



PRELIMINARY POLICY FRAMEWORK

Draft: 09/09/2016

ABOUT THIS DOCUMENT

This document builds upon extensive community input received on the preliminary visions and goals over the course of the summer, incorporating numerous refinements and adding the next level of guidance—policies to support goals and vision statements in each of the plan elements. This material will continue to be refined as the Plan Manitou process progresses. A complete draft of the integrated Community Master Plan and Hazard Mitigation Plan (CMP/HMP) will be released for review in November 2016.

Note: Illustrations and photographs to support each element will be incorporated as part of the draft plan.

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PARTS OF THE PLAN

Plan Elements:

The Community Master Plan (CMP) contains 11 elements or topic areas for which the CMP provides more detailed guidance. The elements are:

- Arts & Culture
- Economic Development & Tourism
- Education
- Governance & Community Engagement
- Health, Human Services, Food Access, and Well-Being
- Historic & Cultural Resources
- Housing & Neighborhoods
- Infrastructure & Public Services
- Land Use & Built Environment
- Natural Environment
- Transportation & Mobility

Role of the Element:

Provides a brief explanation of the element and the topics the vision, goals, policies, and actions address.

Where We Are Today:

Gives a short overview of current conditions, major issues, opportunities, and community input that influenced the vision, goals, policies, and actions contained within the CMP.

Vision:

An aspirational statement that describe the community's desired future outcomes for a particular element.

Goals:

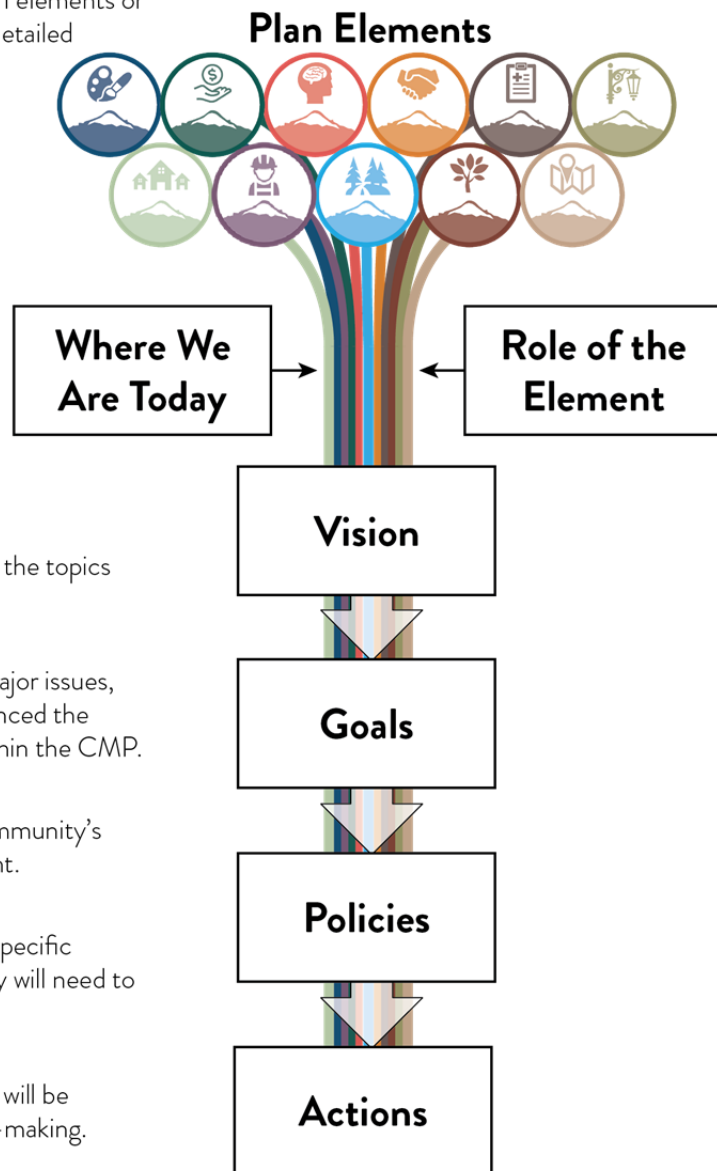
A series of statements that begin to articulate specific targets, outcomes, or objectives the community will need to work towards in order to acheive the vision.

Policies:

Provide direction as to how the vision and goals will be carried out by the City as part of daily decision-making.

Actions:

Specific actions that can be taken by the City and community to support the implementation of the CMP.



MEASURING PROGRESS

Each element in this document contains a list of potential metrics that may be used to help gauge the community's progress in achieving its goals in each area over time. These expanded lists of metrics reflect community input received on the initial lists that were introduced in June. As the Plan Manitou progresses, the project team will continue to seeking input from staff, local and regional partners, and others on metrics that can be realistically tracked, measured, and reported annually by City staff. It is anticipated that the draft CMP/HMP will include a list of 2-4 metrics for each element.



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, welding, jewelry, fabric and textiles, installation art, and culinary arts.

WHERE WE ARE TODAY

Arts and culture play an important role in Manitou Springs' identity, sense of community, and local economy. Over the past few decades, the City has developed into a destination for artists working in a variety of media, as well as for collectors and consumers of arts and culture. A range of community organizations are working to support and promote the arts in the City, including a non-profit Arts Council that has been working with the City on public art projects as well as through a 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 visual arts, performing arts, culinary arts, and music.
- Lack of awareness on the availability of performance space and quality gallery space for showcasing the arts in the community.
- Increased awareness of the City's arts and culture 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 arts & culture experiences.

GOALS & POLICIES

Goal AC-1: Promote our identity as an arts and culture destination and increase the visibility of art and cultural activities unique to our community.

Policy AC-1.1 Promotion and Marketing.

Collaborate with cultural and business organizations to promote and market Manitou Springs as a destination for arts and culture. Actively participate in regional and state efforts to develop or promote the arts and culture.

ARTS & CULTURE

Policy AC-1.2 Artist Housing.

Work with local, regional, and state partners, such as Colorado Creative Industries, to support the creation of affordable housing for artists.

Policy AC-1.3 Arts and Culture Representation.

Encourage representation from the arts and culture community as part of the City's citizen advisory boards and commissions in order to better integrate arts and culture considerations into decision-making processes.

Policy AC-1.4 Regional, State, and National Recognition.

Strengthen existing and build new partnerships with arts and culture organizations in the City, region, and state, supporting opportunities or efforts to recognize, show case, or publicize arts and culture organizations, individual artists or activists, or programs in Manitou Springs.

Goal AC-2: Develop and promote diverse art and culture experiences that improve our quality of life, enhance the quality of our built environment, and support our local economy.

Policy AC-2.1 Creative District.

Continue to support the efforts of the Creative District Steering Committee to create and promote an official or unofficial "Creative District" in Manitou Springs.

Policy AC-2.2 Creative Community Projects.

Support efforts by local groups and organizations to identify, plan, and coordinate creative projects in which all residents can contribute to the improvement of the community.

Policy AC-2.3 Art in Public Places.

Support opportunities to include art installations by local artists as part of public infrastructure, facilities, amenities, and other public spaces.

Policy AC-2.4 Art in Private Development.

Evaluate the incorporation of publically visible art by local artists as a requirement of new development along Manitou Avenue.

Goal AC-3: Support the retention and expansion of venues, facilities, event space, infrastructure, and programs that sustain a range of artistic and cultural activities and events, and promote educational opportunities for residents of all ages.

Policy AC-3.1 Venues and Facilities.

Work with galleries, arts organizations, the School District, the Manitou Springs Public Library and others to publicize venues and facilities available to host arts- and culture-related events and activities, particularly in City-owned facilities, such as Memorial Hall or City parks.

Policy AC-3.2 Arts Education.

Collaborate with schools and arts organizations to promote educational opportunities and offerings in the arts within the community.

Policy AC-3.3 New Arts & Culture Spaces.

Consider opportunities to incorporate programming for event and activity space as part of new City facilities and amenities, where feasible and as needed, and seek to retain existing event and activity space as part of major remodeling or renovation projects.

Policy AC-3.4 Arts and Culture Funding.

Collaborate with local and regional arts and culture organizations to identify and pursue a range of funding options, including grants from state and federal programs, to support arts and culture programs in the City.

MEASURING PROGRESS

- Number of creative businesses
- Percent of City budget allocated to support the arts and culture
- Number of artist live/work spaces/housing units
- Number of community art and culture events (combined theater, art walks, dance festival, etc. events) and/or participation in these events
- Number of arts classes and/or programs offered to residents
- Economic impacts of arts and culture activities



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 local 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 more year-round 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.
- Low commercial vacancy rate which suggest the market may be able to absorb additional retail space.
- Changing demographics are causing shifts across economic sectors, including tourism.
- Potential impacts of high flood insurance rates and costs associated with recovery from flood events and evacuation orders on small businesses.
- Limited resources and technical capacity to support economic development planning.
- Tourist economy is vulnerable to hazard events and economic downturns.
- Opportunities to leverage strengths in other areas, such as arts and culture, health and wellbeing, and outdoor recreation, to diversify the local economy.

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 & POLICIES

Goal EDT-1: Support a vibrant, year-round local economy.

Policy EDT-1.1: Business Retention and Support

Develop a collaborative, proactive approach with local partners to business retention that supports the growth of existing businesses.

Policy EDT-1.2: Tourism.

Continue to support tourism-related businesses as the foundation of the City's economy. Explore opportunities to expand targeted niches of the City's tourism industry, such as through a focus on Heritage Tourism.

Policy EDT-1.3: Diversified Offerings.

Support the attraction and creation of tourism businesses that help expand the current attractions focusing efforts that have year-round viability or attract a more diverse visitor base.

Policy EDT-1.4: Tourism Data.

Partner with local retail, tourism attraction and lodging businesses to develop on going data sources for information on visitors to better understand strengths and weaknesses and identify opportunities for diversification. Partner with Colorado Springs and other neighboring communities to share data and information.

Policy EDT-1.5: Local Serving Businesses.

Develop strategies to attract businesses—such as neighborhood commercial—that provide goods and services to local residents, particularly within the Urban Renewal Area.

Goal EDT-2: Leverage the City's reputation as an arts and culture, health and wellness, and heritage tourism destination to make these activities into economic drivers for the City.

Policy EDT-2.1: Locally Made Goods and Products.

Support the creation and expansion of businesses that create goods and products, including art, within Manitou Springs.

Policy EDT-2.2: Location for Creativity.

Market Manitou Springs as an attractive location for artist and entrepreneurs to start businesses related to arts, recreation and fitness, health and well-being, and local foods and food-based products.

Policy EDT-2.3: Showcase Businesses.

Create opportunities for local businesses and artists to have a forum to showcase their art and products during community events and gain exposure to visitors to Manitou Springs.

Goal EDT-3: Enhance the City's capacity and resources for long-term economic development planning.

Policy EDT-3.1: Unified Economic Development.

Continue to support and fund economic development efforts through the Manitou Springs Chamber of Commerce and Visitor Bureau, which focus on business support and retention and promotion and marketing of local tourism attractions and local businesses.

Policy EDT-3.2: Increased Regional and State Exposure.

Increase the City’s participation in regional and state economic development efforts and events in order to increase awareness of the opportunities in Manitou Springs.

Policy EDT-3.3: Regional Partnership for Business Creation.

Work with regional agencies to support the creation of new businesses in Manitou Springs and increase awareness of available tools, networks, and educational opportunities for local businesses.

Policy EDT-3.4: Attractive Business Areas.

Partner with the Business Improvement District and use the urban renewal areas to invest in improvements that increase the attractiveness of Manitou Spring’s business areas.

Policy EDT-3.5: Risk Mitigation.

Develop a strategy to reduce risks to local businesses that addresses issues related to building maintenance and upkeep, hazard mitigation, and reducing costs to operating a business.


Goal EDT-4: Continue to support the City’s tourism industry, balancing the needs of tourism-related businesses and visitors with those of residents.

Policy EDT-4.1: Collaborative Approaches.

Work collaboratively with the business community and residents to balance potentially competing needs, monitor and take steps to mitigate the associated impacts of the City’s tourism economy on surrounding neighborhoods.

Policy EDT-4.2: Community Attributes.

Identify and enhance community attributes that are supportive to both business climate and enhance quality of life for residents.

Goal EDT-5: Encourage businesses to prepare for emergencies and disasters, actively engage in actions to mitigate their risk, and plan for quick recovery. 

Policy EDT-5.1: Outreach and Education.

Provide ongoing outreach and education for businesses on hazards, preparedness planning, and resources available for mitigation and recovery.

Policy EDT-5.2: Continuity of Operations Planning.

Promote continuity of operations and disaster recovery planning by businesses through incentive and recognition programs.

MEASURING PROGRESS

- Average wage of workers
- Employment in non-tourism related industries
- Number of business owners that have implemented flood or hazard mitigation projects
- Number of businesses that have undertaken business continuity/preparedness training
- Number of businesses that have an emergency plan
- Number of community events
- Annual hotel occupancy
- Annual sales tax revenue (or comparison of sales tax revenue between on and off seasons)
- Business retention
- Growth in capital investments
- Number of licensed businesses (including home-based)
- Level of participation in the Chamber or other business organizations
- Number of year-round workers



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 (preK-12), alternative education and life-long learners.

WHERE WE ARE TODAY

The community strongly supports the Manitou Springs School District 14 and the City is home to schools that serve all grade levels (K-12). Conversely, the District leadership has continued to foster a strong community focus. Community facilities, such as the Manitou Springs Library and Manitou Arts Center, host a number of classes and educational programs that serve residents of all ages. Key issues and opportunities in this area include:

- District has embraced creative approaches to address shifts in state funding
- School population includes a large percent of “choice” students
- Providing more adult education opportunities, especially those for seniors and older residents.
- Help direct educational resources to meet changing demographic, social and workforce needs.
- Strong support for education and the school district among residents.
- Planning underway to expand and remodel the Manitou Springs Library.

VISION

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

GOALS & POLICIES

Goal EDU-1: Continue to collaborate with and support Manitou Springs School District 14.

Policy EDU-1.1 Facilities.

Collaborate with the School District on an ongoing basis identify opportunities to partner on events and activities, and/or provide services and facilities on a cooperative basis.

Goal EDU-2: Promote the creation and growth of programming that supports learning throughout all stages of life.

Policy EDU-2.1 Apprenticeships and Internships.

Work with the School District to create opportunities for apprenticeships or internships in City Departments so that students have the opportunity to gain work experience while also learning about the roles and responsibilities of local governments.

Policy EDU-2.2 Identify Existing Resources.

Collaborate with educational partners in the community, such as the School District and Manitou Springs Library to identify and existing educational programs, facilities, spaces, and other resources and make the results available to all members of the community. Ensure this list is updated periodically.

Policy EDU-2.3 Collaboration and Partnerships.

Collaborate with local and regional partners, area colleges and universities, and others to support educational programs and opportunities for all residents.

Policy EDU-2.4 Manitou Springs Library.

Work with the Manitou Springs Library, the Pikes Peak Library District (PPLD), and the community to ensure that operations, programs, events, and other educational offerings of the Manitou Springs Library align with the needs and desires of City residents.

Goal EDU-3: Ensure residents, business owners and other stakeholders, are informed of the risks and threats in Manitou Springs, and understand how they can help mitigate risks and respond in emergencies.

Policy EDU-3.1 Availability of Information.

Make information regarding hazards, risks, threats, and vulnerabilities within Manitou Springs readily available to the community. Update the community on any changes to risks and vulnerabilities periodically, or as new information becomes available.

Policy EDU-3.2 Educational Materials.

Maintain a database of resources on hazards present in the community and ways in which residents, business owners, and visitors can protect themselves and/or their property from risks or threats such hazards may present.

Policy EDU-3.3 Collaborate with the Schools.

Work with the School District to develop curriculum that teaches students about the risks and hazards present in the community.

Policy EDU-3.4 School facilities.

Engage representatives from the School District on an ongoing basis to identify potential risks and vulnerabilities from hazards and develop and implement strategies to reduce risk to life safety and damages to school facilities.

MEASURING PROGRESS

- Annual number of adults that participate in educational offerings
- Annual amount of tax revenue (property, marijuana, etc.) going towards school district
- MSHS graduation rates, college attendance rates
- Number of people enrolled in educational offerings/programs
- PreK-12 enrollment



MUNICIPAL GOVERNANCE & COMMUNITY ENGAGEMENT

ROLE OF THIS MASTER PLAN ELEMENT

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 these organizations contribute to Manitou Springs' strong sense of community and engaged volunteerism, 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 of the City and other organizations 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 residents of all ages, backgrounds, and abilities to uniquely contribute to the well-being and enhancement of our community.

GOALS & POLICIES

Goal GC-1: Foster collaboration and coordination among our City Council; City staff; advisory boards, commissions and committees; residents; and local and regional groups or organizations.

Policy GC-1.1 Coordination of Local Groups and Efforts.

Work with the community on an ongoing basis to explore opportunities through which the City can facilitate and coordinate projects, initiative, and programs between local groups working in Manitou Springs, regional groups or organizations, residents, and the City. Such efforts should also focus on connecting groups working in related areas.

Policy GC-1.2 Stakeholder Involvement.

Identify and engage interested and affected stakeholders (based on knowledge, interest, financial considerations, or other) in community issues. Reach out to existing community groups and organizations such as schools, service clubs, boards, commissions, seniors, and volunteers as appropriate to help increase awareness of, and participation, in community engagement opportunities.

Policy GC-1.3 Community Engagement Methods.

Use a range of approaches—beyond traditional public meetings— to engage and seek input from the community on City policy, projects, and initiatives. Use online tools as well as face-to-face meetings, as appropriate.

Policy GC-1.4 Board Representation.

Ensure that residents serving on the City’s citizen advisory boards and commissions bring a diversity of interests, perspectives, and backgrounds.

Policy GC-1.5 Citizen Satisfaction.

Develop method to periodically gauge citizen satisfaction level with City services, governance, and other issues.

Policy GC-1.6 Resiliency. HMP

Ensure the community is engaging in an ongoing discussion about risks, mitigation efforts, safe growth, and long-term resiliency. Support a forum, such as a committee to share knowledge, facilitate a dialogue about risks and choices, and develop champions and a network of interested parties to enhance long-term community capacity. .

Goal GC-2: Promote a range of opportunities for residents to interact with other members of the community.

Policy GC-2.1 Youth and Family Events.

Encourage and sponsor more year-round local youth- and family-oriented events.

Policy GC-2.2 Venues for Events.

Support the use of City parks, public spaces, and facilities as venues for hosting events in Manitou Springs in a sustainable manner.

Policy GC-2.3 Variety of Events.

Support and promote a variety of events that cater to a diverse range of interests, backgrounds, and ages. Diversity in the size and draw of events (i.e., events with a local, regional, and statewide draw) should also be encouraged.

Policy GC-2.4 Underserved residents/vulnerable populations.

Encourage and help facilitate creative events, activities, and other ways to engage underserved residents and vulnerable populations in the community.

Goal GC-3: Disseminate information to the community in a timely manner.**Policy GC-3.1 City Budget and General Fund.**

Continue to monitor and share information with the community regarding the City's budget, including projected versus actual revenues and expenses, gaps, and current and future priorities.

Policy GC-3.2 Publicizing Events.

Use the City's website, social media accounts, bulletin boards and kiosks, marquees and other methods to communicate with the community in a timely fashion regarding upcoming meetings and community events, Council actions, City projects, critical issues, and plans, and the outcomes of these activities.

Policy GC-3.3 Innovative Approaches.

Work in collaboration with the community to create new and innovative approaches to disseminating information regarding public meetings and events (both before, during, and after the meeting or event takes place), such as social media, email listservs, neighborhood networks, and online streaming of meetings.

Goal GC-4: Proactively communicate accurate and essential information to the community and media leading up to and following major weather or disaster events. HMP**Policy GC-4.1 Methods of Communication.**

Identify and develop multiple channels through which first responders, the City, and the community can communicate with one another during or following a major event, especially with residents who may be hearing- or sight-impaired. Ensure redundancies exist in the system.

Policy GC-4.2 Public Information Officer.

Ensure that the role of Public Information Officer (PIO) is clearly established in the City's emergency response and operations plans, and that the PIO has the skills, experience, and/or training necessary to prepare that individual for the role.

Goal GC-5: Provide a range of indoor and outdoor public gathering spaces that are welcoming and accessible to all residents and visitors.**Policy GC-5.1 Community Center.**

Explore the feasibility of creating a community center as a hub for community engagement and involvement. Repurposing or retrofitting existing City facilities to meet the functions of a community center should be considered as well.

Policy GC-5.2 Public Spaces.

Ensure that plans for upgrades, renovations, or other investments in the City's public spaces (parks, facilities, streets, etc.) include considerations for accommodating the use of the space for public gatherings for hosting events, and public performances.

Policy GC-5.3 Accessibility.

Maintain focus on improving access to public facilities, businesses, and residences for use by individuals with physical or other disabilities, as well as on increasing public awareness of the physical accessibility, educational and employment needs of disabled individuals.

Goal GC-6: Incorporate sustainability and resiliency considerations into City plans, policies, and regulations. HMP

Policy GC-6.1 Incorporate into Decision-making.

Incorporate sustainability and resiliency considerations—particularly those associated with natural hazards and their mitigation into day-to-day decision- and policy-making.

Policy GC-6.2 Adopted Plans and Policies and Regulations.

Periodically review and update adopted plans, policies, and regulations to ensure that they adequately incorporate considerations for hazards and risks present in the community and reflect changing technologies and best practices to promote a more sustainable and resilient community.

MEASURING PROGRESS

- Average attendance at public meetings
- Number of visits to the City's website
- Followers on City's social media accounts
- Members of advisory boards and commissions representative of the community
- Number of youth participation in public events, meetings, etc.
- Senior participation in community meetings and events.
- Average number of days for meeting minutes to be posted on City's website
- Funding from City to support community events
- Number of City personnel with responsibilities to support citizen concerns
- Average length of time needed to fill positions on boards and commissions
- Number of cell phone numbers registered with E-911 to receive reverse 911 notifications
- Results of a resident satisfaction survey



HEALTH, HUMAN SERVICES, FOOD ACCESS, & WELL-BEING

ROLE OF THIS MASTER PLAN ELEMENT

This element addresses the physical, mental, and spiritual health and well-being of the community, as well as the provision and access to the services and local, healthy food needed to support health and well-being. It addresses services provided by a range of public, private, and non-profit organizations.

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, organizations, and non-profit and volunteer groups that support the health and well-being needs of City residents. There are a range of community businesses that provide health and well-being services to citizens and visitors, and also serve a leadership role in this sector. Most community services available for Manitou Springs residents are provided by local churches, volunteer and non-profit groups. In addition, both Manitou Springs School District #14 and the Manitou Springs Library provide programming and support in this area. Key issues and opportunities include:

- Building on the success of existing health and 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 & POLICIES

Goal HW-1: Enhance access to affordable, healthy, local foods and promote public investment in a sustainable, resilient food system.

Policy HW-1.1 Food System.

Collaborate with local and regional partners on food policy development and initiatives to build the resiliency of the City's food system.

HEALTH, HUMAN SERVICES, FOOD ACCESS, & WELL-BEING

Policy HW-1.2 Local Food Production.

Develop strategies to encourage private local food production.

Policy HW-1.3 Innovative Methods.

Research, evaluate and encourage innovative food production methods that work within the City's land and topographic constraints.

Policy HW-1.4 Community Gardens.

Evaluate and pursue opportunities to create more community gardens.

Policy HW-1.5 Waste Stream Capture.

Coordinate efforts with Public Services (operations and maintenance) to capture waste streams to support local food production.

Policy HW-1.6 Food Access.

Expand opportunities to bring fresh, local foods directly to residents.

Policy HW-1.7 Sustainable Practices.

Promote local food production practices that enhance the long-term sustainability of the City's natural resources: build habitat; support storm water management objectives; and reduce erosion.

Policy HW-1.8 Food Sales.

Encourage purveyors of healthy, affordable, local foods to locate in the City.

Policy HW-1.9 Vulnerable Populations.

Promote food access initiatives that address the needs of vulnerable populations and align with other community objectives.

Goal HW-2: Create a vibrant, year-round health and well-being economy.

Policy HW-2.1 Inventory Assets.

Work with the community, local businesses, and other local and regional groups to periodically identify and inventory community assets that contribute to the City's health and well-being economy.

Policy HW-2.2 Promote Offerings.

Coordinate with the Chamber of Commerce to ensure that Manitou Springs' health and well-being assets and businesses are included in marketing and promotional campaigns.

Policy HW-2.3 Fill Gaps.

Use the findings from the inventory of health and well-being assets to identify and recruit businesses to fill gaps in current health and well-being offerings.

Goal HW-3: Facilitate and support residents' awareness of and access to services for prevention and treatment of physical, mental, and spiritual ailments.

Policy HW-3.1 Promote Awareness.

Work with providers in the region as well as local groups, such as non-profits, the School District, the Manitou Springs Library, and faith-based organizations, to provide the community with easily accessible information on existing health and well-being services in the region, particularly preventive services that address needs before they become major issues for individuals, families, or the community.

Policy HW-3.2 Coordinate with Providers.

Work with service providers, transit agencies, and other regional partners to improve transit connections between Manitou Springs and health and well-being providers in the region. Support policies and proposals that would locate services used by residents in areas easily accessible via multiple modes of transportation, such as public transit.

Goal HW-4: Support active, healthy living among residents of all ages and lifestyles.

Policy HW-4.1 Recreational Opportunities.

Provide access to trails, parks, open spaces, and other recreational opportunities that promote physical activity or healthy living. Strive to provide access to active and/or passive recreational opportunities (parks, trails, recreational facilities, etc.) within ½ mile walking distance of homes or neighborhoods.

Policy HW-4.2 Programs and Activities.

Support and take steps to increase awareness of programs and activities that enhance the physical and emotional health and well-being of Manitou Springs' residents, especially among the City's youth and seniors.

Policy HW-4.3 Facilities and Amenities.

Ensure that existing recreational facilities and amenities (such as parks, trails, and the Pool and Fitness Center) meet the health and wellness needs of the community.

Policy HW-4.4 Events.

Work with local and regional organizations to support and promote health- and wellness-related events, such as the Health Fair.

Goal HW-5: Minimize threats to life safety of residents and visitors from natural disasters. 

Policy HW-5.1 Risk Communication and Education.

Support outreach efforts to educate and inform the community (including residents, local businesses and employees, and visitors) of their risk and the type of hazards and disasters that can happen here. Provide information and resources on the types of actions that they can take to reduce their risk and be prepared for disaster events.

Policy HW-5.2 Vulnerable Populations.

Support planning for the safety of access and functional needs populations in the City during emergencies and disasters.

Policy HW-5.3 Emergency Response and Preparedness.

Ensure the City, first responders, residents, businesses, visitors, and other community members are prepared to respond to potential hazards or natural disasters. Support the use of warning systems, drills, simulations, or other training methods to enhance planning, response capabilities, community preparedness, and resilience. Ensure such efforts include information about where residents can receive safety and evacuation information before, during, and after an emergency or disaster event.

Goal HW-6: Collaborate with local, regional, state, and federal partners to meet residents' priority health and well-being needs.

Policy HW-6.1 Community Needs.

Collaborate with local and regional partners to gather and assess health- and well-being-related data and statistics to identify and prioritize the health and well-being needs of residents.

Policy HW-6.2 Partner Organizations.

Support the efforts of local, regional, and state organizations that provide health and well-being related services in Manitou Springs, especially in areas that address the communities' priority needs.

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
- Percent of residents living at or below the poverty line
- Number of health related programs available to residents
- Percent of residents with health insurance
- Number of visitors and residents ticketed or approached by police for mental illness or drug abuse.
- Number of seniors attending senior lunch program
- Average age of equipment at the Manitou Pool and Recreation Center



HISTORIC & CULTURAL RESOURCES

ROLE OF THIS MASTER PLAN ELEMENT

Addresses the preservation, conservation or protection of the historic built and cultural heritage 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 (HPC). 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 cultural 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.
- 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 adaptive reuse in some of the City's Historic Sub-districts.
- Educating both residents and visitors on the importance and value of the City's diverse historic districts, landmarks, and other resources.
- Educating both residents and visitors on the importance and value of the City's cultural resources, such as the Black Canyon/wagon trails, other pioneer trails; Midland tunnels; Mountain Ute gathering places.

VISION

Collectively, we serve as active stewards of our historic and cultural resources—celebrating their ability to guide, inspire, and shape our future, while recognizing that some change is an essential to a vibrant community.

GOALS & POLICIES

Goal HC-1: Provide financial, educational, and other resources so that all residents and visitors will be well-informed stewards of our rich history.

Policy HC-1.1 Grants and Tax Credits.

Provide residents and property owners with information regarding grants, tax credits, and other financial incentives available to them from the City, state, or federal programs for historic preservation. Explore the possibility of creating more local funding options, such as a revolving loan fund or similar.

Policy HC-1.2 Education and Trainings.

Provide information, trainings, and other educational opportunities to residents and property owners about the City's historic preservation regulations, the process for renovating or building a structure in the City's historic district, and/or techniques and approaches for properly maintaining historic structures. Trainings should also be given to City staff, members of the City Council and those who serve on an advisory board or commission.

Policy HC-1.3 Education and Interpretive History.

Work with the Manitou Springs Heritage Center, property owners, and residents to better identify and highlight the City's historic resources, such as through walking tours, interpretive signs/plaques, signs demarcating the City's historic district and sub-districts, street performers, etc. Ensure that the full range of the City's architectural heritage is represented, as well as the different periods in the City's history.

Policy HC-1.4 Cultural Resources

Collaborate with local and regional partners, including the Mountain Ute Indian Tribe, to highlight and celebrate the area's importance and cultural significance to its first inhabitants.

Policy HC-1.5 Long-Range Planning.

Undertake long-range planning for the City's historic and cultural resources as a means to prioritize resources, projects, and needs and to secure funding for implementation.

Goal HC-2: Preserve and restore Manitou Springs' historic buildings, districts and other structures while encouraging adaptive reuse that is sustainable and creative.

Policy HC-2.1 National Historic District and Landmarks.

Maintain the integrity of the Manitou Springs National Historic District, as well as the buildings listed in the National Register of Historic Places. Work in collaboration with the Manitou Springs Heritage Center, the Historic Preservation Commission, the State Historic Preservation Officer (SHPO), and property owners to explore the potential for listing additional structures on the National Register or the State Register.

Policy HC-2.2 Historic District Design Guidelines.

Maintain and update, as needed, the City's historic district design guidelines. Ensure that the guidelines continue to provide guidance on the adaptive use of historic structures, as well as infill development within the City's Historic District.


Policy HC-2.3 Survey of Historic Resources.

Conduct, and update as necessary, a survey of the City to identify structures in the historic district that are contributing or noncontributing, as well as historic or significant structures present in the City but located outside of the historic district.

Policy HC-2.4 Local Landmarks.

Work with the HPC, the Manitou Springs Heritage Center, residents, and property owners to establish guidelines and procedures for designating individual structures as local landmarks.

Policy HC-2.5 Flood Proofing Resources.

Provide guidelines, best practices, and other information on techniques and approaches for flood proofing historic structures to property owners in the City's historic district. Consider adding these guidelines to the City's Historic District Design Guidelines. 

Policy HC-2.6 Vulnerability Assessment and Mitigation Planning.

Support planning to identify historic buildings and structures most vulnerable to damage from natural hazards and develop strategies to protect and retrofit. 

Policy HC-2.7 Adaptive Reuse.

Encourage the adaptive reuse of existing structures in the historic district as a preferred alternative to demolition so long as reuse of the structure does not create a financial hardship to the property owner.

Goal HC-3: Maintain and enhance existing cultural and historic resources as part of infrastructure and transportation improvements.**Policy HC-3.1 Infrastructure.**

Seek to preserve historic bridges, retaining walls, stairways, and other historic resources to the extent possible, during construction, renovation, or maintenance of City infrastructure. If preservation or restoration of the historic structures is not possible, plans should be made for the recovery and reuse of the materials. New structures built to replace those that were lost should be designed to reflect the overall appearance, alignment, character, and durability of the original structure.

Policy HC-3.2 Risk Reduction.

Prioritize public safety over historic preservation when the risk posed by an historic structure is high. Explore the options for the repair and restoration of historic structures before a determination to demolish is made.

Policy HC-3.3 Mitigation Projects.

Plan, design, and build mitigation projects in the City's historic district that are compatible with the appearance, quality, and materials present in the particular sub-district in which the mitigation project is located.

Policy HC-3.4 Community Involvement.

Seek community input on infrastructure and mitigation projects located in the historic district, especially those that have the potential to negatively affect the district or an individual structure within the district. Provide accurate information on the impacts the project may have on the historic district, as well as the benefits or protection (in the case of mitigation) the project will provide so that the community can understand potential tradeoffs.

Policy HC-3.5 Historic Preservation Commission.

Involve the Historic Preservation Commission in the planning and design stages of infrastructure or mitigation projects in the City's historic district so that they may provide input and recommendations on how best to protect and preserve historic resources.

MEASURING PROGRESS

- Annual value of grants or tax credits received for historic preservation activities/programs
- Historic buildings or structures lost to demolition
- Annual visitation to historic sites
- Historic buildings restored or rehabilitated
- Number of applications processed annually by the HPC
- Number of building permits issued in the Historic District
- Percent of City's historic structures in the floodplain
- Number/percent of historic properties flood-proofed
- Number of new historic/cultural landmarks preserved
- Number of appeals to the HPC findings
- Number of hardship requests made to HPC
- Number of hits to HPC webpage



HOUSING & NEIGHBORHOODS

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
- Ensuring the City's housing stock is built, maintained, and rehabilitated consistent with adopted building and housing codes.
- 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.
- Preserving the historic character of the City's neighborhood but also allowing the neighborhoods and homes to adapt to meet needs of residents.

VISION

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

GOALS & POLICIES

Goal 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.

Policy HN-1.1 Diversity of Housing.

Define a mix of attached and detached housing types that are well-suited to Manitou's unique development context and constraints and incorporate clear policy and regulatory guidance for those housing options in the City's Future Land Use Plan and zoning code.

Policy HN-1.2 Development Regulations.

Encourage the use of innovative approaches that incorporate traditional housing forms while respecting the City's natural and historic context.

Policy HN-1.3 Live-Work.

Support the ability of residents to live and work in Manitou Springs by working with the development community and area-housing organization to expand housing options that are affordable and accessible to workers earning average wages in the community. Provide flexibility to allow residents to live and work within their own home.

Goal HN-2: Promote re-investment in and rehabilitation of the City's housing stock to promote safe, energy-efficient, and resilient homes. 

Policy HN-2.1 Safety and Rehabilitation.

Support programs that incentivize or incentivize or aid in residents ability to reinvest in their homes to increase safety, mitigate the potential impacts of future hazard events, and increase energy efficiency of their homes. Support programs to aid in aging-in-place for older residents.

Policy HN-2.2 Hazard Mitigation.

Work with community and experts to assess homes and neighborhoods with greatest risk of damage from natural hazards and develop strategies to enhanced resiliency.

Policy HN-2.3 Rehabilitation Process and Outreach.

Ensure the process to make investments in private homes is easy for residents to navigate. Provide outreach and education to help reduce issues residents face when making investments through community education and partnership with PPRCG.

Policy HN-2.4 Code Enforcement.

Ensure the housing conditions are safe and livable for residents by enforcing building and housing codes and identifying ways such as rental business licenses and/or inspections to ensure the City is aware of housing safety issues.

Policy HN-2.5 Seasonal Rentals.

Continue efforts to limit and monitor the number of seasonal lodging/rental units that become permanent rental housing. Ensure units within lodging properties that are used for long term rentals conform to City regulations.

Goal HN-3: Collaborate with local, regional, state, and federal partners to meet the City's affordable housing needs.

Policy HN-3.1 Affordable Housing Definition.

Target affordable housing options that are affordable to: 1) Residents earning below 50 percent of AMI for rentals, and 2) Residents earning between 60 and 100 percent of AMI for ownership.

Policy HN-3.2 Affordable Housing Champion.

Support on-going efforts related to affordable housing through the continuation of a task force that aids in raising awareness of issues, attracting additional resources, developing and fostering partnerships, and identifying potential policies and programs.

Policy HN-3.3 Partnerships.

Actively participate in regional housing efforts and increase awareness of affordable housing issues and opportunities within Manitou Springs.

Policy HN-3.4 Alignment of City Resources.

Identify ways the City can use its existing resources such as City owned land and financing tools, such as urban renewal, to create opportunities for the development of affordable housing units.

Policy HN-3.5 Affordable Housing Units.

Actively seek to increase the number of affordable, income restricted housing units in the City by providing incentives, engaging outside expertise, and partnering to aid in the development of projects. The City's focus should be on creating affordable rental options for the City's service workforce, for-sale entry-level/family housing, and senior housing.

Policy HN-3.6 Reducing Barriers.

Actively identify ways the City can support the development affordable housing by reducing regulatory barriers to building and maintaining affordable housing units in the City.

Goal HN-4: Protect and enhance the distinctive character of Manitou Springs' diverse neighborhoods.

Policy HN-4.1 Enhancing Neighborhood Character.

Identify and support approaches for neighborhoods to enhance their neighborhood character and identity through common public elements, signage, and design guidelines.

Policy HN-4.2 Connectivity.

Identify, prioritize, and invest in targeted infrastructure improvements to enhance walkability and connectivity within neighborhoods and between neighborhoods and commercial areas.

Policy HN-4.3 Tourism Impact.

Continue to limit vacation rentals within the City to mitigate the impacts of visitors and vacation rentals units on neighborhoods. Ensure tourism related businesses and activities have minimal impact on neighborhoods by preventing future tourism businesses within residential areas and identifying strategies to mitigate traffic, parking and other impacts related to existing businesses on neighborhoods.

Goal HN-5: Provide residents the opportunity to participate in shaping the future of their neighborhoods.

Policy HN-5.1 Partnerships.

Identify ways neighborhoods can play an active role in making improvements to their neighborhoods through partnerships and grant programs with the City.

Policy HN-5.2 Neighborhood Groups.

Support the formation and growth of neighborhood groups and facilitate regular interaction between neighborhood groups and City staff to identify issues and opportunities.

Facilitate the provision of adequate housing and support services for families in the community that need assistance.

MEASURING PROGRESS

- Number of affordable units
- Percent of households with housing cost burdens
- Number of residents living and working in Manitou Springs
- Number of renovation permits vs. new construction permits in Central Neighborhoods
- Number of VRBO or vacation rental units
- Average monthly rent/ average home price (per year)
- Average home price compared to median income.



INFRASTRUCTURE & PUBLIC SERVICES

ROLE OF THIS 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. The City is participating in a pilot program to develop a mapped dataset to better understand the condition and vulnerability of its infrastructure, in order to guide future infrastructure planning. 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 or relocating infrastructure and facilities from damage due to natural disasters and restoring service as quickly and efficiently as possible following disruptions.
- Maintaining or updating aging infrastructure systems.
- Adapting the services to the changing needs of the City's population.
- Leveraging available disaster recovery funds to recover from previous disasters and prepare for future ones.

VISION

We continually innovate and invest in our community's safety and services. We provide great, engaging public spaces, facilities, and amenities, which encourage people of all ages and backgrounds to participate, congregate, and play.

GOALS & POLICIES

Goal IP-1: Provide outstanding service to the community and work collaboratively with residents and businesses to address issues and resolve problems.

Policy IP-1.1 Restorative Justice.

Create awareness and promote use of the Manitou Springs Restorative Justice program to resolve conflicts, disputes, and offenses in our school system, municipal court, and community.

Policy IP-1.2 Community Oriented Policing.

Facilitate open communication between the Police Department, residents, and visitors and ensure that the Police Department maintains an approachable and visible presence in the City. Seek opportunities to strengthen community-policing initiatives and engage the community in developing solutions to public safety and quality of life issues.

Policy IP-1.3 Staff Training and Education.

Provide and support opportunities for continuing education and training for City staff in topics relevant to their respective fields or responsibilities.

Policy IP-1.4 Code Enforcement.

Work with neighborhoods, local groups, and members of the community to encourage community engagement in safety, property maintenance, and other code enforcement efforts.

Policy IP-1.5 Service Agreements.

Periodically review existing service agreements and mutual aid agreements with surrounding local governments, utilities, and private service providers to ensure they provide high-quality services to City residents and businesses, as well as to ensure their service delivery goals and practices are in-line with the visions and goals of the community as stated in this Community Master Plan.

Policy IP-1.6 Public Safety Services.

To the extent possible, ensure that the Manitou Springs Police Department and the Manitou Springs Volunteer Fire Department have the necessary manpower, facilities, resources, and training to provide the community with the highest possible level of public safety services.

Policy IP-1.7 Identify Barriers.

Work with the community and relevant City departments and staff to identify potential barriers to the efficient delivery of services and implement strategic plans or strategies to overcome barriers.

Goal IP-2: Support continued investment in and ongoing maintenance of the City's infrastructure and amenities to ensure efficient and equitable provision of effective services.

Policy IP-2.1 Functional Plans.

Develop and routinely update plans for all City facilities, infrastructure, and services to help guide the City's capital improvement planning and long-term budgeting.

Policy IP-2.2 Adequate Public Facilities.

Align functional plans for City facilities, infrastructure, and services with the Future Land Use Plan, to ensure the City (in conjunction with other service providers) has the ability to provide necessary facilities and services to meet the community’s short and long-term needs.

Policy IP-2.3 Capital Improvements.

Continue to maintain and share a consolidated capital improvement plan, identifying how planned-for capital improvements and hazard mitigation projects help to implement the visions and goals of this Community Master Plan, and providing opportunities for community input, as appropriate.

Policy IP-2.4 Impacts of Operations and Maintenance.

The impacts of operations and maintenance costs of new or expanded infrastructure, services, and amenities on the City’s general fund should be considered before making decisions to ensure the City has the fiscal, technical, and staff capacity to support new or expanded services in a sustainable manner.

Policy IP-2.5 Mitigation Project Funding.

Work with federal, state, and regional partners and local officials to obtain funding for projects identified in the hazard mitigation plan to protect facilities and infrastructure to better withstand impacts of hazards and other disruptions.

Policy IP-2.6 High Hazard Areas.

Avoid public expenditures that expand facilities and infrastructure in high hazard areas or that may encourage development in identified hazard areas.

Policy IP-2.7 Volunteers.

Provide opportunities for residents to volunteer their time in assisting the City with maintenance of community amenities and public spaces, such as parks and trails.

Goal IP-3: Establish, monitor, and maintain City programs, services, and facilities that are aligned with the community’s needs.

Policy IP-3.1 Features and Programming.

In collaboration with the community and users, evaluate the features, amenities, and programming available at public facilities, such as parks and the Pool and Fitness Center, on regular basis to ensure that they adequately meet the needs of the community and the populations that use them. Promote activities that are provided in an environment that supports youths and older adults in making connections and staying engaged in the community.

Policy IP-3.2 Senior Services.

Work in collaboration with the Area Agency on Aging, the Pikes Peak Area Council of Governments, El Paso County, senior residents of Manitou Springs and other groups or organizations to ensure that senior residents are aware and informed of services available to them in the region, as well as to identify and proactively plan for the needs of senior residents in the future.

Goal IP-4: Incorporate sustainable practices into the design, construction, operation, and maintenance of City facilities.

Policy IP-4.1 Recycling Facilities.

Expand opportunities for recycling in public spaces, especially those that are heavily trafficked, such as downtown. Require special events to provide recycling facilities during the event.

Policy IP-4.2 Green Building.

Strive for new or renovated City buildings to incorporate green building principles and best practices. Use established green building programs, such as the USGBC's LEED program, as a guide.

Policy IP-4.3 Energy Efficiency.

Improve the energy and fuel efficiency of City buildings, infrastructure, and vehicles. Work with other utility providers, such as Colorado Springs Utilities, to improve energy efficiency of infrastructure not managed by the City, such as street lighting.

Policy IP-4.4 Procurement.

Work in collaboration with businesses and other governments in the region to develop and adopt sustainable procurement guidelines for products and services purchased by the City.

Policy IP-4.5 Alternative Energy Generation.

Continue to investigate and pursue opportunities to generate energy from renewable sources for City facilities and infrastructure, including, but not limited to solar energy, micro-hydro generation, geothermal heating and cooling and wind energy.

Goal IP-5: Continue to provide essential public services during disasters and disruptions and work to restore normal services as quickly as possible,

Policy IP-5.1 Critical Services Redundancies.

Work in collaboration with Colorado Springs Utilities and other utility providers to ensure that redundancies are in place, to the extent possible, for critical services and infrastructure serving residents and businesses of Manitou Springs.

Policy IP-5.2 Continuity of Operations Plan (COOP).

Develop and maintain emergency management plans that address hazard mitigation, emergency response operations, continuity of governance, and disaster recovery providing guidelines and principles for mitigation and preparedness and for an the overall response and recovery activities of the City.

Policy IP-5.3 Education and Awareness.

Promote awareness of the City's emergency management plans so that residents, visitors, and businesses are aware of where and how to access City services during and after a natural disaster or other disruptive event.

Goal IP-6: Provide convenient, accessible City facilities to serve the public.

Policy IP-6.1 Location of Facilities.

Ensure that the location and accessibility of City facilities that serve the public is considered in planning for new facilities. Priority should be given to alternatives that are located near public transportation and pedestrian and/or bike paths, and that are easily accessible to the mobility impaired.

Policy IP-6.2 Accessibility.

Develop an Americans with Disabilities Act (ADA) Transition Plan that includes an implementation plan to achieve compliance with the ADA.

Policy IP-6.3 Universal Design.

Incorporate universal design features, such as hard surface paths, ramps, frequent benches, restrooms and lighting that improve the accessibility and usability of City facilities for all users, regardless of age or ability.

MEASURING PROGRESS

- Annual budget for emergency infrastructure repairs
- Number of hours of lost utility service
- Number/length of utility wires buried
- Annual budget for residential area infrastructure repairs/number of repairs completed
- Per capita costs of services



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, historic, and largely built out footprint means that future growth will occur mostly through a combination of infill¹ development on vacant lots; adaptive reuse of existing buildings, particularly historic structures; 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, particularly in the historic district, 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 all areas of the City, improve public safety and community resiliency, and bolster a healthy sense of place.

¹ Infill development refers to development on a vacant or substantially vacant tract of land that is surrounded by existing development.

GOALS & POLICIES

Goal LU-1: Provide opportunities for a balanced mix of land uses to meet the needs of residents and businesses and support other goals of the Community Master Plan.

Policy LU-1.1 Future Land Use Plan.

Develop and implement development regulations in a manner that supports the intensities and uses set forth in the Future Land Use Plan and helps to promote safe growth.

Policy LU-1.2 Range of Uses.

Strive for a mix of land uses that allow residents to live, work, play, learn, and conduct more of their daily business within the City. Monitor the overall mix of uses within the City over time.

Goal LU-2: Support and enhance the vibrant, walkable, and distinctive character of Downtown Manitou Springs.

Policy LU-2.1 Diverse Mix of Uses.

Promote a diverse mix of activity-generating uses and supports pedestrian activity.

Policy LU-2.2 Historic Character.

Building renovation and new development should reflect the existing historic building heights, scale, materials, landscaping and other details in keeping the City's Historic District Design Guidelines. Regular upkeep and maintenance of buildings is encouraged to maintain an attractive appearance.

Policy LU-2.3 Public Realm Improvements.

Work in collaboration with the Downtown Business Improvement District (BID), local businesses, and residents to identify, implement, and maintain improvements to the streetscape, public spaces, parks, and other elements of the public realm in Downtown.

Goal LU-3: Provide targeted opportunities for residential, commercial, or mixed-use development through context sensitive adaptive reuse, infill, and redevelopment.

Policy LU-3.1 Preference for Adaptive Reuse.

Encourage the adaptive reuse of existing structures over redevelopment where feasible.

Policy LU-3.2 Opportunity Sites.

Establish, maintain, and periodically update a list of potential sites—both vacant and underutilized—that are suitable for infill or redevelopment. This list should be made available to residents, businesses, and developers.

Policy LU-3.3 Compatibility.

Promote infill development and redevelopment that is compatible with the existing character, scale, and uses of surrounding community context. Establish minimum criteria for infill and redevelopment that take into account criteria for slope, on-site or on street parking, and roadway capacity/condition.

Goal LU-4: Promote reinvestment and redevelopment in the City’s gateways and along Manitou Avenue (“arch to arch”).

Policy LU-4.1 Mixed-Use.

Encourage the integration of complementary uses within the same building (i.e., residential or office above retail) or on the same site (i.e., residential adjacent to employment and/or retail uses) as a way of revitalizing the City’s gateway areas.

Policy LU-4.2 Compatibility.

Promote redevelopment along Manitou Avenue or in other Mixed-Use areas in the City that is designed and built in a manner that is compatible with adjacent neighborhoods. Development along this corridor that falls in the City’s Historic District should conform with Historic District Guidelines.

Policy LU-4.3 Streetscapes and Public Spaces.

Encourage new development along Manitou Avenue to which include plazas, sidewalks, and other outdoor spaces that are inviting, safe, clean, walkable, accessible, and attractive for people. Continue to invest in the incremental completion streetscape improvements along Manitou Avenue.

Policy LU-4.4 Site Plans and Landscape Requirements.

Provide direction to improve site planning, design, and landscape standards for redevelopment sites. Include guidelines on access, circulation, aesthetics, and xeric, native, and/or low-water landscaping.

Policy LU-4.5 Urban Renewal Area.

Continue to support and facilitate redevelopment activity in the City’s Urban Renewal Area (URA), in collaboration with the Urban Renewal Authority, the Chamber of Commerce, businesses, and property owners.

Policy LU-4.6 West End.

Support redevelopment and reinvestment in the City’s West End consistent with the community’s vision for the area, particularly the between the two roundabouts at Manitou Avenue and Ruxton Avenue and Manitou Avenue and Serpentine Avenue.

Goal LU-5: Evaluate potential opportunities to annex new areas into the City consistent with the City’s 3-Mile Plan.

Policy LU-5.1 Contiguity.

Limit annexation to areas that are contiguous to and consistent with the City’s boundary, avoiding the creation of enclaves or lengthy peninsulas.

Policy LU-5.2 Consistency with City Plans and Regulations.

Areas considered for annexation should have in place a development plan that is consistent with the Community Master Plan, Zoning Ordinance, Subdivision Ordinance, and other adopted policies related to development, services, and/or annexation.

Policy LU-5.3 Extension of Services.

Phasing of development and the provision of basic City services should be established by an annexation agreement between the City and property owners requesting either annexation or City services. Annexation

should only occur in areas where a full range of services and infrastructure can be provided by the City or other service providers, and when the annexation is determined to be a net benefit to the city. Existing City services and infrastructures should not be overburdened in order to provide services to the proposed annexation area. Property owners or developers are expected to pay for any extension of City services to newly annexed areas.

Policy LU-5.4 Development in Three-Mile Area.

Encourage El Paso County to review developments with the City's Three-Mile Area to ensure that they are in accordance with the Community Master Plan. Explore opportunities to enter into agreements with the County for joint planning of unincorporated areas falling within the Three-Mile Area.

Goal LU-6: Encourage the use of sustainable development practices and site planning techniques and technologies in all public and private development.

Policy LU-6.1 Low Impact Development.

Adopt low impact development (or LID) standards for development, as well as incentives to promote the use of green infrastructure for stormwater infiltration and the reduction of impermeable surfaces on a site.

Policy LU-6.2 Night Sky Conservation.

Continue to implement standards to protect the visibility of the night sky and reduce light pollution through the City's lighting code, sign code, and adopted Lighting Plans.

Policy LU-6.3 Energy and Water Efficiency.

Explore opportunities, approaches, and other alternatives for promoting the incorporation of energy and water efficiency measures and design elements into new construction and major renovations.

Policy LU-6.4 Protection of Natural Features.

Ensure that sites plans for new development or redevelopment protect natural features and/or incorporate them into the overall design of the site in a manner that provides for both the protection of the natural feature, and it's enjoyment by the public.

Policy LU-6.5 Recycling of Building Materials.

Encourage building materials from construction of new or demolitions of existing structures to be reused or recycled, especially for historic structures that may contain rare or hard to find materials, such as Manitou Greenstone.

Policy LU-6.6 Renewable Energy Generation.

Reduce, and to the extent possible, eliminate, local regulatory barriers to the installation of on-site renewable energy sources, provided the installation will not conflict with other goals and policies of the Community Master Plan. Explore opportunities for providing incentives for renewable energy generation.

Goal LU-7: Minimize risks to property, infrastructure, and lives from natural hazards and disasters.**HMP****Policy LU-7.1 High Hazard Areas**

Support a measured approach to guide new development away from and discouraging increasing density in high-risk areas, including identified flood, wildfire, steep slope and geologic hazard areas.

Policy LU-7.2 Critical Facilities and Infrastructure.

Design and site new critical facilities, including facilities for access and functional needs populations to avoid exposure to hazards.

Policy LU-7.3 Flood Hazard Areas.

Discourage, and prevent to the extent possible, new development from locating in floodways or flood hazard areas. Structures that are built in the flood plain must comply with the Floodplain Management Regulations of the Pikes Peak Regional Building Department (PPRBD), and should include flood proofing measures to limit risks to property and loss of life. Encourage floodproofing and other flood mitigation measures for existing structures in the floodway and flood hazard areas to limit risks to property and loss of life.

Policy LU-7.4 Steep Slopes and Geologic Hazards.

Development on slopes with grades steeper than 30 percent should be avoided to the greatest extent possible. Slope stabilization, erosion controls and stormwater management best practices should be used in all areas with steep slopes to reduce risks of erosion, landslides, and other geologic hazards. Encourage implementation of these best management practices on properties that are already developed in areas with steep slopes.

Policy LU-7.5 Wildland-Urban Interface.

New development, redevelopment, and major renovations in areas within the Wildland-Urban Interface (WUI) or in other areas of at high risk of wildfires should incorporate best practices for “Firewise” development and landscaping techniques that help to protect property, homes, and lives from wildfires. Implementation of such techniques and practices is also encouraged for existing development within the WUI or in areas of high wildfire risk.

Policy GC-6.3 Maps and Data.

Ensure hazard mitigation mapping and data is easily accessible to the public and integrate this information into the plan and development review process to increase awareness of the associated risks and costs and to promote informed decision making when development is proposed for consideration in high risk areas. Maintain accurate and up-to-date maps and data on the extent and level of risk from hazards present in the community.

MEASURING PROGRESS

- Number of LEED or green certified buildings in the City
- Rehabilitation/remodeling permits issued annually
- Redevelopment activity within the URA
- Square feet of buildings renovated/adaptively reused
- Greenhouse gas emissions
- City-provided public recycling bins/containers
- Percent of energy generated from renewable sources.
- Number of solar panels in the City
- Number of low-water-use gardens



NATURAL ENVIRONMENT

ROLE OF THIS MASTER PLAN ELEMENT

The Natural Environment addresses the community's use of and impact on all living (trees, plants, aquatic flora, insects, etc.) and non-living things (minerals, rocks, waterways, air components, trails, etc.) present 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 and risks. A large portion of the City is located on steep slopes within the Wildland Urban Interface and a large portion of downtown is located within the flood hazard area. In addition, the City's Parks, Open Space, and Trails Master Plan (POST Master Plan), 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.
- Promoting greater awareness, understanding and appreciation of the Mineral Springs and their unique geochemical properties.
- Identifying and mitigating risk of flooding, landslides, and wildfires and impacts to 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, staff, and visitors 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 & POLICIES

Goal NE-1: Preserve, protect, connect, and manage natural habitats and ecosystems.

Policy NE-1.1 Open Space Acquisition.

Continue to acquire open space based on the criteria set forth in the Parks, Open Space, and Trails (POST) Master Plan. In no particular order, these criteria are:

- **Viewshed:** Areas that are the most visible from key sites, landmarks, roadways, and gateways in Manitou Springs
- **Habitat Areas:** Areas that contain large or otherwise significant, undeveloped tracts of wildlife habitat
- **Riparian Areas:** Areas along stream corridors and canyon bottoms that contain important wildlife habitat and movement corridors
- **Steep Slopes:** areas with steep slopes greater than 30% (less suitable for development)
- **Floodplain:** Areas not suitable for development
- **Zoning:** Areas that are zoned and intended for less-developed land use
- **Community Preference:** Areas that have unique qualities or are otherwise important to residents and visitors
- **Trail Corridors:** Key trail corridors identified in the trails plan

Policy NE-1.2 Trails and Public Access.

Provide access to public lands and open space consistent with the vision and goals for trails set forth in the POST Master Plan.

Policy NE-1.3 Wildlife Movement.

Ensure that development projects built within the City in areas that serve as habitat for wildlife are designed and built in a manner that does not impede or negatively impact wildlife movement. Work with CDOT, El Paso County, and other regional, state, and federal partners to ensure that, to the extent possible, transportation corridors (such as along U.S. Highway 24) are designed and built to accommodate wildlife movement.

Policy NE-1.4 Habitat and Ecosystem Management.

Develop and implement management plans, stewardship plans, and/or funding plans for maintenance of all open space acquired by the City, following the guidelines of the POST Master Plan. Such plans should address weed/invasive species management, balancing recreation and wildlife habitat protection, forest health management, wildfire risk management, archaeological and historical resource protection, and environmental protection and permitting to comply with state and federal regulations regarding wetlands, migratory birds, threatened and endangered species, and cultural resources.

Policy NE-1.5 Vegetation Preservation

Preserve and restore natural vegetation and woodlands, especially on steep slopes, to reduce erosion and stabilize slopes.

Goal NE-2: Promote the preservation of stream and creek corridors for habitat, flood mitigation, and managed public access, and increase awareness of the important environmental functions provided by these corridors. HMP

Policy NE-2.1 Fountain Creek.

Continue to work with the Fountain Creek Restoration Committee, the Fountain Creek Watershed, Flood Control, and Greenway District, other local groups, regional organizations, and local, state, and federal governments to manage, enhance, and preserve the aquatic and riparian habitats found within and along Fountain Creek.

Policy NE-2.2 Stream, Wetland, and Watershed Restoration.

Encourage projects to restore natural and beneficial functions and stability of stream systems, wetlands, and the watershed in and upstream from Manitou Springs to help reduce flood risk in the City and improve the long-term health and resilience of the watershed.

Policy NE-2.3 Stormwater Management.

Promote innovative stormwater collection, storage, and diversion systems to reduce the amount of sediment and pollution entering our local water bodies, including measures that seek to detain, slow, or reduce the amount of surface runoff entering our streams and waterways during precipitation events.

Policy NE-2.4 Impervious Surfaces

Reduce or limit the expansion of impervious surfaces throughout the City, particularly in areas with steep slopes or other geologic hazards, and within the 100-year floodplain. Implement non-structural solutions to flood control when feasible.

Policy NE-2.5 Fountain Creek Greenway.

Continue to plan for and implement a linear park system along Fountain Creek extending from Highway 24 to Rainbow Falls to the City's eastern gateway.

Goal NE-3: Reduce all emissions, effluents, and wastes that are contrary to the health of our community and our natural environment.

Policy NE-3.1 Green Management of Parks.

Assess and implement an environmentally-sensitive approach to maintenance and operational practices to enhance and preserve the condition and safety of parks and other public spaces managed by the City.

Policy NE-3.2 Greenhouse Gases.

Encourage, support, and promote efforts, programs, and practices that lower the community's emission of greenhouse gases (GHGs) in order to achieve the City's commitment to reduce GHGs emitted in the community to 30% of 2005 levels.

Policy NE-3.3 Waste Disposal.

Promote and encourage the proper disposal of wastes, including solid waste, toxic or hazardous materials, pet waste, etc. Promote efforts and programs that encourage the reduction of solid waste, as well as the reuse and/or recycling of waste.

Policy NE-3.4 Air Quality.

Continue to collaborate with local and regional governments and organizations to improve air quality.

Goal NE-4: Engage local, regional, state, and federal partners in the stewardship of our watershed, surrounding forests, geologic features, and other natural resources.

Policy NE-4.1 Awareness of SWPA.

Work with the U.S. Forest Service, El Paso County, and others to ensure the public and other public agencies and governments are aware of the City's Source Water Protection Area (SWPA) and its boundaries. Notify these agencies and governments of the City's SWPA and its boundaries during natural disasters, such as wildfires, to ensure response and/or suppression activities do not negatively affect the quality of our water supply.

Policy NE-4.2 Forest Management.

Work with neighboring local governments, local and regional organizations, state and federal agencies, and landowners to encourage the healthy and sustainable management of surrounding forests, particularly to enhance water quality and to reduce the risk and severity of wildfires.

Policy NE-4.3 Visual Resources.

Work with El Paso County, the City of Colorado Springs, other local governments, and property owners to preserve the undeveloped character of the City's mountain backdrop. Development on hillsides within the City should be avoided or mitigated to protect the scenic quality of the hillside.

Policy NE-4.4 Invasive Species.

Work with El Paso County, the state Department of Agriculture, and others to manage, eliminate, contain, or suppress invasive species, noxious weeds, and other pests. Work with the County to implement the Noxious Weed Management Plan, and work to prevent the introduction and spread of invasive or noxious plants and animals within the City.

Policy NE-4.5 Regional Plans and Initiatives.

Continue to collaborate with surrounding local governments, PPACG, and other local and regional organizations in regional plans and initiatives related to sustainability, resilience, and or the natural environment.

Goal NE-5: Reduce the occurrence and impacts of conflicts between humans and wildlife.

Policy NE-5.1 Education and Outreach.

Promote educational efforts and programs that help residents and visitors avoid wildlife conflict situations, and minimize the attraction of wildlife to areas with high potential for human-wildlife conflicts.

Policy NE-5.2 City Facilities.

Design, build, and manage parks and recreational facilities, such as trails, to minimize the impacts of these facilities on wildlife habitat, and to minimize the potential for human-wildlife conflicts. Continue to post information regarding the presence and potential for wildlife encounters, such as with Mountain Lions, at trailheads.

Goal NE-6: Restore, protect, maintain, and showcase the City’s Mineral Springs.

Policy NE-6.1 Maintenance of Existing Springs.

Work with the Mineral Springs Foundation, local groups, residents, and property owners to ensure the proper upkeep and maintenance of the City’s publically-accessible Mineral Springs.

Policy NE-6.2 Restoration of “Lost” Springs.

Collaborate with the Mineral Springs Foundation, property owners, and others to encourage the identification, restoration, and public access to other Mineral Springs within the City.

Policy NE-6.3 Monitor Aquifers and Water Quality.

Work with the Mineral Springs Foundation and relevant state and federal agencies to study and monitor the City’s Mineral Springs and aquifers to protect the water quality, as well as to conserve pressure in the aquifer system supplying existing wells and springs.

Policy NE-6.4 Awareness and Promotion.

Work with the Mineral Springs Foundation, the Chamber of Commerce and others in the region to promote the City’s Mineral Springs.

MEASURING PROGRESS

- Acres of preserved open space
- Water quality
- Air quality
- Reported sightings and/or conflicts with wildlife per year
- Number of new trails built/opened
- Periodic survey of deer population
- Number of rainbarrels



TRANSPORTATION & MOBILITY

ROLE OF THIS MASTER PLAN ELEMENT

Supports a well-connected, 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, operated by Mountain Metro Transit and funded by the City and the Pikes Peak Rural Transportation Authority, and is further connected to the area with regional trails, such as the Fountain Creekwalk/Midland Trail. The City's transit system provides connections for citizens to the broader regional transit network, and also provides access to the City for employees. The City's compact footprint lends itself well to supporting walking and bicycling. Key issues and opportunities in this area include:

- Parking and traffic congestion from visitors during summer months, weekends, major events and festivals.
- Balancing parking, pedestrian, bicycle, and vehicle circulation needs on narrow streets or streets with limited rights-of-way.
- Identifying new facilities needed to support non-motorized aspects of the City's transportation network.
- 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, multi-modal transportation network that balances the needs of our residents, visitors, and businesses, enhancing our natural environment and cultural history.

GOALS & POLICIES

Goal TM-1: Mitigate special event and seasonal congestion, balancing the needs of visitors and local businesses with those of residents.

Policy TM-1.1 Shuttle Usage.

Enhance collaboration the Chamber of Commerce, City of Colorado Springs, COG Railway and other tourism-oriented organizations or destination managers to promote shuttle usage among visitors.

Policy TM-1.2 Signage and Wayfinding Strategy.

Develop a City-wide parking signage and wayfinding strategy to direct traffic into and around downtown to better facilitate and coordinate parking and traffic during the peak summer season and during special events.

Policy TM-1.3 Parking Information.

Use available technologies to provide real time information on parking availability at City managed parking lots.

Policy TM-1.4 Special Events.

Continue and expand the use of a central clearinghouse to coordinate transportation and parking needs for events, including strategies to mitigate congestion on Manitou Avenue.

Policy TM-1.5 Incline Parking.

Work to eliminate Incline parking in the Ruxton Avenue corridor. Modify the existing Residential Parking Program, use no parking zones and increase violation fees to reduce the availability of public parking during peak times. Educate Incline users to use City parking lots serviced by the shuttle.

Goal TM-2: Enhance connectivity, comfort, and safety for non-motorized modes of transportation, such as walking and biking throughout the community.**Policy TM-2.1 Public Transit.**

Continue to improve transit service and facilities to meet needs of citizens and workers as an essential component of the City's transportation system.

Policy TM-2.2 Multi-use Trail System.

Enhance multi-use trail connectivity to neighborhoods, parks, open spaces, schools, recreational amenities, community destinations, historic sites, Mineral Springs, and surrounding jurisdictions' trail systems through the actions defined as part of the 2016 POST Master Plan.

Policy TM-2.3 Bicycles.

Develop a system of bike lanes and bike facilities to increase bicycle usage in the city and to connect the area's bike trails.

Policy TM-2.4 Sidewalks.

Work to improve sidewalk conditions and connectivity where feasible and continue efforts to widen sidewalks on high pedestrian travel corridors, such as Manitou Avenue.

Policy TM-2.5 Safe Routes to Schools

Encourage programs and projects that improve pedestrian and bicycle safety and enhance connections from neighborhoods to the City's schools.

Policy TM-2.6 Stairways.

Explore opportunities to reclaim and restore public stairways and define ongoing maintenance responsibilities.

Policy TM-2.7 Pedestrian Linkages.

Expand pedestrian connections between the City's neighborhoods and downtown, prioritizing connections defined as part of the 2016 POST Master Plan.

Goal TM-3: Support the transportation needs of persons with mobility challenges.

Policy TM-3.1 Transportation Services and Facilities.

Coordinate with transportation providers, human service agencies, and nonprofit organizations to provide accessible and affordable transportation options and facilities for older adults, transit dependent populations, and others with special transportation needs.

Policy TM-3.2 Accessible Public Transit.

Follow National Association of City Transportation Officials (NACTO) transit street guidelines when designing pedestrian facilities and transit stops.

Policy NE-6.5 Pedestrian Crossings.

Evaluate the need to enhance pedestrian crossings outside of downtown to improve safety and mobility within the City's gateways.

Goal TM-4: Develop a long-term parking strategy that evaluates parking needs in relation to existing transportation network and other City needs and functions.

Policy TM-4.1 Parking Management.

Monitor the use of existing parking programs to evaluate their effectiveness in encouraging the continued turnover of street parking spaces, to addressing employee parking needs, and addressing traffic concerns on neighborhood streets. Expand or modify the use of these programs as necessary to achieve community objectives.

Policy TM-4.2 Parking fees.

Continue to manage and adjust parking rates and the parking violation program for on-street and off-street public parking areas to create a sustainable parking infrastructure.

Policy TM-4.3 Parking Supply.

Monitor the existing supply of public parking and periodically evaluate the need for and possible mechanisms to expand parking within the City's constrained footprint (i.e., structured parking).

Policy TM-4.4 Public/Private Partnerships.

Explore the use of public/private partnerships to leverage available resources and the overall supply of parking within the City.

Policy TM-4.5 Reduce Parking Demand.

Continue to support land use patterns, transit usage, and other initiatives that encourage non-motorized travel and reduce demand for parking within the City.

Goal TM-5: Continue to collaborate with regional partners in transportation planning, in order to provide increased transportation options, funding, and to implement regional transportation plans.

Policy TM-5.1 Regional Planning.

Continue to collaborate with PPACG, CDOT, City of Colorado Springs, and EL Paso County and other regional partners in transportation planning.

Policy TM-5.2 Transportation Grants.

Pursue state and federal grants to fund transportation projects and provide a local match to increase chances of obtaining grant funds.

Policy TM-5.3 Guide Safe Growth.

Avoid projects that may direct growth to and increase density in identified hazard-prone areas.

Policy TM-5.4 Funding Strategy.

Develop a long-term funding strategy for the City’s shuttle service.

Goal TM-6: Improve functionality of transportation system in emergency and disaster conditions.

Policy TM-6.1 Evacuation.

Continue planning for evacuation and for contingencies in the event of infrastructure failure and during season congestion.

Policy TM-6.2 Ingress/Egress.

Prevent closures of key ingress/egress points to the City due to impacts of disasters.

Policy TM-6.3 Infrastructure Mitigation.

Identify and prioritize improvements to address known deficiencies and vulnerabilities in transportation facilities and infrastructure.

Policy TM-6.4 Education.

Work with City Police and Fire Departments to educate residents and visitors of evacuation routes during an emergency event.

Policy TM-6.5 Roadway Standards.

Establish parameters to guide the repair and reconstruction of the City’s roadways as opportunities arise, balancing the need to safely accommodate multiple functions and modes within rights of way that are narrow and steep.

MEASURING PROGRESS

- Miles of trails and/or bike lanes in the City
- Transit ridership
- Public parking lot usage
- Annual number of parking violations/tickets issued