



PRELIMINARY VISION AND GOALS

Review Draft: 6/03/2016

INTRODUCTION

In early 2016, the City of Manitou Springs launched Plan Manitou, a year-long community-based effort to create its first Community Master Plan and Hazard Mitigation Plan (CMP/HMP). Plan Manitou builds from prior planning and visioning work completed by the community—with a particular emphasis on the 2012 *Manitou Springs Forward: A Vision and Planning Guide*. Plan Manitou is also informed by events and trends that have occurred since the plan was completed, such as the Waldo Canyon fire, flooding and other disaster events. This integrated process will establish a framework for prioritizing policies and actions that will help the City and the community to address key issues facing Manitou Springs over the next ten to twenty years, while at the same time helping both to prepare for future natural hazards and to mitigate their potential impacts.

PURPOSE OF THIS DOCUMENT

As part of initial Plan Manitou meetings in February and April 2016, the project team asked City staff, residents, and other community stakeholders to identify key issues and opportunities facing the community (summarized in the *Preliminary Issues and Opportunities Summary*). At the April meeting, the team presented a survey to obtain feedback on the vision statements developed in 2012 as part of *Manitou Springs Forward: A Vision and Planning Guide*. Participants in these initial discussions identified a range of issues for the Plan Manitou process to consider and highlighted the community's many strengths and assets. Community members overall expressed the sentiment that the vision statements in *Manitou Springs Forward: A Vision and Planning Guide* are still accurate, and describe their vision for Manitou Springs' future well. A summary of input received through these initial discussions is provided on the project website: www.planmanitou.com.

The preliminary plan framework presented in this document establishes the first two layers of the plan's hierarchy for discussion:

- **Vision Statements:** Describe the aspirations of the community. The vision statements address a range of topics, and were adapted from the vision statements captured during *Manitou Springs*

Forward: A Vision and Planning Guide, with slight modifications made based on comments received during the community engagement process completed to date.

- **Goals:** Identify specific targets or objectives the community will need to work towards in order to achieve the desired end-state described in the vision statements. Where applicable, goals draw from the “Actions to Achieve the Vision” identified in *Manitou Springs Forward: A Vision and Planning Guide*. The hazard and mitigation related goals included in this document were adapted from those in the County’s HMP as a starting point for discussion. They will be updated/expanded based on input from the HMP Team as part of the June meetings. Throughout this document, HMP goals are called out with the following notation: **HMP**

As the planning process continues, this preliminary plan framework will be refined and expanded to include policies, which will provide specific guidance for daily decision-making to support the goals and visions, and recommended actions, which will provide specific strategies to advance the visions.

Note: Throughout this document words that are ~~crossed out~~ represent deletions from the MSF vision statements; words that are underlined are additions or changes. For the Goals: words that are *italicized* represent new ideas or gaps in the ideas presented in MSF (as an “action to achieve the vision”).

VISION AND GOALS

The vision statements and goals in this document address the following elements:

- Arts and Culture
- Economic Development & Tourism
- Education
- Governance & Community Engagement
- Health, Human Services & Well-Being
- Historic Preservation
- Housing and Neighborhoods¹
- Infrastructure & Public Services
- Land Use & Built Environment

PLAN FOUNDATIONS

The principles of resilience and sustainability form the foundations of Plan Manitou, and will be woven throughout the elements of the plan. Generally speaking, a sustainable community is one that balances environmental, economic, and social considerations in its policies and day-to-day decision making. For the purposes of this process, we interpret these terms to mean:

- **Sustainability:** “Meeting the needs of the present without compromising the ability of future generations to meet their own needs.” – From the UN World Commission on Environment and Development (also known as the Brundtland Commission).
- **Resilience:** “The ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events.” – From the National Academy of Sciences.

¹ Note: This is a new topic (and vision statement) that was not explicitly addressed as part of the *Manitou Springs Forward: A Vision and Planning Guide* document. It is being proposed for two reasons 1) To highlight the importance of this topic to the community; and 2) To ensure the CMP/HMP has a clear foundation for more detailed housing-related strategies as the process continues.

- Natural Environment
- Transportation & Mobility

The elements above are listed in alphabetical order, as each is equally important in guiding our community over the next 10 to 20 years. The pages that follow provide more detail on the vision and goals for each of these elements using the structure below:

- **Role of this Master Plan Element:** a brief explanation of the topics that will be addressed by each element of the plan.
- **Where We Are Today:** a brief overview of current conditions and major issues and opportunities to be addressed, as informed by the *Preliminary Issues and Opportunities Summary* and Community Profile, as well as community input received to date.
- **Vision:** the vision statement adapted from *Manitou Springs Forward: A Vision and Planning Guide*.
- **Goals:** a series of goals that begin to articulate specific targets or objectives the community will need to work towards to achieve the vision.
- **Measuring Progress:** A preliminary list of metrics that could be used to help gauge and evaluate progress towards achieving the goals and visions. As the process progresses, the project team will be seeking input from staff, local and regional partners, and others on metrics that can be realistically tracked, measured, and reported annually.

KEY QUESTIONS TO CONSIDER

As noted above, this document represents an interim step in the CMP/HMP process. It is a working document that will continue to evolve based on input received as part of the June meetings or online over the course of the summer. With that in mind, all who review this document are asked to consider the following questions with respect to each of the elements that follow:

- How well do the goals listed support your vision for each element?
- What would you change/add to strengthen the goals listed for each element?
- Are there other goals/metrics that you think should be added to support/track our progress toward our vision in each area?

ARTS & CULTURE

Role of this Master Plan Element: Recognizes and supports the role of public and private creation, display, instruction or performance of art and cultural activities in the community. These activities include but are not limited to: music, theater, film, literary arts, photography, painting, graphic design, sculpture, pottery and ceramics, glass, woodworking, jewelry, fabric and textiles, installation art, and culinary arts.

Where We Are Today: Arts and culture play an important role in Manitou Springs' identity and sense of community. Over the past few decades, the City has developed into a destination for artists working in a variety of media. A range of community organizations are working to support and promote the arts in the City, through a possible Creative District approach and other activities. Key issues and opportunities in this area include:

- Community support for a wider range of artistic and creative activities, such as performing arts, culinary arts, and music.
- Lack of performance space and quality gallery space for showcasing the arts in the community.
- Increased awareness of the City's arts and cultural resources at the regional and state level.
- Providing opportunities to residents of all ages to engage in arts and culture education programs.

Vision: Our community is a vibrant arts destination known for using its assets to provide life enrichment through unique artistic & cultural experiences.

Goals:

- **AC-1:** *Promote our identity as an arts and culture destination and increase the visibility of artistic and cultural activities in our community.*
- **AC-2:** *Promote and develop artistic and cultural experiences that support our local economy, improve our quality of life, and enhance the quality of our built environment.*
- **AC-3:** *Create and support venues, facilities, infrastructure, and programs that sustain a range of artistic and cultural activities, and promote educational opportunities for residents of all ages.*
- **AC-4:** *Strengthen existing and build new partnerships with arts and culture organizations in the City, region, and state.*

Measuring Progress:

- Number of creative businesses in the Creative District
- Number of public art installations
- Percent of City budget allocated to support the arts

LAND USE & BUILT ENVIRONMENT

Role of this Master Plan Element: Guides future growth, development, and preservation within the City in terms of its mix of land uses, character and design, relationship to established parts of the community, and urban form. Also addresses—at a high level—the design and functionality of public spaces and public and private development of all kinds, including public and private buildings, improvements, streetscapes, and public spaces in Manitou Springs, such as the City’s streetscapes and plazas.

Where We Are Today: The City’s compact and largely built out footprint means that future growth will occur mostly through a combination of infill² development on vacant lots; adaptive reuse of existing buildings; and potential redevelopment of underutilized properties. However, many vacant sites in the City are constrained due to access limitations, steep slopes, or natural hazards, and the City does not have a Future Land Use map to guide decision-making. Key issues and opportunities in this area include:

- Clearly defining opportunities for future residential, commercial, or mixed-use development within the City.
- Ensuring new development is compatible with established context of the community, as well as the natural environment.
- Understanding the impacts of natural hazards and risks on our built environment and promoting practices that mitigate risks and make people and property more resilient.
- Supporting the City’s existing commitments to reduce greenhouse gas emissions and other sustainability initiatives.
- Encouraging more redevelopment activity in the City’s Urban Renewal Area.

Vision: Our land use pattern and built environment reflects the core character and values of our community by applying sustainable techniques and technologies to strengthen and connect ~~our~~ neighborhoods all areas of the City and bolster a healthy sense of place.

Goals:

- *BE-1: Provide opportunities for a balanced mix of land uses to meet the needs of residents and businesses and support other master plan goals.*
- *BE-2: Support and enhance the vibrant, walkable, and distinctive character of Downtown Manitou Springs.*

² Infill development refers to development on a vacant or substantially vacant tract of land that is surrounded by existing development.

- *BE-3: Provide targeted opportunities for residential, commercial, or mixed-use development through context sensitive infill, redevelopment, and adaptive reuse.*
- *BE-4: Promote reinvestment and redevelopment in the City's gateway corridors.*
- *BE-5: Evaluate potential opportunities to annex new areas into the City consistent with the City's 3-Mile Plan.*
- *BE-6: Encourage the use of sustainable development practices and site planning techniques and technologies in all public and private development.*
- *BE-7: Minimize risks to property, infrastructure, and lives from natural disasters and other natural or human-caused hazards. **HMP***
- *BE-8: Protect views of the surrounding mountains and other natural features.*

Measuring Progress:

- Number of LEED or green certified buildings in the City
- Rehabilitation/remodeling permits
- Redevelopment activity within the URA
- Greenhouse gas emissions

GOVERNANCE & COMMUNITY ENGAGEMENT

Role of this Master Plan Element: Provides support for efforts to promote public involvement in all levels of community government, attendance at public meetings, voting, volunteerism, community giving, community acceptance, tolerance, and overall community awareness.

Where We Are Today: Manitou Springs is a highly engaged community. There are currently more than 30 community boards, committees, organizations and non-profits operating in some capacity within the City. While the presence of these organizations contributes to Manitou Springs' strong sense of community, there is no single group that tracks and promotes coordination among these organizations. Key issues and opportunities in this area include:

- Increasing coordination among the City, local groups or organization, and other partners.
- Clarifying roles and responsibilities for implementing community projects and initiatives.
- Improving communication and information sharing between the City and the community.
- Fostering wider community participation through a variety of means and media.

Vision: We are a diverse village which celebrates, supports, protects, and fosters a creative and interconnected community and provides multiple opportunities that allow ~~each resident~~ residents of all ages, backgrounds, and abilities to uniquely contribute to the well-being and enhancement of our community.

Goals:

- CE-1: Foster collaboration among our City, its residents, local and regional organizations, and governmental boards and committees.
- CE-2: *Promote a range of opportunities for residents to interact with other members of the community.*
- CE-3: Ensure access to information regarding public meetings, projects, plans, or events is readily available to all members of the community.
- CE-4: *Engage the community in discussions about the risks and threats present in Manitou Springs to empower personal preparedness and responsibility.* HMP
- CE-5: *Proactively communicate accurate and essential information to the community and media leading up to and following major weather or disaster events.*
- CE-6: Provide a range of indoor and outdoor public spaces that are welcoming and accessible to all residents and visitors.
- CE-7: *Incorporate hazard mitigation into future plans and policies.* HMP

Measuring Progress:

- Average attendance at public meetings
- Number of visits to the City’s website
- Followers on City’s social media accounts

ECONOMIC DEVELOPMENT & TOURISM

Role of this Master Plan Element: Addresses the economic well-being of the community through efforts that entail job creation, job retention, tax base enhancements, business success, and tourism in a manner that protects the environment, and improves the quality of life and availability of goods and services for all residents.

Where We Are Today: Our economy relies heavily on tourism, and most jobs available in the City are in fields related to lodging, restaurants, retail, arts, entertainment, and recreation. Residents have expressed a desire to see businesses within Manitou Springs that meet the everyday-needs of residents, in addition to

those oriented towards tourists. The City has a number of economic development tools at its disposal, including an Urban Renewal Area and an Enterprise Zone, and works closely with local partners, such as the Chamber of Commerce. Key issues and opportunities in this area include:

- Balancing the needs of businesses and visitors with those of full-time residents with respect to major events, parking, and traffic flow—particularly during the summer months.
- Low commercial vacancy rate which suggest the market may be able to absorb additional retail space.
- Potential impacts of higher flood insurance rates and costs associated with recovery from flood events and/or evacuation orders on small businesses.
- Limited resources and technical capacity to support economic development planning and economic recovery following a natural disaster.
- Limited resources and capacity to prepare for future natural disasters or disruptions, endure more long-term disruptions, and to recover from natural disasters or disruptions.
- Perception among many that the City’s economy (particularly tourism) was negatively impacted by media coverage that followed natural disasters in 2012 and 2013.

Vision: Ours is a model collaborative community committed to economic vitality and sustainability. We preserve and protect our heritage and natural beauty and are a renowned destination for arts, culture, recreation, life-long learning and wellness.

Goals:

- ED-1: Support a vibrant, year-round local economy with a business environment that attracts and promotes a diversity of businesses and industries and provides support for the creation and growth of small businesses.
- ED-2: *Continue to support the City’s tourism industry, balancing the needs of tourism-related businesses and visitors with those of residents.*
- ED-3: *Increase opportunities and support for non-tourism related businesses and businesses that support the everyday needs of residents.*
- ED-4: *Ensure businesses of all sizes are prepared for future natural disasters or other disruptive events, and are aware of the resources available to them (at the local, regional, state, and federal level) in the aftermath of such events.* **HMP**
- ED-5: *Continue to collaborate with local, regional, and state partners to support and advance the community’s vision for economic development.*
- ED 6: *Leverage the City’s reputation as arts and culture destination to make the arts and culture activities into an economic driver for the City.*

Measuring Progress:

- Average wage of workers
- Employment in non-tourism related industries
- # of business owners that have implemented flood or hazard mitigation projects
- # of businesses that have undertaken business continuity/preparedness training
- # of businesses that have an emergency plan

EDUCATION

Role of this Master Plan Element: Supports learning processes and opportunities that develop the mind and character of individuals within the community. The focus is on early education/preschool/daycare, primary and secondary education (K-12), alternative education and life-long learners.

Where We Are Today: The community strongly supports the local school district, and the City is home to schools that serve all grade levels (K-12). Community facilities, such as the Public Library, host a number of classes and educational programs that serve residents of all ages. Key issues and opportunities in this area include:

- Funding challenges for the Manitou Springs School District #14, especially in providing services for low-income students.
- Providing more adult education opportunities, especially those for seniors and older residents.

Vision: Our community is innovative and we nurture and invest in life-long learning of the mind, body and spirit for all.

Goals:

- EDU-1: Promote the creation and growth of programming that supports learning throughout all stages of life.
- EDU-2: *Ensure residents are informed of the risks and threats in Manitou Springs, and understand how they can help mitigate risks and respond in emergencies.* **HMP**
- EDU-3: Collaborate with the school district, area colleges and universities, and other local and regional partners to support educational programs and opportunities for all residents.

Measuring Progress:

- Annual number of adult education offerings
- Number of books in circulation at the library

HEALTH, HUMAN SERVICES & WELL-BEING

Role of this Master Plan Element: This element deals with the physical, mental, and spiritual health and well-being of the community, as well as the provision and access to the human services needed to support health and well-being.

Where We Are Today: Manitou Springs history is rooted in values that support physical and emotional well-being. In the 1870's, the City's founders envisioned it as a destination for health and well-being. Hotels, spas, and mineral springs arose, and the City continues this tradition in the present through private businesses and organizations, and non-profit and volunteer groups that support the health and human service needs of City residents. Most community services available for Manitou Springs residents are provided by local churches, volunteer and non-profit groups. However, both Manitou Springs School District #14 and the Manitou Springs Library provide programming and support in this area. Key issues and opportunities in this area include:

- Building on the success of existing wellness businesses.
- Need for more walking paths, bike trails, and other recreational opportunities, especially for seniors and older residents.
- Improved access to healthcare providers, including for physical and mental health.
- Supporting local food production and increasing access to local and healthy foods.
- Minimizing potential threats to the health and well-being of residents and visitors due to natural hazards and risks.

Vision: Our community is The Place for health, healing and well-being.

Goals:

- **HW-1:** Create a vibrant, year-round health and well-being economy.
- **HW-2:** Ensure all residents and visitors enjoy access to services for prevention and treatment of physical, mental, and spiritual ailments.
- **HW-3:** *Support active, healthy living among residents of all ages and lifestyles.*
- **HW-4:** *Enhance access to affordable and local food options.*
- **HW-5:** *Minimize threats to life safety of residents and visitors from natural disasters.* **HMP**
- **HW-6:** *Collaborate with local, regional, state, and federal partners to expand health and human services and/or improve awareness of such programs among residents.*

Measuring Progress:

- Annual visitation to the Pool and Recreation Center
- Number of wellness-oriented businesses

- Numbers of free and reduced cost lunches provided by Manitou Springs School District #14

HISTORIC PRESERVATION

Role of this Master Plan Element: Addresses the preservation, conservation or protection of the historic built and cultural environment including buildings, districts, objects (including greenstone bridges and walls), landscapes and other artifacts. It also addresses education and promotion of these resources to both residents and visitors.

Where We Are Today: Manitou Springs has an active historic preservation program that is overseen by a Council-appointed Historic Preservation Commission. There are currently 16 distinct Historic Sub-districts in the City's Historic District. Alterations to existing buildings or new construction within the Historic District are informed by the City's Historic District Design Guidelines. The City's Mineral Springs are also a significant community asset. Key issues and opportunities in this area include:

- Protecting the integrity of the Mineral Springs in the face of infrastructure and flood control projects.
- Promoting greater awareness, understanding and appreciation of the springs and their unique geochemical properties.
- Mitigating risks posed by natural hazards to historic structures.
- Balancing the need to preserve the historic attributes and character of buildings with the need to modernize and improve building conditions and energy efficiency.
- Balancing the need to preserve the historic character of the City with a more flexible approach to development or redevelopment within some of the City's Historic Sub-districts.
- Educating both residents and visitors on the importance and value of the City's historic resources.

Vision: Historic preservation and change dynamically interact to guide, inspire and promote our future.

Goals:

- **HP-1:** Provide financial, educational, and other resources so that all residents will be well-informed stewards of our rich history.
- **HP-2:** Preserve and restore Manitou Springs' historic buildings, landscapes and other structures while encouraging adaptive use that is sustainable and creative.
- **HP-3:** Protect, maintain, and showcase our Mineral Springs.
- **HP-4:** Maintain *and enhance* existing cultural/historical landmarks ~~during transportation system as part of infrastructure and transportation improvements~~ *changes*.

Measuring Progress:

- Annual value of grants or tax credits received for historic preservation programs
- Historic buildings or structures lost to demolition
- Annual visitation to historic sites

HOUSING AND NEIGHBORHOODS

Note: This is a new topic (and vision statement) that was not explicitly addressed as part of the *Manitou Springs Forward: A Vision and Planning Guide* document. It is being proposed for two reasons 1) To highlight the importance of this topic to the community; and 2) To ensure the CMP/HMP has a clear foundation for more detailed housing-related strategies as the process continues.

Role of this Master Plan Element: Addresses all aspects of the City’s housing stock and neighborhoods in order to provide living situations that are safe, sustainable, and accessible to a range of households, regardless of their age, incomes, or backgrounds. Affordable housing is a particular focus, as is the quality and safety of our existing housing stock.

Where We Are Today: Much of the City’s current housing stock was built over 100 years ago and was intended for seasonal occupancy. In some cases, existing units are non-conforming, meaning they are not consistent with underlying zoning and may not have been permitted or meet building code requirements. Most housing units are single-family units, and while there is a range of housing types, there are very few higher density multifamily units available in the City. In addition, affordability of housing in Manitou Springs has become a concern for many residents. In 2015, City leaders and housing advocates convened an Affordable Housing Task Force to explore the issue and to identify possible strategies for moving forward. Key issues and opportunities in this area include:

- A high housing cost burden for potential homeowners.
- Encouraging a more diverse range of housing types and living situations for both renter and owner households to promote social sustainability.
- Enabling residents to be able to afford to live and work in Manitou Springs
- Defining what affordable housing means for Manitou Springs, and what demographic groups would be served by potential affordable housing policies.
- Ensuring the City’s housing stock is safe, especially units that were impacted by flooding in 2013.
- Balancing pressures associated with the City’s tourism economy on established neighborhoods.
- Fostering infill and redevelopment in neighborhoods that is consistent with the existing character and scale of the surrounding homes.

Vision: Residents of all ages, abilities, and means have access to safe, affordable, and quality housing in a livable neighborhood setting.

Goals:

- **HN-1:** *Encourage a diverse range of housing types and living situations to support safe, affordable, and accessible housing options that meet the needs of residents of all ages, abilities, and income levels.*
- **HN-2:** Encourage and support continued *re*-investment and rehabilitation of our housing stock to *promote safe, high-quality, and energy-efficient homes.*
- **HN-3:** Collaborate with local, regional, and state partners to meet the City’s affordable housing needs.
- **HN-4:** Support livable, well-maintained neighborhoods.

Measuring Progress:

- Percent of non-single-family homes
- Number of affordable units
- Percent of population with housing cost burdens
- Number of residents living and working in Manitou Springs

NATURAL ENVIRONMENT

Role of this Master Plan Element: The Natural Environment addresses the community’s impact on all living (trees, plants, aquatic flora, insects, etc.) and non-living things (minerals, rocks, waterways, air components, trails, etc.) occurring in Manitou Springs.

Where We Are Today: Manitou Springs’ natural environment is a valuable resource that contributes to the well-being and quality of life for residents, as well as attracting visitors. However, the natural environment also creates a number of hazards that place residents and the City’s built environment at risk of natural disasters such as flooding, landslides, and wildfires. In addition, the City has recently released a draft Parks, Open Space, and Trails Master Plan (POST Master Plan), which addresses the community’s vision for these amenities in Manitou Springs, and recommends an action plan for achieving the vision. Key issues and opportunities in this area include:

- Continuing to support the community’s commitment to sustainability and sustainable development practices to limit the impacts of development on the natural environment.
- Managing conflicts between humans and wildlife.

- Protecting and improving water quality in the Fountain Creek watershed, including in the French Creek sub-watershed which is the source of the City's water supply.
- Identifying and mitigating risks posed by the City's natural environment.
- Ensuring that the City's trails and open space assets are well managed, and not "loved to death" through overuse.

Vision: All residents and visitors ~~act as~~ serve as active stewards of our natural environment in a sustainable manner for current and future generations, recognizing our natural environment has intrinsic worth and provides the foundation for all life.

Goals:

- **NE-1:** Preserve, protect, connect and manage the growth of our trail and open space systems consistent with the goals and actions set forth in the POST Master Plan.
- **NE-2:** Promote preservation of riparian corridors for habitat, flood mitigation, and public access, and increase awareness of riparian values.
- **NE-3:** Reduce all emissions, effluents, and wastes that are contrary to the health of our natural environment.
- **NE-4:** Engage with local, regional, and state partners *in the stewardship* of our watershed, *surrounding forests, and other natural resources.*
- **NE-5:** *Reduce the occurrence and impacts of conflicts arising between humans and wildlife.*
- **NE-6:** *Support the use of sustainable practices when it comes to the use of alternative energy and water, waste-handling, and local food production.*

Measuring Progress:

- Acres of preserved open space
- Water quality

INFRASTRUCTURE & PUBLIC SERVICES

Role of the Master Plan Element: This element includes the services, facilities, and infrastructure provided by the City to its citizens, property owners, visitors, businesses and others. The quality of existing services and infrastructure, as well as the community's needs for new or expanded services and infrastructure, are equally important aspects of this element.

Where We Are Today: The City maintains and provides a range of infrastructure and services, including water, sewer, roads, police and fire service, parks, and a pool and recreation facility. The age of the City's

infrastructure presents a number of ongoing challenges, and infrastructure and facilities are at risk from hazards such as flooding and wildfires. Much work is currently being done in the City to repair infrastructure that was damaged during previous disaster events, as well as to protect infrastructure and facilities from future risks. In addition, services such as solid waste collection and disposal, electricity, natural gas, and wastewater treatment are provided to the City by other entities, making collaboration an important aspect of this element. Key issues and opportunities in this area include:

- Protecting infrastructure and facilities from damage due to natural disasters and restoring service as quickly and efficiently as possible following disruptions.
- Maintaining aging infrastructure systems.
- Adapting the services provided to the changing needs of the City's population.
- Leveraging available disaster recovery funds to help recover from previous disasters and prepare for future ones.

Vision: We continually invest and invest in our community's safety and services. We provide great, engaging public spaces which ~~compel~~ encourage people of all ages and backgrounds to participate, commune and play.

Goals:

- **PS-1:** Provide outstanding service to the community and work collaboratively with residents to address issues and resolve problems.
- **PS-2:** *Support continued investment in and ongoing maintenance of infrastructure and amenities.*
- **PS-3:** *Provide clear and transparent information concerning the budget and capital improvement process.*
- **PS-4:** *Establish, monitor, and maintain City programs, services, and facilities that are aligned with the community's needs.*
- **PS-5:** *Incorporate sustainable development and site planning practices into the design, construction, and maintenance of City facilities.*
- **PS-6:** *Continue to provide essential public services during disasters and disruptions, and work to restore normal services as quickly as possible.* **HMP**
- **PS-7:** *Ensure City facilities are readily accessible to the population they are intended to serve.*

Measuring Progress:

- Annual budget for emergency infrastructure repairs
- # of hours of lost utility service

TRANSPORTATION & MOBILITY

Role of this Master Plan Element: Supports a well-connected, multi-modal transportation system that allows the efficient movement of cars, transit vehicles, bikes, pedestrians, and goods throughout the Manitou Springs area, as well as between Manitou Springs and the surrounding region.

Where We Are Today: Manitou Springs is located just south of US Highway 24, which serves as a major transportation connection to the larger region. The City also is served by public transit, managed by the Pikes Peak Rural Transportation Authority, and is further connected to the region by regional trails, such as the Fountain Creekwalk/Midland Trail. The City's compact footprint lends itself well to supporting walkability. Key issues and opportunities in this area include:

- Parking and traffic congestion from visitors during summer months and major events and festivals.
- Balancing parking, pedestrian, bicycle, and vehicle circulation needs on narrow streets or streets with limited rights-of-way.
- Sustaining the City's financial support for expanded transit service in Manitou Springs.
- Creating greater awareness among visitors of the free shuttles and parking options available in the City.
- The limited number of ingress/egress points, and the risk to these facilities from natural hazards (such as flooding).

Vision: Our community has a safe, ~~intermodal~~ multi-modal transportation and parking network that balances the needs of our residents, visitors, and commerce ~~while enhancing our~~ natural environment and cultural history.

Goals:

- **TM-1:** Create a multi-modal transportation system that safely and efficiently moves people to and around Manitou Springs.
- **TM-2:** Mitigate event and seasonal congestion, balancing the needs of visitors and local businesses with those of residents.
- **TM-3:** Enhance connectivity, comfort, and safety for non-motorized modes of transportation, such as walking and biking.
- **TM-4:** Support the transportation needs of the elderly, disabled and multi-generational families.
- **TM-5:** Improve connections between historic downtown and residential neighborhoods.
- **TM-6:** Develop a long-term parking strategy that evaluates parking needs in relation to existing transportation network and other City needs and functions.

- **TM-7:** Continue to collaborate with regional partners to increase regional transportation options and implement regional transportation plans.

Measuring Progress:

- Miles of trails and/or bike lanes in the City
- Transit ridership
- Public parking lot usage