the unrestricted fund balance is still projected to be in excess of \$3.4 million at the end of FY 2025. Figure 29 below, depicts total revenue and total projected expense through FY 2024.

**Figure 30: Revenue and Expenditures 2020-2024**



## Capital Investments

Proposed capital improvements include repaving of roads and alleys, improvements to the Town Park, expansion of Town Hall and Police Department facilities, and a community space. The proposed expansion and upgrade of Town facilities is needed to accommodate current operations and provide a higher level of service to Town residents and businesses. These will be one-time expenditures to develop and expand facilities that will serve the Town for many years to come.

The Town is working toward developing a rotating maintenance schedule for routine short- and long-term maintenance of Town infrastructure to ensure that facilities are kept in good condition. A rotating schedule for repaving and maintenance of other infrastructure would involve a relatively flat funding stream for the long term, rather than a spike in capital spending to complete maintenance within one or two budget cycles. Keeping up with routine maintenance will also reduce costs over time and will support the Town’s economic development initiatives.

## Challenges and Opportunities

Mountain View is well-positioned to use significant portions of the unrestricted reserve balance to invest in the Town’s future and to leverage current state and federal funding opportunities. With several significant capital projects in progress, critical infrastructure assets that require maintenance, and Town equipment requiring regular replacement,

the Town should establish a long-term (10-year) capital improvement plan to manage these one-time and recurring expenditures while minimizing costs to taxpayers.

With sales taxes generating over 80% of the Town's revenue annually, consideration should be given to trends and fluctuations in retail sales generally, and in the marijuana retail sales market, specifically. As discussed in the Economic Development section, the Town will also continue to seek opportunities to redevelop commercial areas and increase and diversify the commercial tax base to help ensure a fiscally sustainable future for the Town.

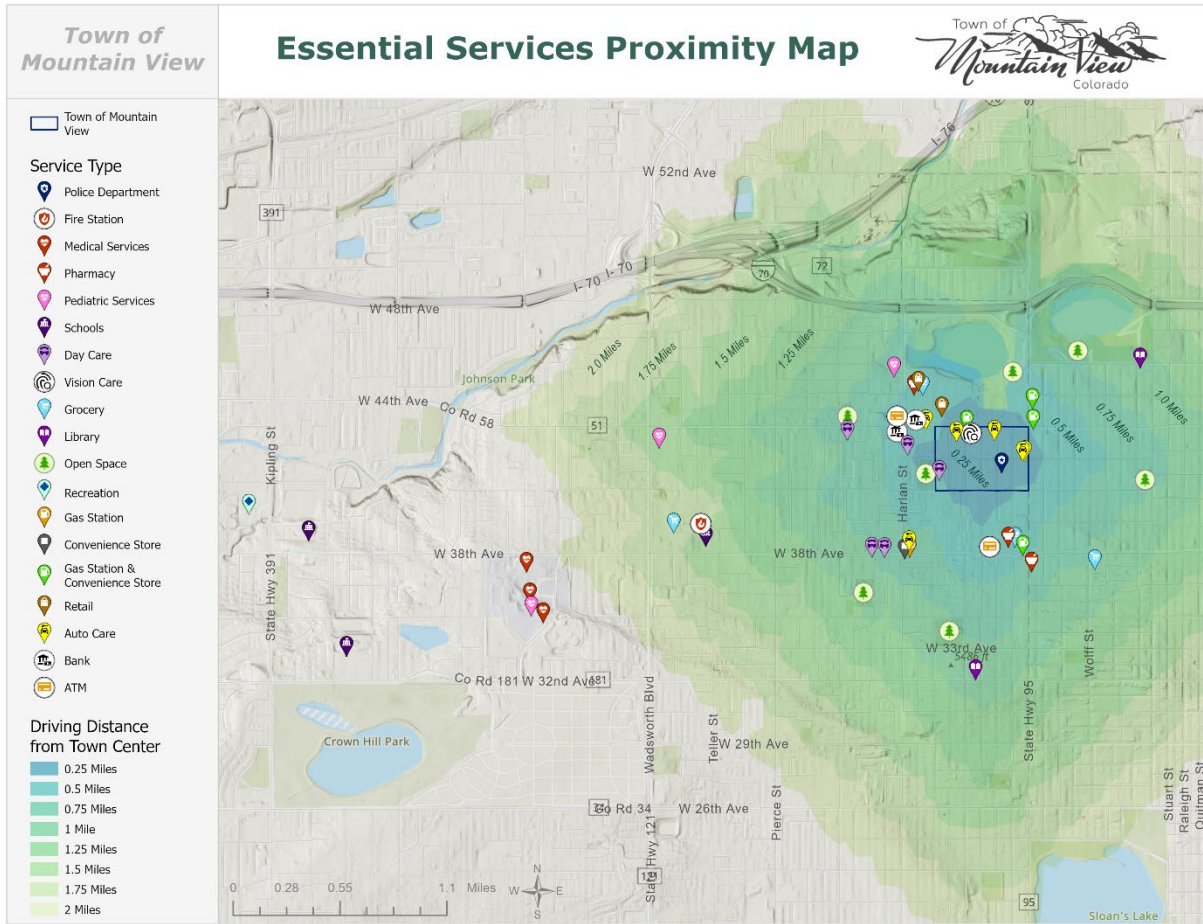
The recent repeal of the Gallagher Amendment in 2020, will likely have a positive impact on the Town's ability to maintain fiscal stability for the long-term. The Gallagher Amendment was adopted in 1982 and limited the amount of property taxes that could come from homeowners to 45% of total property tax revenue. Over time, this has resulted in reduced residential property tax rates as home values have increased and has limited the total property tax that local governments can collect. The reliance on sales tax and other municipal fees and charges resulted in a financial burden for many municipalities during the COVID-19 pandemic when sales tax revenue dropped precipitously. By not being as dependent on sales tax (especially marijuana retail sales tax), the Town will have greater financial stability to plan for necessary capital projects, routine maintenance of infrastructure and capital assets, and general municipal operations.

## Regional Connectivity

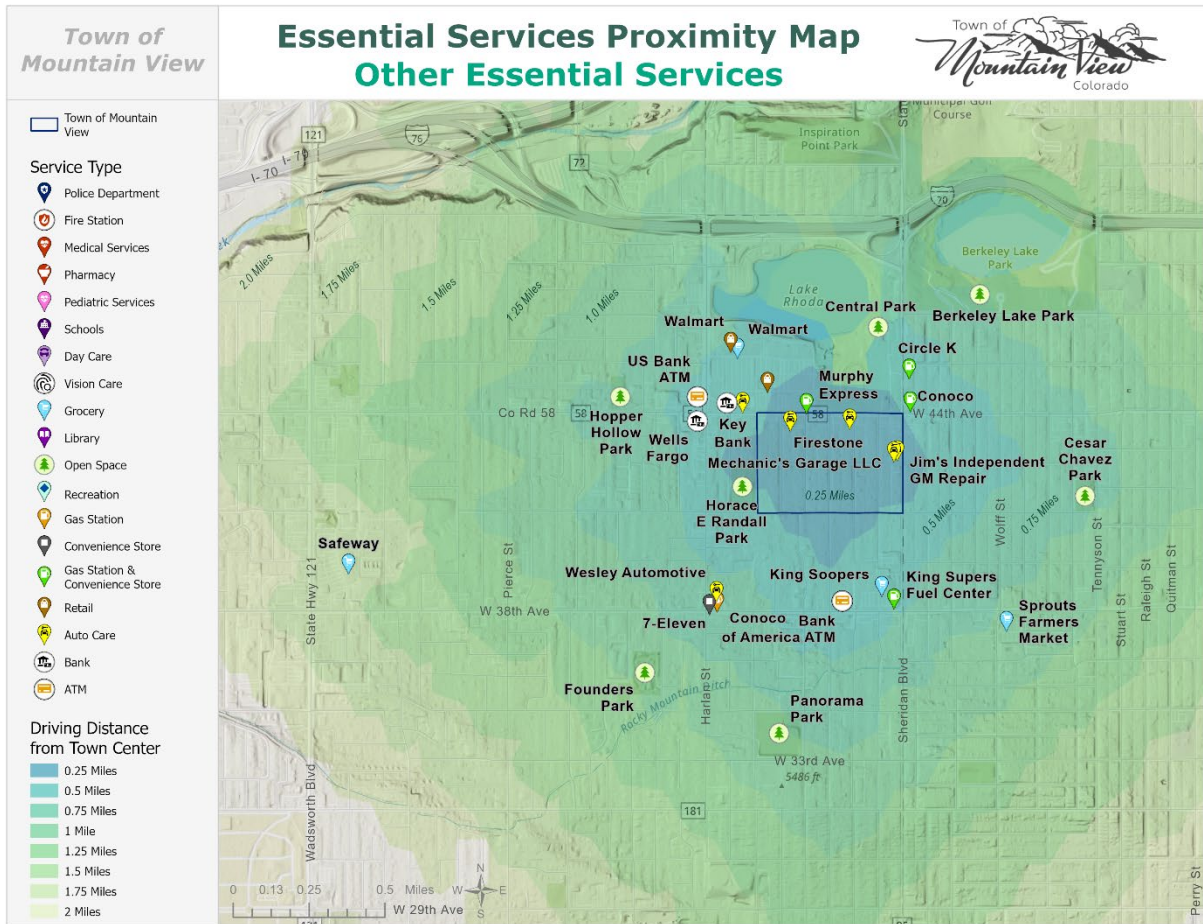
With its adjacency to the City of Denver, Mountain View is centrally located in the Denver Metropolitan Area. Denver is the largest city and the heart of the region. According to the "Metro Vision Plan" prepared by the Denver Region Council of Governments, the Denver region is "central to Colorado's growing reputation as a leader of innovation." As the Metro Vision Plan describes, the region has had a growing success of attracting new residents and businesses because of its quality of life, climate, economic vitality, diverse communities, and recreational opportunities.

Each municipality, including Mountain View, benefits from the success and health of the region overall. With its strong road connectivity and multi-modal transportation opportunities, communities such as Mountain View can access goods and services across municipal borders with convenience and ease. The maps below show an array of essential services within 1.5 miles within and surrounding Mountain View.

**Figure 31: Essential Services Proximity Map**



**Figure 32: Essential Services Proximity Map – Other Essential Services**



As Mountain View prepares for its future, it should consider the connectivity of the region and how it can continue to benefit from its central location. The Town Council's regional involvement will help ensure the Town's success and future vitality. As municipalities across the nation grapple with issues such as the affordable housing crisis and climate change, municipal coordination will be critical to securing a sustainable region.

## Sustainability

Nationwide, communities are experiencing the impacts of global temperature increases, which cause climate change. In Jefferson County, the two most frequent and devastating impacts of climate change are wildfires and flooding. Impacts of climate change can place infrastructure, public health, and the economy at great risk. Jefferson County has produced a Climate Action Plan for the region and is working with municipalities to address these risks to create more resilient communities. As the

impacts of climate change continue, municipalities will need to show intentional and deliberate action to build community resiliency.

Mountain View has already begun to build community resiliency. It has taken steps to modernize town services, such as electronic bill pay. Town Council is discussing ways to improve the Town's urban canopy and manage flood waters. The Town's FY23-24 budget includes a pilot program for planting trees -- every tree that must be removed is replaced with a new tree. The Town is beginning to use solar-mounted signage, and the Police Department started using bicycles, in addition to vehicles, to maneuver around Town. Other future ideas to help reduce the Town's carbon footprint are being explored, such as electric Police vehicles and electric vehicle charging stations. Mountain View should continue initiating actions to build resiliency and should work with the County and municipalities to build a sustainable region.

# Appendix – Maps

## Figure 1-Town Boundaries Aerial Map

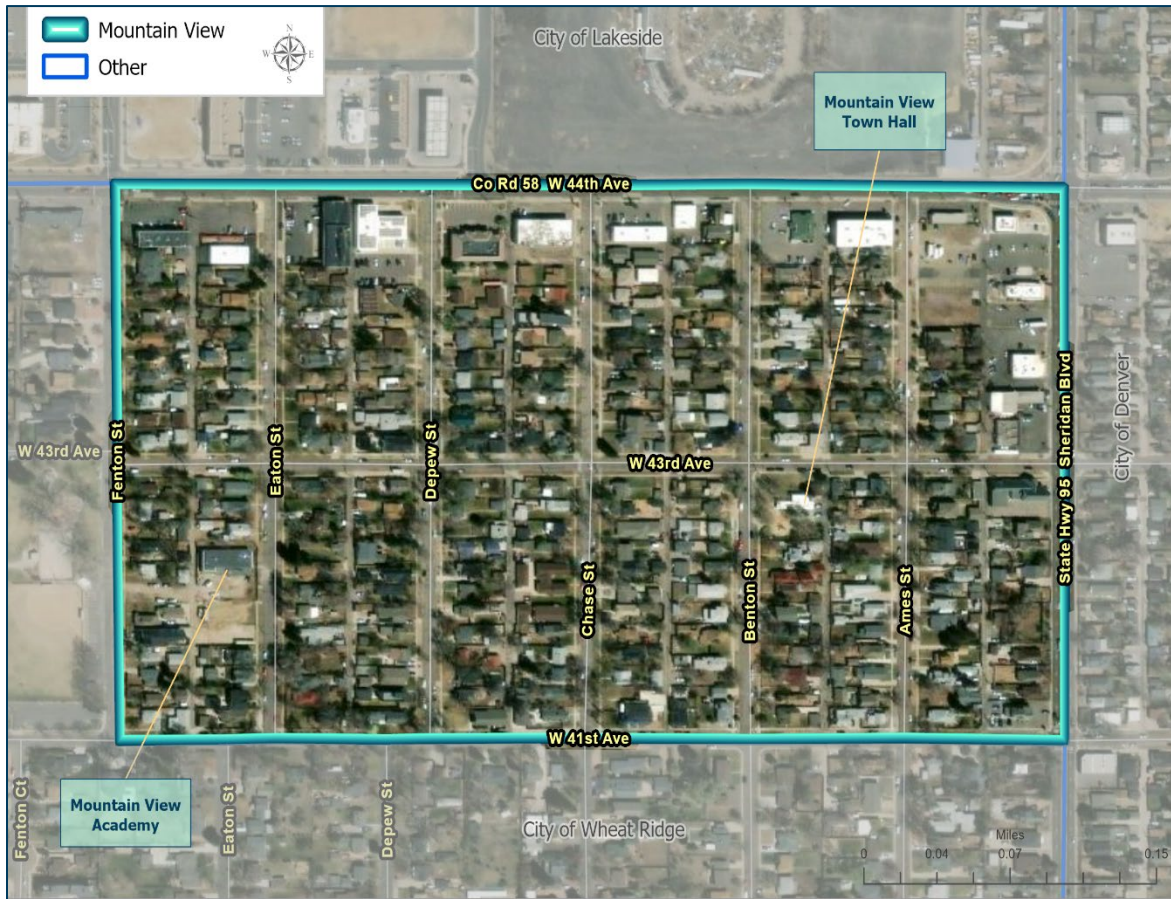


Figure 2-Town Boundaries Map

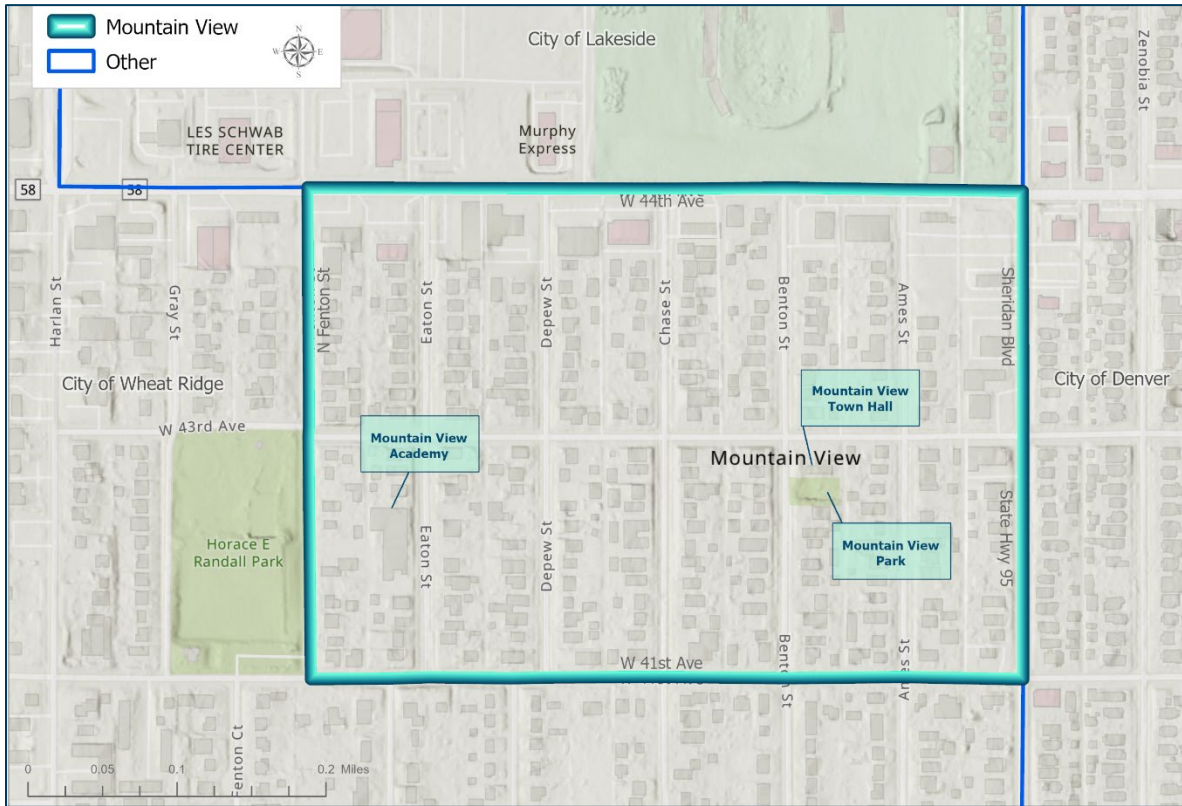


Figure 3-Town Land Use Map

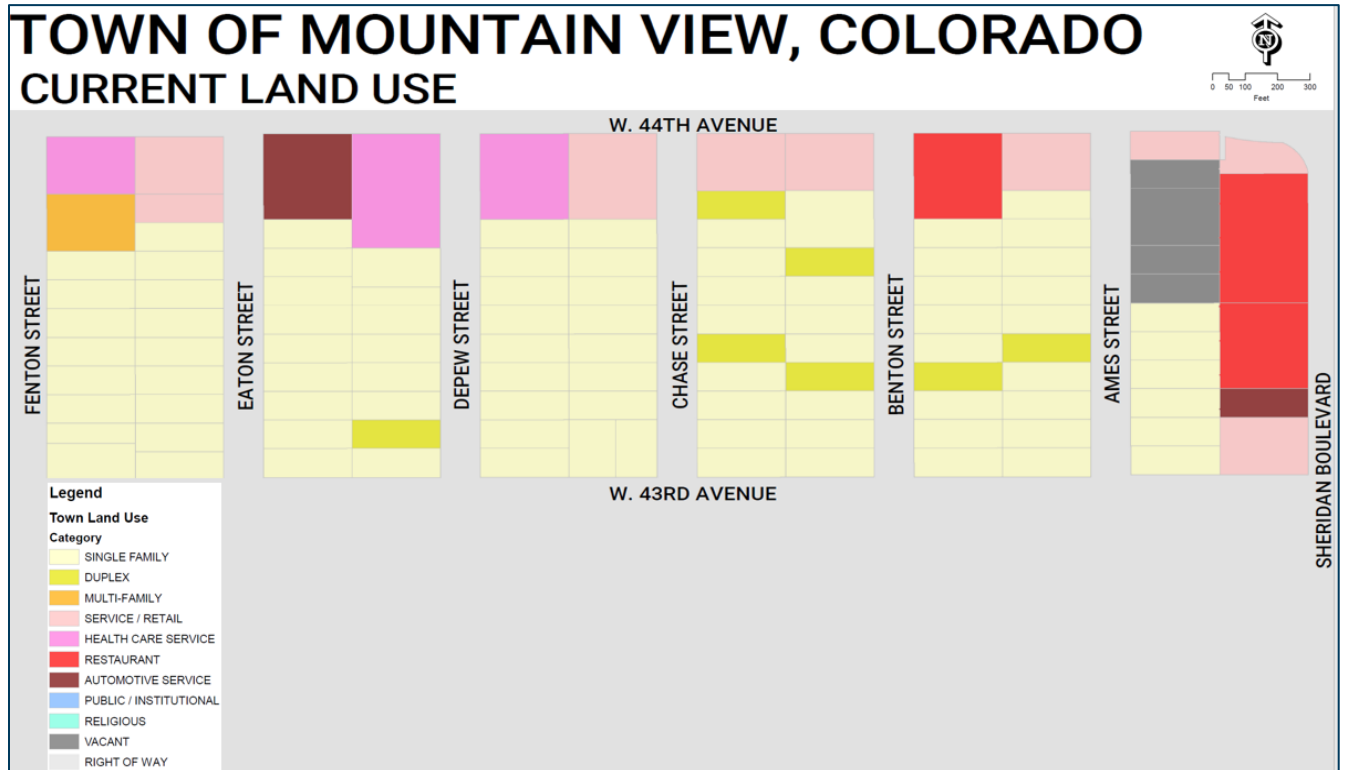
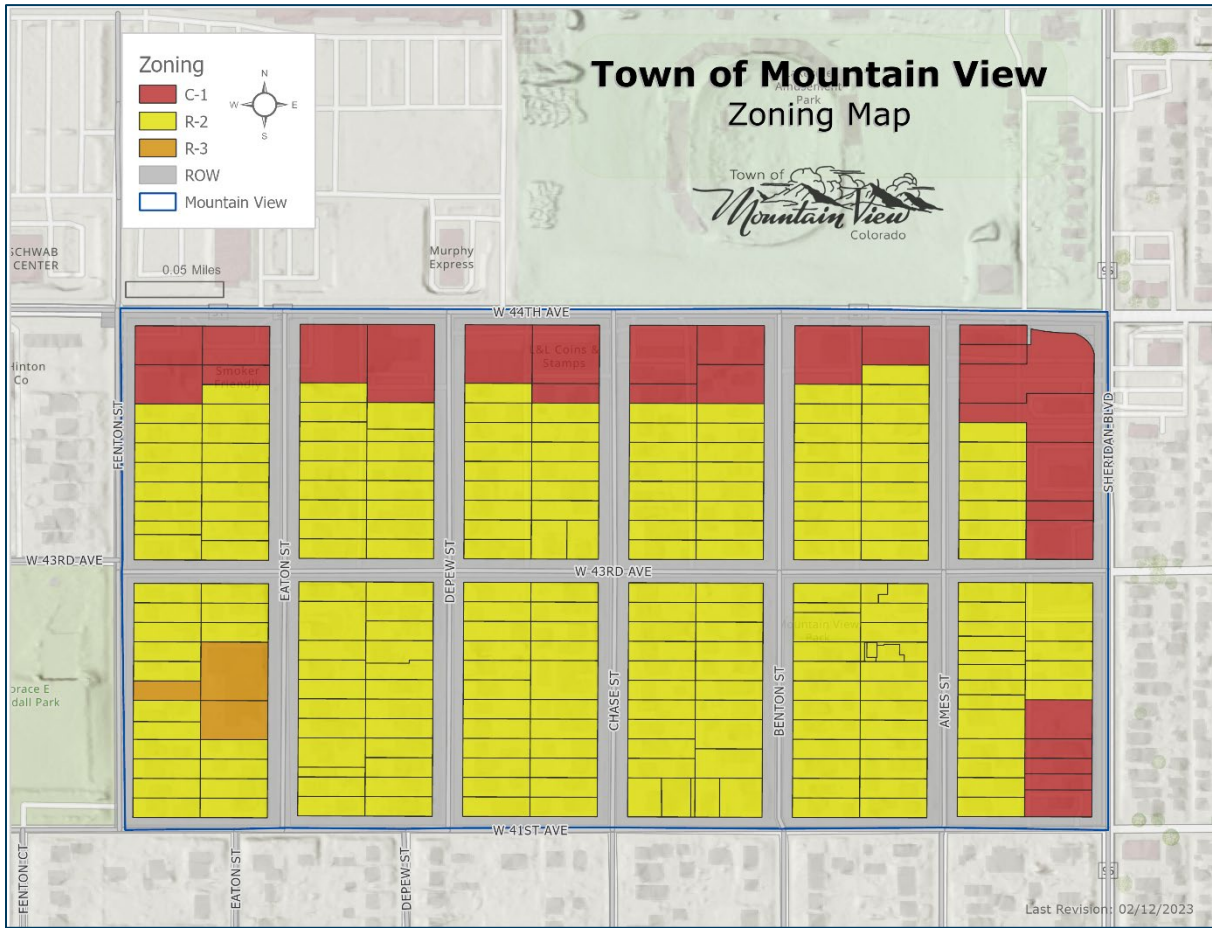
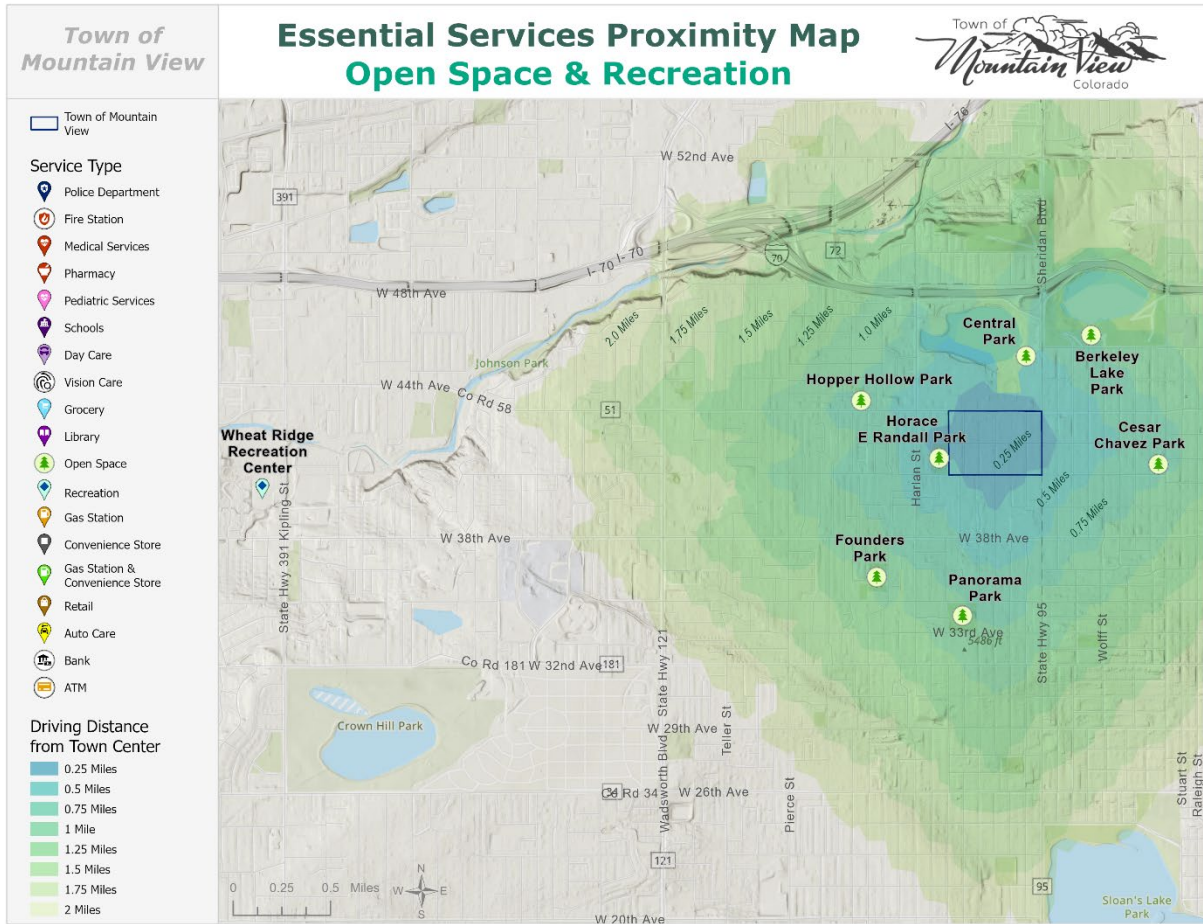


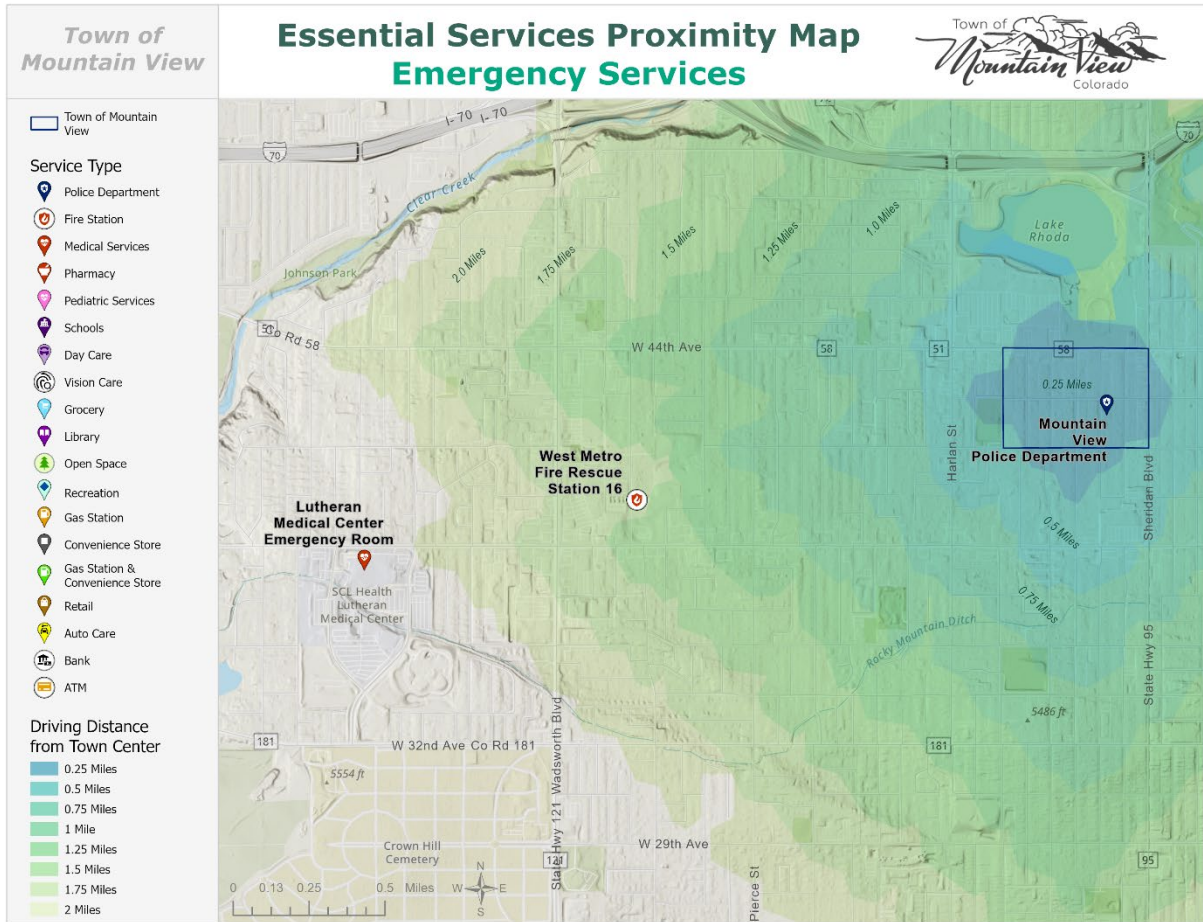
Figure 4-Town Zoning Map



**Figure 5-Essential Services Proximity Map  
Recreation and Open Space Services**



**Figure 6-Essential Services Proximity Map  
Emergency Services**



**Figure 7-Essential Services Proximity Map  
Medical and Health Services**

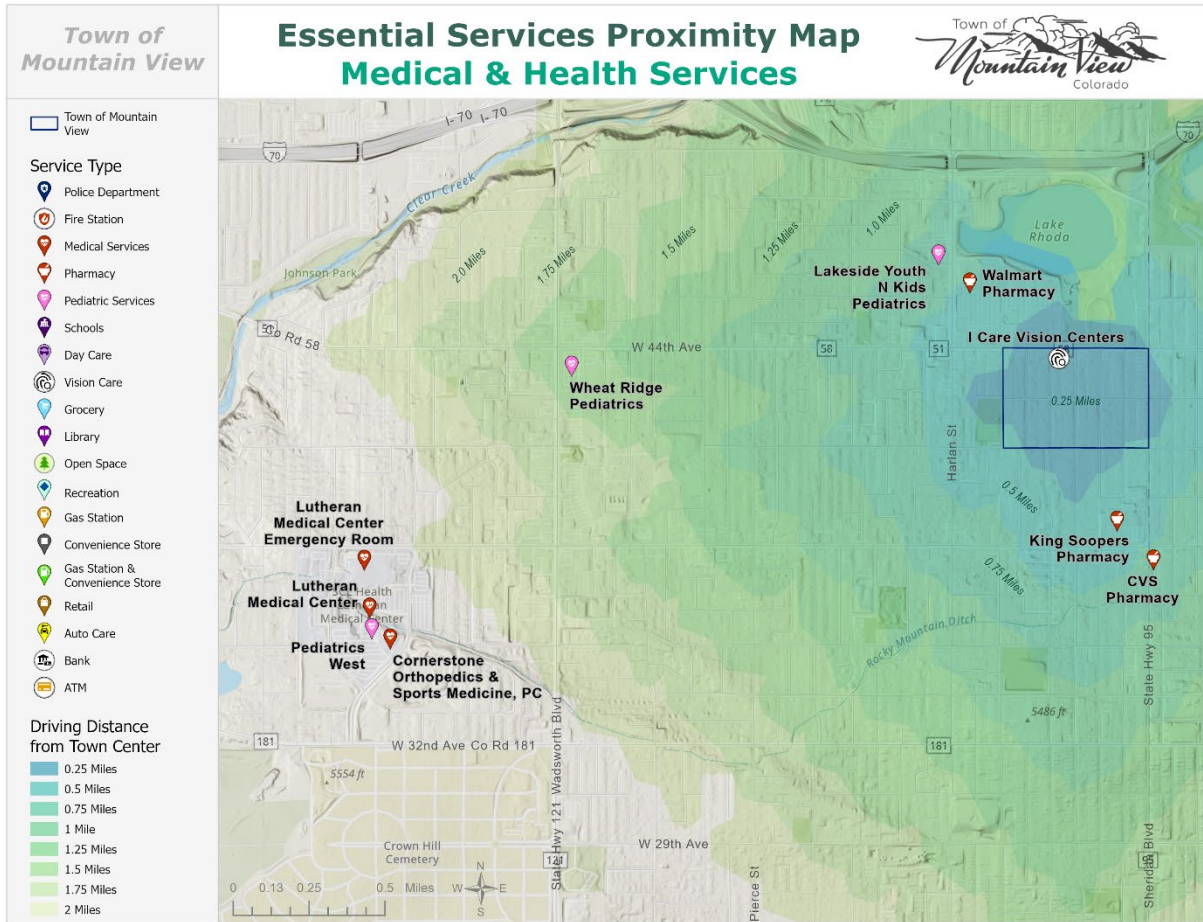
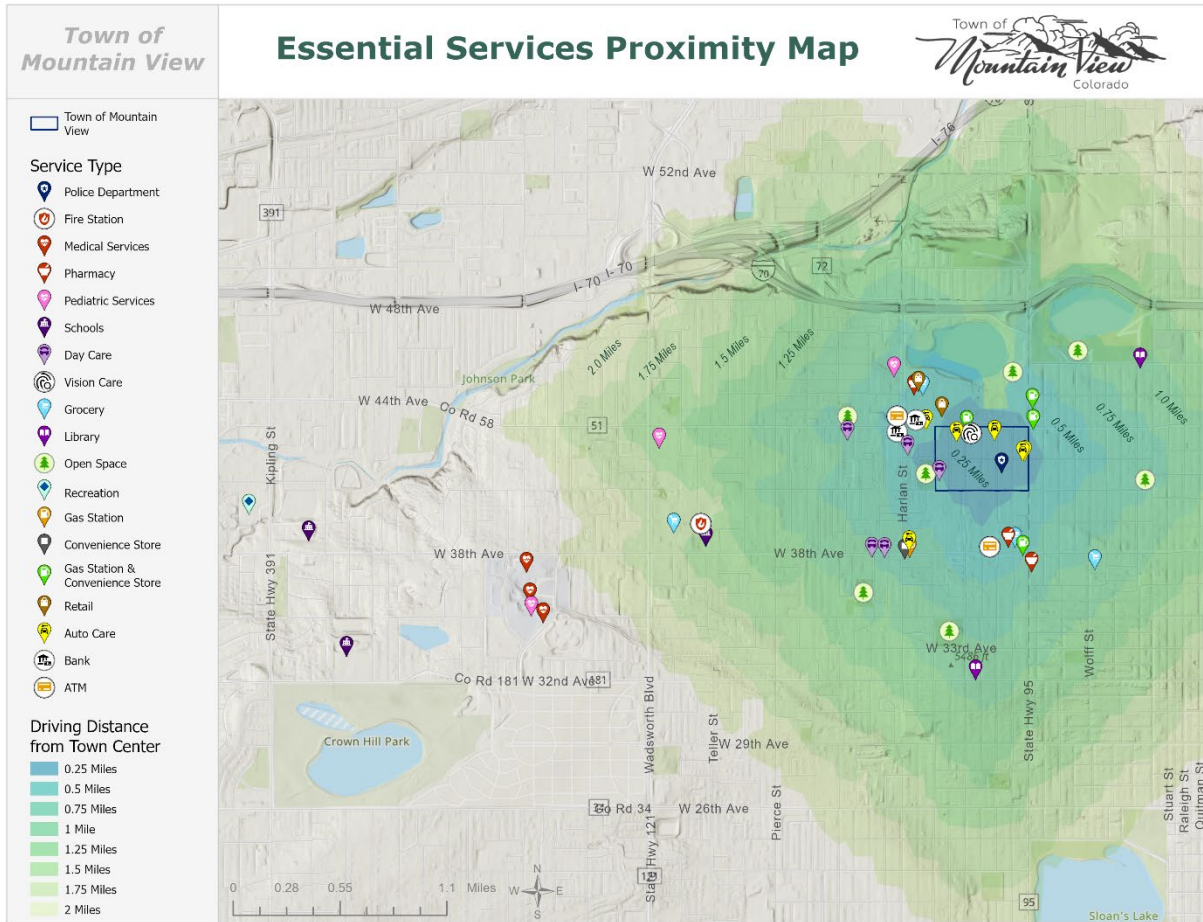




Figure 9-Essential Services Proximity Map



**Figure 10-Essential Services Proximity Map**  
**Other Essential Services**

