May 4, 2017

Dear Manitou Springs community members,

It is my pleasure to introduce Plan Manitou, Manitou Springs’ comprehensive master plan and community roadmap. This plan was a large undertaking, and I thank all who participated: citizens, stakeholders, elected officials, board and commission members, staff, special interest groups, and consultants.

The Manitou Springs community values the public engagement process and input, and seeks to provide opportunities for all citizens and stakeholders to participate in important community planning efforts. The Plan Manitou process strived to meet these core values by incorporating a range of engagement opportunities.

Manitou Springs Forward: A Vision and Planning Guide (Vision Plan), a citizen-driven planning and visioning effort completed in 2012, forms the framework for Plan Manitou. The Vision Plan clearly articulated our community values: strong support for community engagement; commitment to economic vitality and sustainability; historic preservation that guides and inspires; and an ongoing awareness of the value of our unique natural setting.

Plan Manitou is designed to put the visions and values defined in the Vision Plan into action. First and foremost, our goal is that Plan Manitou will be a user-friendly document that supports our community engagement values. The document includes a wealth of data and maps, as well as planning policies and tools to assist community members and partners as they make decisions and implement projects. The document includes an Implementation Plan of specific actions – the community’s first. This feature is particularly important and will enable us to stay on track towards our goals, and to integrate the efforts of all community members to achieve them.

An innovative planning approach has been developed with this project – it incorporates a hazard risk assessment of the community, and integrates the findings into the comprehensive master plan. Through this plan, the community has defined a clear approach to reduce and mitigate its hazard risk, and has also considered how to reduce risk within each area of planning, from housing to development to transportation. With this innovative approach, we will continue to be informed, thoughtful, and responsible stewards of this unique place that we call home. I’m looking forward to working with all of you as we define our path towards a more sustainable and resilient future.

Sincerely,

Nicole Nicoletta

Nicole Nicoletta
Mayor, City of Manitou Springs
ACKNOWLEDGMENTS

CITY COUNCIL
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Gary Smith, Mayor Pro Tem, At-Large
Becky Elder, At-Large
Jay Rohrer, At-Large
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Coreen Toll, Ward 2
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PHOTO CREDITS

Photo sources are cited throughout, with the exception of those used in the timeline graphic—The Evolution of Manitou Springs, which are listed below in the order they appear on the timeline:

James Thomas Thurlow, taken between 1874-1878;  
https://www.loc.gov/pictures/item/2005686885/  
William Gunnison Chamberlain, 1878  
http://www.loc.gov/pictures/item/94505141/  
Haines Photo Company, 1908  
http://www.loc.gov/pictures/item/2007661997/  
John Lloyd, 2008  
https://www.flickr.com/photos/hugo90/2541038806/  

David (Flickr user “Brokentaco”), 2012  
https://flic.kr/p/cjplhb  
Peter Hook, 2013  
https://flic.kr/p/fBSexM  
Background image adapted from: Detroit Photo Co., taken between 1898 and 1905  
https://www.loc.gov/item/2008676340/  

Plan Manitou was funded by a Resilience Planning Grant from the Housing and Urban Development Community Development Block Grant, Disaster Recovery, Round 2.  
A special thanks to all who participated in the Plan Manitou process, to those who provided the photos featured throughout the Plan, and to the Colorado Department of Local Affairs team for their assistance throughout the process!
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APPENDIX

Available for download at: www.planmanitou.com

Appendix A: Action Plan (Long-term Actions)
Appendix B: Community Profile
Appendix C: Natural Hazards Risk Assessment
Appendix D: Hazard Mitigation Strategy Implementation
Appendix E: Map Atlas
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ABOUT PLAN MANITOU

WHY NOW?

Plan Manitou ("the Plan") is the Community Master Plan (or Comprehensive Plan) and Hazard Mitigation Plan for the City of Manitou Springs. Plan Manitou emerged from a need to not only develop the City’s first comprehensive plan, but to also engage the community in a discussion about the relationship between its vision and goals for the future (initially established as part of the Manitou Springs Forward: A Vision and Planning Guide) and the natural hazards and risks present in the community. Plan Manitou was also spurred, in part, by a series of major flood events that heavily impacted the community in 2013, and again in 2015, as well as the community’s proximity to the 18,247 acre Waldo Canyon Fire in 2012. While Manitou Springs has a history of damaging floods and geologic events, the collective impact of these recent events was significant. Damage to infrastructure and property, high recovery costs, and lasting impacts on local businesses and tourism created a sense of vulnerability and underscored the need to plan for long-term risk reduction and resiliency.

The Plan Manitou process provided an opportunity to explore these and other community needs over the course of a year. The resulting Plan establishes a broad policy foundation and mitigation strategy to guide future growth and reinvestment; address emerging trends and key issues on a range of topics; support economic, environmental, and social sustainability; and assure that the City remains resilient in the face of future challenges.

PLAN MANITOU: AN INTEGRATED APPROACH

The Plan Manitou process included the concurrent development of both a comprehensive Community Master Plan and a Hazard Mitigation Plan. This integrated approach was designed to ensure natural hazards planning considerations were incorporated throughout the long-range planning process—from initial discussions regarding issues and opportunities, to the mapping and evaluation of existing conditions, to the development of goals, policies, and implementation actions. The hazard planning component of Plan Manitou builds on the risks and mitigation strategies identified for Manitou Springs as part of the 2015 El Paso County Hazard Mitigation Plan and assesses the impacts of natural hazards to existing and future development in more depth than the countywide plan. To further reinforce the role of natural hazards in the City’s long-range planning considerations, Plan Manitou incorporates requirements for both community master plans and hazard mitigation plans in this single, integrated document. See Plan Overview for an overview of individual plan components and technical appendices.
During initial stakeholder and community meetings held as part of Plan Manitou, several overarching themes emerged that were used to guide the project team’s efforts and shape the Plan:

- **Connect-the-dots between current and prior plans and studies.** The City and community have developed numerous plans and studies over the course of the last ten years, including Manitou Springs Forward: A Vision and Planning Guide, which was adopted in 2011. Plan Manitou draws its foundation from the vision and values established as part of the Manitou Springs Forward process and seeks to leverage the significant resources and human capital that have been invested in this and other planning efforts. Plan Manitou also seeks to establish a comprehensive policy framework for decision-making by “connecting-the-dots” between these various efforts and carrying common themes over into Plan Manitou. The Community Profile contained in the Appendix of this Plan identifies related plans and studies as pertinent to specific topics or plan elements.

- **Identify priorities and establish a plan for action.** In light of the discussion above, numerous participants noted that while Manitou Springs Forward: A Vision and Planning Guide clearly reflected the community’s vision and values in many areas, it lacked a clear implementation strategy and a champion to oversee its implementation. As a result, perceived and actual progress has been limited. A sense of urgency was expressed among residents, elected and appointed officials, and other stakeholders to identify community priorities and to systematically act on them. The Action Plan contained in Part 3 of this Plan outlines a series of recommended actions in six focus areas to guide implementation efforts over the next one to three years. Many of the near-term actions are “cross-cutting,” in that they support the implementation of community goals in more than one area. Maintaining a clear focus on accomplishing, or making progress toward implementation of these priorities, will be critical.

- **Clearly define roles and responsibilities.** Manitou Springs is a highly engaged community, with more than thirty community boards, committees, organizations, and non-profits operating in some capacity within the City. While this contributes to a strong sense of community, there is no single group that tracks and promotes coordination among these organizations. This lack of coordination can result in overlapping and occasionally conflicting efforts. The Action Plan contained in Plan Manitou reinforces the importance of these groups, while establishing a clear distinction between City-led and community-led initiatives as a framework for implementation.
LEGISLATIVE AUTHORITY

The City is authorized to develop a community master plan (comprehensive plan) for its incorporated area in accordance with Sections 31-23-206 through 209 of the Colorado Revised Statutes (C.R.S.) which refer to the development, modification, and approval procedures for such a plan. The City also prepared the Plan to meet the requirements of Title 44 Code of Federal Regulations (CFR) 201.6 for updating a local hazard mitigation plan for Federal Emergency Management Agency (FEMA) approval and eligibility to apply for FEMA mitigation grant programs. The Community Master Plan shall be adopted by resolution of the City Council of the City of Manitou Springs.

RELATED PLANS AND STUDIES

Plan Manitou is comprehensive in nature. Within its eleven distinct elements it addresses a diverse set of topics ranging from housing—to food access—to arts and culture. The vision statements, goals, policies, and actions contained in this Plan were developed using the many related plans and studies listed below as a foundation for discussion with the community. Where relevant, references to supporting plans are made in Plan Manitou to reinforce important linkages. However, the entirety of the recommendations contained in related plans (e.g., the POST Plan) is not intended to be repeated in Plan Manitou. This list identifies plans and studies that most directly informed the Plan Manitou process.

- Manitou Springs Parks, Open Space, and Trails Master Plan (2016)
- Creative District Strategic Plan (2016)
- Economic Resiliency Work Session notes (May 2015)
- Colorado Springs and El Paso County Affordable Housing Needs Assessment (2014)
- El Paso County Hazard Mitigation Plan Update (2015)
- City of Manitou Springs Emergency Operations Plan (2014)
- State of Colorado Hazard Mitigation Plan Update (2013)
- Regional Transportation Planning Framework—2040 Moving Forward
- Looking to our Future-Pikes Peak Region 2030: Sustainability Plan (2012)
- Fountain Creek Corridor Restoration Master Plan (2011)
- Historic District Design Guidelines and district surveys (2009)
- Annexation Plan (2000)
- Transition Towns and the Transition Model
KEY ISSUES & OPPORTUNITIES

Some key issues and themes that emerged as part of the Plan Manitou process are summarized below. Related issues and vulnerabilities identified as part of the Natural Hazards Risk Assessment are summarized on the following page. Additional data, background information, and projections related to these and other topics are provided in the Community Profiles contained in the Appendix of this Plan.

- **Aging population.** The percentage of the City’s population above the age of 60 has grown at a faster rate than the population as whole; however, limited services and a lack of housing oriented toward older residents are in place to support those who wish to age in place.

- **Affordable/workforce housing.** Housing values in Manitou Springs are higher than other parts of the region, and many people who work in Manitou Springs cannot afford to live here. A more diverse range of affordable rental options is needed, with a particular focus on the service workforce, entry-level and family housing, and senior housing.

- **Shifting demographics.** The number of family households with children dropped by over fifty percent between 2000 and 2014. Housing options and affordability will be key factors in maintaining the City’s school age population, the viability of the School District, and the social sustainability of the community moving forward.

- **Congestion/parking management.** Parking and associated traffic congestion presents an ongoing challenge for residents and business owners in Manitou Springs during the summer months and major events and festivals. Heavy visitation to the Incline and Cog Railway present particular challenges in Englemann Canyon, despite the City’s efforts to manage volumes. Continued focus on parking, transit and shuttle ridership, and other strategies will be needed.

Soda Spring along Fountain Creek - Photo courtesy of the Manitou Springs Heritage Center
• **Mobility.** Balancing parking, pedestrian, bicycle, and vehicle circulation needs on City roadways and defining an overall strategy for new facilities needed to support non-motorized modes are key themes.

• **Growth and development.** The City has limited land area that is suitable for future development. In addition, the City lacks the tools needed to proactively support safe, resilient development patterns. Policies are needed to guide infill and redevelopment to appropriate locations within the City and address natural hazards, historic resources, access limitations, and other influencing factors.

• **Economic development and tourism.** The City’s economy relies heavily on tourism, making it vulnerable to hazard events and economic downturns. While the City has some tools and partnerships in place, it has limited resources and technical capacity to undertake economic development planning and expand services for local residents.

• **Arts and culture.** A range of community and business organizations are working to support and promote the arts in the City through a Creative District approach and an expanded commitment to advancing this approach is needed.

• **Historic Preservation.** The City’s historic and cultural resources are a key component of its tourism economy and quality of life. As such, the community has a long-standing commitment to the preservation of these resources. Balancing the need to preserve the historic attributes and character of buildings and other cultural resources with the need to modernize and improve building conditions and energy efficiency; encourage adaptive reuse; and mitigate risks posed to historic structures from natural hazards are key considerations.

• **Natural resources and environment.** Manitou Springs has a strong foundation in and commitment to environmental sustainability, as reflected in the City’s Climate Action Plan, commitment to community solar and other initiatives. Continued focus on the protection and enhancement of the community’s natural assets and parks and open space system is needed, along with expanded focus on food access, public recycling, and other sustainability initiatives.
ASSESSING RISK AND VULNERABILITIES

The Natural Hazards Risk Assessment was a key input into the Hazard Mitigation Plan aspects of the Plan Manitou process (see Appendix C). The Risk Assessment was prepared to determine the potential impacts of natural hazards on the people, economy, and built and natural environments of Manitou Springs. The outcomes of the Risk Assessment are a summary of key vulnerabilities that may be used to prioritize mitigation actions and also emergency preparedness, response, and recovery activities as part of other planning efforts. These outcomes informed the development of broader community goals and policies throughout this Plan. Vulnerabilities identified include:

- **Building stock.** Many structures are vulnerable to hazards due to age, condition, nonconformance with codes, and location.
- **High density on steep slopes.** Developments in areas of steep topography have poor access for emergency and firefighting equipment and for evacuation purposes, putting the safety of residents, visitors, and first responders at risk.
- **Code enforcement.** A gap exists in the City’s tracking of building inspection activity, particularly for building remodels.
- **Infrastructure and services.** The City’s aging road, water, and sewer systems are in poor condition and vulnerable to natural hazards, including landslides, erosion, flooding, and winter and summer storm events.
- **Transportation and mobility.** The closure of US Highway 24 due to natural hazard events affects ingress and egress to the City.
- **Economic risk.** Downtown businesses are located in high hazard areas and vulnerable to damages from future flood and landslide/mud and debris flow events.
- **Risk communication.** Risk communication activities must target citizens and business owners but also visitors/tourists, seasonal residents, and vulnerable populations such as the elderly and non-English speakers.
- **Gaps in policies and regulations.** New development and redevelopment in hazard areas without policies and regulation to mitigate losses will increase the community’s risk. Gaps include a lack of hazard specific ordinances outside of the floodplain ordinance and a lack of a formal review process, requirements, or site plan criteria through which hazard mitigation could be addressed.

Hazard information presented as part of the Risk Assessment is primarily based on past events. Scientists predict that Global Climate Change will result in future conditions that are different and less predictable. Extreme weather may increase in frequency and severity. The complete results of the Risk Assessment are provided in Appendix C.
THE EVOLUTION OF MANITOU SPRINGS

1820
Botanist Edwin James of the Long Expedition noted the spring water’s healing properties. British explorer and travel writer George Frederick Augustus Ruxton raised awareness and romanticized the springs and the area in his writings, as well.

1859
First property claim made in Manitou Springs area

1860’s
Gold discovered in the mountains west of Manitou Springs

1868
General William Jackson Palmer, the founder of Colorado Springs, and Dr. William Bell, English physician, first visited the springs of Manitou. Both men envisioned Manitou Springs as a health spa and their vision led to the City’s development. They set out to create a spa resort to rival those in Europe.

1871
The town company incorporated; soon Manitou became known as “Saratoga of the West.” Health seekers from across the country came to Manitou Springs to drink mineral waters and breathe pure mountain air.

1874
Comprehensive Plan completed.

1974
Commonwheel Artist Co-op Established

1978
City generates “A Design Plan” for downtown Manitou Springs

1979
Historic Preservation Commission formed

1988
Manitou Art Center established

1980’s
National Historic District established, bringing renewed appreciation for the community’s history. The Mineral Springs Foundation restores long abandoned mineral springs to public use.

1990’s
Substantial rehabilitation occurs in downtown and surrounding neighborhoods.

1994
Rainbow Vision Plan completed as an update to 1974 plan.

2006
City of Manitou Springs adopts an Urban Renewal Plan for the Manitou Springs East Corridor.

2009
City of Manitou Springs Historic District Guidelines adopted.

2009-2012
Over 600 people participate in the Manitou Springs Forward visioning process and plan, adopted by the City.

2012
Waldo Canyon fire occurs north of Manitou Springs, raising increased awareness of wildfire risks in the City.
1880s
The town blossomed with elegant hotels, Victorian homes, and a thriving business district.

1891
Cog Railway opens as a tourist destination.

1897
Miramont Castle is completed.

1904
Process of relocating cliff dwellings from McElmo Canyon in southwestern Colorado to Phantom Canyon near Manitou Springs is initiated by the Colorado Cliff Dwellers Association to preserve and protect these dwellings from looters and relic pot-hunters.

1907
Manitou Cliff Dwellings preserve opened to the public.

1914-1918
World War I ends era of the health spa and season-long visitors.

1920s
Southwestern style architecture becomes popular, The Spa Building built.

1930
M.F. Yount converts Pike Street into the Arcade, which remains today.

1930s
Automobile travel brings new visitors and development patterns to Manitou Springs; many small summer cottages added to the hillsides above the larger Victorian homes built earlier and the era of the motor-lodge begins.

1940s
World War II brings new era of change as Manitou Springs becomes a bedroom community for the burgeoning City of Colorado Springs.

1950s and 1960s
Family vacations in Manitou Springs were the norm; historic motels, local attractions and curio shops flourish.

1960s
US 24 constructed, bypassing the central business district to relieve severe congestion on Manitou Avenue; new residential areas become accessible and are developed as a result, including Crystal Hills and Garden of the Gods Estates.

2013 and 2015
Manitou Springs is severely impacted by flooding.

2016
City of Manitou Springs adopts a comprehensive Parks, Open Space, and Trails Master Plan (POST).

2016
City of Manitou Springs initiates Plan Manitou, a Joint Community Master Plan and Hazard Mitigation Plan process.

TODAY
Manitou Springs is a year-round community known for its lively festivals, cultural events, and athletic facilities and events, with a wide variety of accommodations, restaurants, shopping, and a flourishing art community.
PROCESS OVERVIEW

Manitou Springs has a strong history of public engagement and citizen involvement. Plan Manitou included a robust community engagement process designed to reflect diverse community perspectives and interests. Community engagement activities throughout the Plan Manitou process presented information and solicited input on the Hazard Mitigation Plan within the overall context of the Community Master Plan, reinforcing the integrated approach.

Five community engagement series were held over the course of a year, each with a different focus:

- **February 2016 - Project Kickoff**: Participants learned about the Plan Manitou process, met the project team, and provided input on issues and opportunities facing the community.

- **April 2016 - Trends and Key Issues**: Project team members provided an overview of major trends, key issues, and hazards affecting the community. In addition, participants were asked to confirm the community vision and core value statements established in Manitou Springs Forward: A Vision and Planning Guide, and suggest updates or modifications to better reflect changes in the community since 2011.

- **June/July 2016 - Vision and Goals**: Participants provided input on a preliminary draft of the visions and goals for each Plan element that served as a foundation for the Plan, identified possible gaps, and suggested new topics for consideration.

- **September/October 2016 - Policy Framework & Future Land Use Plan**: Participants provided input on preliminary goals and policies and explored possible tradeoffs associated with different growth scenarios in key opportunity areas as a result of natural hazards, land capacity, and other factors.

- **December 2016 - Draft Plan**: Participants provided input on the draft Action Plan and draft Community Master Plan and Hazard Mitigation Plan.

During each of the engagement series described above, members of the project team (City staff and consultants) conducted meetings with the Citizens Advisory Committee, Hazard Mitigation Planning Team, Planning Commission, and the community at-large. Online activities similar to those conducted during the in-person meetings were made available on a dedicated project website (www.planmanitou.com) following each
engagement series for a period of three to six weeks. Updates with City Council were also conducted twice during the process. The Hazard Mitigation Planning Team met more frequently at key points during the process. See page 16 for a summary of key milestones in the hazard mitigation planning process.

Over 480 individuals provided input to Plan Manitou as part of an in person event. Over the course of the process City staff developed an e-mail list of 440 participants that was used to keep people informed and provide direct links to new information or input opportunities. Over 360 participants provided input on six “questions of the week” that were distributed via e-mail.

**TARGETED OUTREACH AND EVENTS**

Targeted outreach and input opportunities were also conducted at key points during the process to solicit input on a particular topic, to reach specific interest groups and others who were unable or unlikely to participate in regularly scheduled events, or to build awareness of the Plan Manitou among members of the community. These efforts included:

- Email newsletters and social media
- Questions of the week
- Senior lunches
- Middle School student workshop
- Small group discussions (self-guided)
- Focus group meetings
- Meetings with City boards and commissions
- Business surveys
- Visitor surveys
- Outreach at community events such as Ice Cream Social and Farmers Market

A compilation of meeting summaries and community input gathered as part of the Plan Manitou process is provided in Appendix F. This appendix also includes a summary of activities and milestones specific to the Hazard Mitigation Plan components of Plan Manitou.
# PLAN OVERVIEW

Plan Manitou is organized into three primary sections as described below and summarized in the graphic on the following page. The Plan also contains a detailed Appendix, which is described on page 14.

<table>
<thead>
<tr>
<th>Plan Section/Contents</th>
<th>About this Section</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PART 1: PLAN ELEMENTS</strong></td>
<td>Establishes a city-wide policy framework for Manitou Springs. Each element addresses a specific topic or functional area, and provides guidance on how the City and community can achieve their vision and goals in this area through a set of policies to guide decision-making.</td>
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<tr>
<td>Vision statements, goals, and policies organized around eleven Plan elements:</td>
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<tr>
<td>- Arts &amp; Culture</td>
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<td>- Economic Development &amp; Tourism</td>
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<td>- Education</td>
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<td>- Natural Environment</td>
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<td>- Transportation &amp; Mobility</td>
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<td><strong>PART 2: REINVESTMENT AND RESILIENCY FRAMEWORK</strong></td>
<td>Establishes a vision for future growth and reinvestment in Manitou Springs that takes into account historic context, land capacity, infrastructure condition and constraints, and development constraints and hazard-prone areas. This section builds on the citywide goals and policies established in Part 1 by establishing location-specific parameters for different types of development in different locations within the City.</td>
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<tr>
<td>Includes narrative, maps, and diagrams as follows that describe growth related considerations for Manitou Springs:</td>
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<tr>
<td>- Factors Influencing Growth</td>
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<td>- Future Land Use Plan</td>
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<td>- Opportunity Areas</td>
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<td>- Annexation Plan</td>
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<tr>
<td><strong>PART 3: ACTION PLAN</strong></td>
<td>Defines an implementation strategy that helps leverage available resources and the “cross-cutting” nature of the goals and policies in Plan Manitou. To this end, the Action Plan recognizes that actions the City and community take to implement goals and policies in one element may help advance—either directly or indirectly—goals and policies in other elements.</td>
</tr>
<tr>
<td>List of actions that can be taken to support the implementation of Plan Manitou over the next one to three years. The Action Plan is organized around six focus areas, two of which are aligned with actions developed as part of the City’s prioritized Hazard Mitigation Strategy (see Appendix D).</td>
<td></td>
</tr>
</tbody>
</table>
How does it all fit together?

What kind of community do we want to be in the future?

Community Profiles & Mapping → Where We Are Today → Vision → Goals → Policies

Where and how should we grow or prioritize reinvestment?

Factors Influencing Growth → Future Land Use Plan → Opportunity Areas → Annexation Plan

How do we make it happen?

Part 3: Action Plan

Short-Term Actions → Long-Term Actions*

*Long-term actions may be found in Appendix A of this Plan
APPENDICES

Background information used to inform the development of Plan Manitou is contained in the following. Plan appendices are available for download at www.planmanitou.com.

APPENDIX A: LONG-TERM ACTION PLAN

Appendix A provides a list of recommended long-term actions to be implemented (beyond three-years), organized by Plan element, as a supplement to Part 3: Action Plan. These recommendations should be re-evaluated as short-term actions in each of the six near-term focus areas are completed, and community priorities continue to be re-defined.

APPENDIX B: COMMUNITY PROFILES

Appendix B provides a summary of the existing conditions in Manitou Springs in 2016, along with a discussion of key issues and trends the community will face over the next ten to twenty years. Topics addressed include:

- Population & Demographics
- Land Use & Built Environment
- Housing
- Historic & Cultural Resources
- Parks, Trails, Open Space & Recreation
- Economy
- Natural Environment
- Infrastructure & Services
- Transportation & Mobility
- Health, Human Services, Food Access & Well-being
- Municipal Governance

Also includes an initial summary of Issues and Opportunities that was prepared following the first round of community and stakeholder meetings. This document informed all aspects of the Plan Manitou process.

APPENDIX C: NATURAL HAZARDS RISK ASSESSMENT

Appendix C presents the results of an analysis of the potential impacts of fourteen natural hazards on the people, economy, and built and natural environments of Manitou Springs and summarizes the key risks and vulnerabilities identified.

APPENDIX D: HAZARD MITIGATION STRATEGY IMPLEMENTATION

Appendix D describes the City’s overall approach to a prioritized Mitigation Strategy and includes a specific plan for the implementation of each mitigation action. The appendix also includes a Mitigation Capabilities Assessment that evaluates the community’s capabilities, including authorities, programs, staff, available funding, and other resources, available to accomplish mitigation and reduce long-term vulnerability.
APPENDIX E: MAP ATLAS

Appendix E includes a series printable of maps prepared to document current conditions in the community. Maps included are as follows:

- Annexation Plan
- Bicycle and Pedestrian Facilities
- Critical Facilities and Infrastructure
- Economic Development
- Existing Land Use
- Flood Hazard
- Functional Road Classification
- Future Land Use
- Future Growth Opportunities and Constraints
- Geologic Hazards
- Historic Resources
- Housing Inventory
- Natural Environment
- Neighborhoods
- Parks, Open Space, Trails and Recreation
- Proposed Bicycle and Pedestrian Improvements
- Regional Context
- Transit Routes and Parking (City-wide)
- Transit Routes and Parking (Downtown)
- Wildfire Risk
- Wildfire Threat
- Wildland Urban Interface (WUI) Risk
- Zoning

APPENDIX F: COMMUNITY ENGAGEMENT

Appendix F includes a summary of community engagement activities conducted as part of the Plan Manitou process and input received as part of these activities.

Manitou Springs hosts a number of unique community events throughout the year, such as the Emma Crawford Coffin Race which sees teams dress up and race a homemade coffin down Manitou Avenue in October to commemorate Emma Crawford, a nineteenth-century resident of Manitou Springs.

Photo courtesy of the Manitou Springs Chamber of Commerce and Visitors Bureau.
INTEGRATION OF HAZARD MITIGATION PLAN COMPONENTS
The Natural Hazards Risk Assessment was a key input into the Hazard Mitigation Plan aspects of the Plan Manitou process (see Appendix C). The Risk Assessment was prepared to determine the potential impacts of natural hazards on the people, economy, and built and natural environments. The outcomes of the Risk Assessment are a summary of key vulnerabilities that may be used to prioritize mitigation actions and also emergency preparedness, response, and recovery activities as part of other planning efforts. These outcomes informed the development of broader community goals and policies throughout this Plan. Vulnerabilities identified include:

- Community engagement activities throughout the Plan Manitou process presented information and solicited input on the Hazard Mitigation Plan within the overall context of the Community Master Plan. These activities are summarized in the Introduction and documented in Appendix F: Community Engagement.

- A high level summary of the key issues and vulnerabilities identified in the Natural Hazards Risk Assessment is included in the Introduction, and these key issues are addressed in the Action Plan. The complete findings are presented in Appendix C: Natural Hazards Risk Assessment. The mapping of hazard prone areas and the analysis of vulnerable structures and infrastructure were used to understand how hazards influence growth and development and to create the Future Land Use Plan and Opportunity Areas (Part 2: Reinvestment and Resiliency Framework).

- The opportunities and gaps identified through the Mitigation Capability Assessment were used to identify short- and long-term actions (Part 3 and Appendix A), as well as identify practical approaches to action implementation. The complete findings of the assessment are provided in Appendix D: Hazard Mitigation Strategy Implementation.

- The Hazard Mitigation Planning Team reviewed the goals of the 2015 El Paso County Hazard Mitigation Plan Update and incorporated these into the relevant Plan Elements of Part I, with modifications to fit the City’s needs. The HME symbol designates specific mitigation goals. The policies within the Plan Elements provide additional direction on how the City intends to achieve the mitigation goals.

- The planning process identified a range of possible mitigation actions to address the outcomes of the Natural Hazards Risk Assessment, the findings from the Mitigation Capability Assessment, and to meet the Plan Manitou goals and policies. The final prioritized actions are included in Part 3 Action Plan, specifically in Focus Areas 1 and 6, or in Appendix A: Action Plan (Longer Term Actions).

- Appendix D: Hazard Mitigation Strategy Implementation describes the overall approach to implementation, integration with existing planning mechanisms, and the specific implementation plan for each mitigation action.

- Manitou Springs will conduct the monitoring, maintenance, and updating of the Hazard Mitigation Plan as part of the overall procedures for Plan Manitou Monitoring, Amendments, and Updates described in this Introduction.
PLAN MONITORING, AMENDMENTS, & UPDATES

Plan Manitou is intended to be a living document. Progress that is made toward achieving the community’s visions and goals must be monitored, and periodic updates will be necessary to keep Plan Manitou relevant as new issues and opportunities emerge, actions are completed, and priorities shift.

PROGRESS REPORTS

Plan Manitou includes an Action Plan (Part 3 of the Plan) to guide plan implementation. The Action Plan includes objectives and metrics to evaluate progress toward achieving key planning goals defined in Plan Manitou. The Planning Department will coordinate and oversee Plan Manitou implementation and monitoring. The Department staff will prepare a progress report on an annual basis that is presented to the Planning Commission and City Council. The progress report will include a summary of completed and upcoming actions, and an analysis of Plan Manitou metrics and assessment of how the City is doing in working toward Plan objectives. Residents and businesses will be updated on Plan progress through public notices and other means, such as e-mail notifications and newsletters.

MINOR AMENDMENTS

Minor amendments may be proposed to the Plan for targeted text or map revisions that do not significantly affect other plan goals or policies. Minor amendments may be initiated by the public as a stand-alone text or map amendment, or in conjunction with a rezoning application. The Planning Department may also initiate a minor amendment after consultation with the Citizens Advisory Committee or Hazard Mitigation Planning Team, who may be convened by the Planning Department, as needed. Minor amendments can also include updates to the Action Plan to reflect completed actions. Planning Department staff should evaluate and report on the need for minor amendments at least every two years.

When considering a Minor Amendment, the following criteria should be evaluated:

- The proposed amendment is consistent with the overall intent of Plan Manitou;
- The proposed amendment is compatible with the surrounding area (when amending the Future Land Use Plan) and/or the visions, goals, and policies of Plan Manitou;
- Strict adherence to the current goals and policies of Plan Manitou would result in a situation neither intended by nor in keeping with other visions, goals, and policies of the Plan;
- The proposed amendment will not have a negative effect on adjacent properties, or on transportation services and facilities;
- The proposed amendment will have minimal effect on service provision and/or is compatible with existing and planned service provision and future development of the area; and
- The proposed amendment will not cause detriment to the public health, safety, and general welfare of the people of the City.

A Comprehensive Master Plan Minor Amendment application and schedule of submittal and hearing dates for publicly initiated minor amendments should be prepared and posted.
MAJOR UPDATES

Planning staff shall evaluate and report on whether a major update to the Plan is needed every five years, at a minimum, to ensure the Plan remains current and continues to meet the community’s needs. The Hazard Mitigation Plan component must be updated and resubmitted to the State of Colorado and Federal Emergency Management Agency (FEMA) within five years of initial FEMA approval of the plan to maintain eligibility for FEMA mitigation grant programs. A Major Update may be triggered by the need to:

- Update key data points and evaluate trends related to demographics, housing, economic development, growth and reinvestment activity, risk reduction, and other influencing factors;
- Affirm community values and adjust the visions, goals, and policies contained in individual elements of the Plan as necessary; and/or
- Evaluate community needs and the prioritization of resources following a disaster declaration.

A Major Update should include opportunities for involvement by the public, City staff, elected and appointed officials, and other affected interests. It should also include an updated or new Community Profile and Risk Assessment, an updated list of near-term actions (within the Action Plan), and a review of visions, goals, and policies.
PART 1: PLAN ELEMENTS
ABOUT THIS SECTION

One of the primary purposes of a community master plan is to provide the City and community with a roadmap describing how the community would like to grow and evolve in the future. Plan Manitou captures the community’s vision for the future within eleven Plan elements. Each element addresses a specific topic or functional area, and provides guidance on how the City and community can achieve their vision and goals in this area through a set of policies to guide decision-making. The eleven elements addressed in the Plan are:

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

Many of these elements were adapted from the vision areas contained in Manitou Springs Forward: A Vision and Planning Guide, while others were added to reflect community input gathered during the Plan Manitou process.

HOW TO USE THIS SECTION

As the city-wide policy framework for Manitou Springs, the Plan elements contained in this section should be used as a reference as questions arise or general guidance is needed about the City’s policy on a particular topic. The Plan elements also guide the user to relevant background information, more detailed policy guidance, and supporting maps where applicable. While Part 3 contains recommended actions to support a number of specific goals in the Plan elements, it is important to note that not every goal or policy in this section has a corresponding action. Many of the broader policy objectives in Plan Manitou will be or are already being carried out through the day-to-day actions of City staff, the City Council, and the Planning Commission.
ORGANIZATION AND DEFINITIONS

For each element, the Plan includes:

- **Role of the Element**: A brief explanation of the element and the topics the vision, goals, policies, and actions address.
- **Where We Are Today**: A short overview of current conditions, major issues, opportunities, and community input that influenced the vision, goals, policies, and actions contained within Plan Manitou.
- **Vision**: An aspirational statement that describes the community’s desired future outcomes for a particular element.
- **Goals**: A series of statements that articulate specific targets, outcomes, or objectives the community will need to work towards in order to achieve the vision.
- **Policies**: Provide direction as to how the vision and goals will be carried out by the City as part of day-to-day decision-making.
- **Measuring Our Progress**: A list of possible metrics or indicators that could be collected and monitored by the community, City staff, and others to assess or gauge progress made toward achieving the vision and goals of each element. Some of these are carried over to the Action Plan; others may be evaluated as part of future Plan updates.

OVERARCHING VISION

Together, the eleven Plan elements help to support the following overarching vision for Manitou Springs:

*Manitou Springs is a welcoming, accessible, and vibrant small community on the Front Range. We preserve and protect our heritage and natural beauty and are a renowned destination for arts, culture, recreation, life-long learning, and wellness.*
OVERARCHING THEMES

The principles of sustainability and resilience serve as the foundation for Plan Manitou, and are reflected throughout the goals, policies, and actions in this Plan. These overarching themes reflect a long-standing commitment on the part of the City and community at large to balance environmental, economic, and social considerations in day-to-day decision making. It also reflects a heightened awareness of the risks posed to people, property, and the overall way of life that Manitou residents enjoy as a result of recent hazard events and a major economic recession. The call outs below highlight key sustainability and resilience concepts that are particularly relevant to Manitou Springs, and were used as touchstones throughout the Plan Manitou process.

SUSTAINABILITY

“The mindful use of resources, nature, and community in a way that ensures social, economic, and environmental health and balance for the community as a whole. Simultaneously, it is also defined as preparing for the future and sustaining quality of life for generations to come.”

From Manitou Springs Forward: A Vision and Planning Guide

RESILIENCE

“The ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events.”

From the National Academy of Sciences
How are these key concepts applied within Plan Manitou?

Key sustainability and resilience concepts are integrated throughout Plan Manitou as indicated by the presence of the green and blue icons. The integration of these concepts as part of the Plan reflects a strong commitment on the part of the City and community to be proactive in planning for the future, seeking to mitigate risk over time, and strengthening Manitou Springs’ ability to weather and bounce back from major shocks—whether hazard-related, economic, or otherwise.

A brief summary of how the goals, policies, and actions in Plan Manitou help advance the community’s efforts in meeting these principles is provided in the table below.

<table>
<thead>
<tr>
<th>SUSTAINABILITY</th>
<th>RESILIENCE</th>
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| **EMISSIONS & ENERGY** | • Promoting the use of best practices, techniques, and technologies to enhance energy efficiency in new development and redevelopment  
  • Supporting the City’s current commitment to reduce the community’s greenhouse gas emissions 30% from 2005 levels by 2020 and that all new development can and will be carbon neutral by 2030 |
| **CONSUMPTION & WASTE** | • Creating a baseline of knowledge about our assets, strengths, and risks; as well as the trends that will influence the community in the future  
  • Keeping residents informed and aware and engaging them in decision-making  
  • Supporting life-long education |
| **ECOLOGY & BIODIVERSITY** | • Promoting collaboration and cooperation with local and regional partners on a range of issues  
  • Encouraging a wider range of housing types and living situations, keeping Manitou Springs a community for people from a range of backgrounds  
  • Encouraging a diversification of our local economy |
| **EQUITY & INCLUSION** | • Ensuring all members of the community have the opportunity to participate in public meetings and community life  
  • Considering constraints such as natural hazards in decisions regarding new growth and future development  
  • Linking the Community Master Plan with other plans adopted by the City, such as the Parks, Open Space, and Trails Master Plan and the Capital Improvement Plan |
| **ADAPTABILITY** | • Working with local businesses to prepare for and recover from disruptions  
  • Supporting reuse and redevelopment of our existing structures, public facilities, and public spaces  
  • Encouraging periodic re-evaluation of the services and facilities provided by the City to ensure they align with the needs of our changing community |
IMPACTS OF CLIMATE CHANGE

Hazard information included as part of the Natural Hazards Risk Assessment is mostly based on past events and current conditions. Scientists predict that climate change will result in future conditions that are different and less predictable. Changes to natural hazards events may include:

- Temperatures over most land surfaces probably will increase due to increase of greenhouse gases
- Extreme weather events may increase in frequency and severity
- More uncertain outcomes:
  - Increasingly intense cycles of droughts and floods
  - Increased severity of droughts and exacerbated drought impacts
  - Increased intensity of storms
  - Increased number of intense storms
  - Relationships between forests, surface and ground water, wildfire, and insect pests may be affected. Water-stressed trees, for example, may be more vulnerable to pests.

Policies throughout Plan Manitou’s eleven Plan elements are intended to make Manitou Springs a more sustainable and resilient community. Plan policies underscore the need to focus not just on today’s conditions, or the conditions of the past, but to recognize the dynamic nature of our natural environment and the need to anticipate and plan for a less predictable future.
HAZARD MITIGATION GOALS

The 2015 El Paso County Hazard Mitigation Plan established six hazard mitigation goals for participating jurisdictions, including Manitou Springs. The Plan Manitou Hazard Mitigation Planning Team reviewed these goals and incorporated them into the relevant Plan Elements. In addition, the Team identified four new mitigation goals as part of the plan update process. The resulting ten hazard mitigation goals are summarized below, with underlines indicating the new goals developed by the Team. The goals, along with their specific policies, are also integrated within the Plan Elements and symbolized by: HMP

- Goal EDT-4: Support business and economic development that is safe and resilient to natural hazards.
- Goal GC-3: Improve awareness of hazards and risks and actions to prepare for and respond to disasters and emergencies.
- Goal GC-4: Incorporate sustainability and resiliency considerations into day-to-day decision-making and long-range planning.
- Goal HC-4: Maintain and enhance existing cultural and historic resources as part of infrastructure and transportation improvements.
- Goal HN-2: Promote re-investment in and rehabilitation of the City’s housing stock to promote safe, energy-efficient, and resilient homes.
- Goal IP-2: Support continued investment in and ongoing maintenance of the City’s infrastructure to ensure efficient and equitable provision of effective services and improve resilience to natural hazards.
- Goal IP-5: Provide essential public services during disasters and emergencies.
- Goal LU-5: Minimize risks to property, infrastructure, and lives from natural hazards and disasters.
- Goal NE-2: Promote the preservation of stream and creek corridors for habitat, flood mitigation, and managed public access.
- Goal TM-6: Improve the safety, functionality, and resiliency of the transportation system.

Manitou Springs during a flood event in 1920 - Photo courtesy of the Manitou Springs Heritage Center
ARTS & CULTURE

ROLE OF THIS MASTER PLAN ELEMENT

This element recognizes that all great communities have a vibrant art and cultural scene. These include: music, theater, film, literary arts, photography, painting, mixed-media, graphic design, engineering, sculpture, pottery and ceramics, glass, woodworking, welding, jewelry, fabrication, textiles, architecture, fabric, and installation and culinary arts; as well as institutions and facilities to support the arts.

WHERE WE ARE TODAY

Arts and culture are the reason we love where we live. They are integral to our identity, sense of community, and local economy. The Manitou Springs community values creativity and the arts, and many community events incorporate arts activities and themes. The Manitou Springs Arts Center (MAC) and Business of Art Center are the focus of the City’s arts community. A range of community and business organizations are working to support and promote the arts in Manitou Springs through a Creative District approach, as well as through non-profit Arts Council and other activities. Key issues and opportunities in this area include:

- Community support for existing artistic and creative activities, and expansion into new areas—such as visual, performing, and culinary arts, design, and music;
- Awareness of the availability of performance space, quality gallery space, and art and cultural programming for residents of all ages and abilities, particularly through School District programs such as Arts 14;
- Increased collaboration at the regional, county and state level to build awareness of and investment in the City’s arts and culture resources;
- Sustainable funding and job opportunities for our creative sector and nonprofits; and
- A major performing arts space in the Manitou Springs Arts Center was repurposed for another use.

Additional background information is provided in the Historic & Cultural Resources community profile (see Appendix B). The vision, goals, and policies that follow support the role of public and private creation, display, and instruction or performance of art and cultural activities in the community and establish expectations for the City’s Creative District approach moving forward.
VISION
Our community is a vibrant arts destination that uses its assets to enrich lives through unique artistic & cultural 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 Marketing and Tracking
Collaborate with cultural and business organizations, the Urban Renewal Authority Board, Manitou Springs Chamber of Commerce and Visitors Bureau and Office of Economic Development, and Manitou Springs School District #14 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 and to track and assess activity at all levels.

Policy AC-1.2 Housing
Work with local, regional, and state partners to support the creation of affordable housing for the arts and culture community and broader workforce. Strive to become a leader in developing short-term and long-term housing strategies for creatives.

Policy AC-1.3 Arts and Culture Representation
Pursue official designation of the Manitou Springs Creative District as the primary driver and organizational proponent for arts and culture with support from the City of Manitou Springs in partnership with the Manitou Springs Chamber of Commerce and Visitors Bureau. Encourage representation from the arts and culture community on City advisory boards and
commissions to better integrate arts and culture considerations into decision-making processes.

**Goal AC-2: Development and Promotion of Diverse Art and Culture Experiences**

Enhance our quality of life, improve our built environment, and support our local economy.

**Policy AC-2.1 Community Projects**
Support and facilitate efforts by local groups and organizations, including Manitou Springs School District #14, to identify, plan, and efficiently implement creative projects in which all residents can contribute to the improvement of the community.

**Policy AC-2.2 Art in Public Places**
Support opportunities to include art installations by local artists and other creative projects and solutions as part of public infrastructure, facilities, amenities, and public spaces.

**Policy AC-2.3 Art Events**
Support efforts by local groups and organizations to sponsor events and other activities—such as artistic walking tours, shows, or festivals—that support Downtown beautification and promote tourism.

**Policy AC-2.4 Art in Private Development**
Evaluate a local art requirement as part of new development.

**Goal AC-3: Support the Retention and Expansion of Venues, Facilities, Event Space, Infrastructure, and Programs**
Support and promote a range of artistic and cultural activities and events, and educational opportunities for residents of all ages.

**Policy AC-3.1 Indoor 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.

**Policy AC-3.2 Outdoor Venues**
Formalize policies and procedures for review and approval of outdoor events (i.e., stage set-up, parking, recycling areas, restrooms) to facilitate efficient permitting and execution of events, while minimizing impacts on City facilities and surrounding neighborhoods.

**Policy AC-3.3 Arts Education**
Collaborate with schools and arts organizations to promote educational opportunities and offerings in the arts within the community.

**Policy AC-3.4 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; work to retain existing event and activity space as part of major remodeling or renovation projects; and explore new venues, such as performing arts space.

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**DEFINITIONS**

**Culture:** In the context of this element, *Culture* refers to the many assets, strengths, and values that contribute to the Manitou Springs’ eclectic character, positive energy, creative sensibilities, small-town feel, welcoming nature, and sense of community.

**Creatives:** Individuals who display productive originality and have the ability or power to create.
Policy AC-3.5 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. Leverage available funding by seeking creative opportunities to partner on initiatives such as health and wellness, economic development, mental health initiatives, education, and poverty.

MEASURING PROGRESS

- Number of creative businesses
- Percent of City budget allocated to support arts and culture activities
- Number of community art and culture events (combined theater, art walks, dance festival, etc. events) and/or participation in these events
- Outside funding for the arts through grants, private donors, and other means
- Economic impact of arts and culture activities
ROLE OF THIS MASTER PLAN ELEMENT

This 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 Manitou Springs are in the service industry. The City has a number of economic development tools at its disposal, including an Urban Renewal Area (URA) and an Enterprise Zone, and works closely with local partners, such as the Manitou Springs Chamber of Commerce and Visitors Bureau. Key issues and opportunities in this area include:

- Balancing the needs of businesses and visitors with those of full-time residents;
- A low commercial vacancy rate which suggests the market may be able to absorb additional retail space;
- A large percentage of employed residents work elsewhere in the region, while most workers in the community live outside of Manitou Springs;
- Changing demographics which are causing shifts across economic sectors, including tourism;
- Potential impacts of high flood insurance rates, flood recovery costs, and evacuation orders on small businesses;
- Limited resources and technical capacity to support economic development planning;
- Need for reinvestment to maintain older, historic downtown structures and mitigate flood impacts;
- A tourist-based economy that is vulnerable to hazard events, economic downturns, and seasonal fluctuations;
- Opportunities to leverage strengths in areas, such as: arts and culture, health and well-being, and outdoor recreation; and
- Opportunities to bolster effectiveness of the URA, particularly to help diversify the City’s economy.

Additional background information is provided in the Economy profile (see Appendix B). The vision, goals, and policies that follow are intended to leverage existing community assets, tools, and partnerships; support ongoing revitalization of the City’s downtown and gateway corridors; reduce the vulnerability of local businesses associated with natural hazards; and promote a more resilient and sustainable economy.
VISION
Ours is a model collaborative community committed to economic vitality and sustainability.

GOALS & POLICIES

Goal EDT-1: Support a vibrant, year-round local economy and strengthen resilience to economic stress.

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 and Entertainment
Continue to support tourism-and entertainment/recreation-related businesses as the foundation of the City’s economy. Explore opportunities to expand targeted niches of the City’s tourism industry, such as Heritage Tourism.

Policy EDT-1.3: Diversified Offerings
Support the attraction and creation of tourism and entertainment businesses that help expand current attractions. Focus efforts on businesses that have year-round viability and the ability to attract a more diverse visitor base.

Policy EDT-1.4: 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-1.5: 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-1.6: Local Serving Businesses and Services
Develop strategies to attract businesses—such as neighborhood commercial—that provide goods and services to local residents.

Policy EDT-1.7: Community Attributes
Identify and enhance community attributes that support the business climate and enhance quality of life for residents.

Policy EDT-1.8: Home-based Businesses
Continue to provide flexibility in City codes that allows residents to operate limited business activities from their home.

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

Policy EDT-2.1: Local Goods, Products, and Services
Support the creation and expansion of businesses that create goods and products or provide services within Manitou Springs.

Policy EDT-2.2: Creative Emphasis
Market Manitou Springs as an attractive location for artists and entrepreneurs to start businesses related to arts, recreation and fitness, health and well-being, local foods and food-based products, or other creative endeavors.

Policy EDT-2.3: Showcase Businesses
Create opportunities for local businesses and artists to showcase their art and merchandise during community events and to gain exposure to visitors to Manitou Springs.

Policy EDT-2.4: Health and Well-Being and Outdoor Recreation Asset Inventory/Gaps
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 and outdoor recreation sectors. 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 EDT-3: Enhance the City’s capacity and resources for long-term economic development planning.

Policy EDT-3.1: Economic Development Needs
Develop a clear and mutually agreed upon definition and structure for the City’s economic development needs.

Policy EDT-3.2: Regional Partnerships and State Exposure
Increase the City’s participation in local, regional, and state economic development efforts and events in order to increase awareness of the opportunities in Manitou Springs. Work with local and regional agencies to support the creation of new businesses in Manitou Springs and increase awareness of available tools, networks, and educational opportunities for businesses.
Policy EDT-3.3: Attractive Business Areas
Partner with the Business Improvement District and use the Urban Renewal Area to invest in improvements that increase the attractiveness of Manitou Spring’s business areas.

Policy EDT-3.4: Economic Development Resources
Annually convene a Council workgroup to review the City budget account for Business Promotion and Tourism, identify excess funds, and dedicate excess funds toward economic development needs.

Policy EDT-3.5: Workforce Development
Collaborate with state and regional higher education institutions and the Manitou Springs School District 14 to connect students and other individuals with classes and other training programs that are aligned with the needs of the City’s existing areas of focus or identified gaps.

Goal EDT-4: Support business and economic development that is safe and resilient to natural hazards. [HMP]

Policy EDT-4.1: Outreach and Education
Provide ongoing outreach and education for businesses on known hazards and risks and resources available for mitigation and recovery.

Policy EDT-4.2: Business Continuity and Preparedness
Apply incentive and recognition programs to encourage business owners to develop individual emergency preparedness plans that identify core business functions essential to keep business functioning.

Policy EDT-4.3: Communications Plan
Establish a communications plan in collaboration with the business community to facilitate efficient notification of business contacts in the case of emergencies, potential roadway closures, or other activities that may impact business continuity and access.

Policy EDT-4.4: Downtown Business District
Pursue mitigation measures to reduce damages and losses to downtown businesses from flood, wildfire, and geologic hazard events.

MEASURING PROGRESS

- Average wage of workers
- Number of businesses that have undertaken business continuity/preparedness training
- Number of businesses that have an emergency plan
- Distribution of annual sales tax revenue between on and off seasons
- Number of licensed businesses (including home-based)
- Level of participation in the Chamber or other business organizations
ROLE OF THIS MASTER PLAN ELEMENT

This 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 (“School District”), which serves grades preK-12. Conversely, School District leadership has continued to foster a strong community focus. Community facilities such as the Manitou Springs Library and Manitou Arts Center host classes and educational programs that serve residents of all ages. Key issues and opportunities in this area include:

- School District has embraced creative approaches to address shifts in state funding;
- School District population includes a large percent of “choice” students;
- Providing more adult education opportunities, especially for older residents;
- Help direct educational resources to meet changing demographic, social and workforce needs; and
- School District integrates information regarding personal risk and external risks, including risks posed by natural hazards, into the student curriculum.

Additional background information about the educational attainment of Manitou Springs’ residents is provided in the Population and Demographics profile. Additional information about the School District and higher education opportunities in the region is provided in the Municipal Governance profile. (See Appendix B for both community profiles.) The vision, goals, and policies that follow reinforce the community’s commitment to lifelong learning opportunities for all residents.
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 the School District.

Policy EDU-1.1 Cooperative efforts toward youth engagement
Collaborate with the School District on an ongoing basis to identify opportunities to partner on events and activities, engage students in community planning or volunteer initiatives, and/or provide services and facilities on a cooperative basis.

Policy EDU-1.2 Curriculum and Facilities
Continue to work with the School District to integrate material into the curriculum that teaches students about the risks and hazards present in the community and to identify and mitigate potential risks and vulnerabilities from hazards into school facilities.

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

Policy EDU-2.1 Student Service Opportunities
Work with the School District to create service opportunities 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 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-2.3 Manitou Springs Library

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

MEASURING PROGRESS

- Manitou Springs High School graduation rates
- Manitou Springs High School higher education attendance rates
- Number of people enrolled in educational offerings/programs
- Number of students that participate in City projects for service opportunities
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ROLE OF THIS MASTER PLAN ELEMENT

This element promotes public involvement in all levels of City government, attendance at public meetings, voting, volunteerism, community giving, communication and coordination between City staff and the public, community acceptance, tolerance, and overall community awareness.

WHERE WE ARE TODAY

Manitou Springs is a highly engaged community. There are currently more than thirty community boards, committees, organizations, and non-profit groups operating in Manitou Springs. 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 organizations, and other partners;
- Clarifying roles and responsibilities of the City and other organizations for implementing community projects and initiatives;
- Facilitating early and ongoing involvement in major City or community initiatives;
- Improving communication and information sharing between the City and the community;
- Fostering wider community participation through a variety of means and media; and
- Coordinating and implementing emergency preparedness, hazard mitigation planning, and mitigation actions.

Additional background information is provided in the Municipal Governance profile (see Appendix B). The vision, goals, and policies that follow seek to reinforce the community’s long-standing culture of collaboration, establish expectations regarding levels of communication and involvement, and highlight new partnership opportunities.
VISION

We are a diverse city that 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 a culture of engagement and collaboration.

Policy GC-1.1 Coordination of Groups and Efforts
Work with the community to clarify roles and improve coordination between citizen-led and City-managed efforts to more effectively achieve community goals and objectives.

Policy GC-1.2 Stakeholder Involvement
Identify and engage interested and affected stakeholders (based on knowledge, interest, financial considerations, or other factors) in community issues. Reach out to existing groups and organizations such as schools, service clubs, boards and commissions, seniors, and volunteers, to help increase community awareness and participation.

Policy GC-1.3 Community Engagement
Actively engage the community and facilitate robust dialogue on City policy, projects, and initiatives. Use a variety of methods to communicate information regarding upcoming meetings and community events and the outcomes of these activities in a timely manner.

Policy GC-1.4 Board Representation
Strive to fill positions on the City’s citizen advisory boards and commissions with people that bring a diversity of interests, perspectives, and backgrounds. Convene an annual meeting of these groups to promote the cross-fertilization of ideas.

Policy GC-1.5 Citizen Satisfaction
Periodically gauge citizen satisfaction level with City services, governance, and other issues.
Policy GC-1.6 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.

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

Policy GC-2.1 Community Dialogue
Convene and facilitate community dialogue to seek input and consensus, if possible, on important community issues early in any given process.

Policy GC-2.2 Community Gathering Spaces
Explore the feasibility of creating a dedicated community center, senior center, or similar community gathering space as a destination for residents of all ages. Incorporate community gathering spaces into public spaces and facilities as part of planned improvements or new construction, to the extent practicable.

Policy GC-2.3 Underserved Residents/Vulnerable Populations
Encourage and help facilitate creative events, activities, and other ways to engage underserved residents and vulnerable populations to weigh in on significant community issues and address human service needs.

Policy GC-2.4 Community Events
Support and promote a variety of events year-round that cater to a range of community interests, backgrounds, and ages, including youth and families.

Policy GC-2.5 Volunteer Opportunities
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 GC-3: Improve awareness of hazards, risks, and actions to prepare for and respond to disasters and emergencies.

Policy GC-3.1 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 types of natural hazards that exist in Manitou Springs. Provide information and resources on actions that they can take to reduce their risk and be prepared for disaster events. Strive to build understanding among staff and City leaders of the public’s perception of risk.

Policy GC-3.2 Methods of Communication
Identify and use 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-3.3 Emergency Communications
Proactively provide emergency preparedness, safety, and evacuation information to community members before, during, and after an emergency or disaster event.

Policy GC-3.4 Education
Work with City Police and Fire Departments to educate residents and visitors on evacuation routes during an emergency event.
Goal GC-4: Incorporate sustainability and resiliency considerations into day-to-day decision-making and long-range planning.

Policy GC-4.1 Adopted Plans, Policies, and Regulations
Periodically review and update adopted plans, policies, and regulations to ensure that they incorporate considerations for natural hazards and risks present in the community and reflect changing technologies and best practices to promote a more sustainable and resilient community.

Policy GC-4.2 Community Dialogue
Facilitate ongoing community discussion about natural hazard risks, mitigation efforts, safe growth, and long-term resiliency.

Policy GC-4.3 Maps and Data
Maintain accurate, up-to-date maps and data documenting the extent and level of risk to people, infrastructure, and property from hazards present in the community. Ensure hazard mitigation mapping and data is easily accessible to the public.

(See Appendix E for a complete list of available maps.)

Policy GC-4.4 Development Review Process
Integrate hazard mapping and supporting data into the long-range planning and development review process to increase awareness of the associated risks and costs when development is proposed for consideration in high risk areas, and to promote more informed decision-making.

Policy GC-4.5 Capacity
Identify key service gaps; evaluate how gaps can be addressed with available capacity; and identify unmet needs.

MEASURING PROGRESS

- Followers on City’s social media accounts
- Number and distribution (e.g., youth, seniors) of participants in community meetings and events
- Average number of days for draft meeting minutes to be posted on City’s website
- Funding from City to support community events
- Number of cell phone numbers registered with E-911 to receive reverse 911 notifications
- Results of an annual or biannual resident satisfaction survey
- Availability of up-to-date master plan and hazard risk maps on City website
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, Manitou Springs’ Founders envisioned it as a destination for health and well-being. Hotels, spas, and mineral springs arose, and Manitou Springs 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 is 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:

- Improved access to healthcare providers, including both physical and mental health;
- Need for more walking paths, bike trails, and other recreational opportunities, especially for older residents;
- Growing demand for senior services combined with decreases in the availability of funding for programs at the federal- and state-level;
- Support for local food production and increased access to local and healthy foods; and
- Continue efforts to engage and compassionately support vulnerable populations.

Additional background information is provided in the Health, Human Services, and Well-being profile (see Appendix B). The vision, goals, and policies that follow reinforce the community’s commitment to the health and well-being of all residents and the need for close collaboration among the diverse public, private, and non-profit organizations that provide these services.
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.

Policy HW-1.2 Local Food Production
Develop strategies to encourage private local food production. Research, evaluate and encourage innovative food production methods that work within the City’s land and topographic constraints, including opportunities to include edibles in City parks and landscaping.

Policy HW-1.3 Community Gardens
Evaluate and pursue opportunities to create sustainable community gardens.

Policy HW-1.4 Food Access
Expand opportunities to bring fresh, local foods directly to residents.

Policy HW-1.5 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-1.6 Food Sales
Encourage purveyors of healthy, affordable, local foods to locate in the City.
Policy HW-1.7 Vulnerable Populations
Promote food access initiatives that address the needs of vulnerable populations and align with other community objectives.

Goal HW-2: Facilitate and support residents’ awareness of and access to services for prevention and treatment of physical, mental, and spiritual ailments.

Policy HW-2.1 Awareness of Services
Work with local and regional service providers, such as non-profits, the School District, the Area Agency on Aging, El Paso County, 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 for individuals, families, or the community.

Policy HW-2.2 Access to Services
Work with service providers, transit agencies, and other regional partners to improve transit connections and other transportation options 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 that are easily accessible via multiple modes of transportation, such as public transit.

Policy HW-2.3 Community Needs
Collaborate with human service providers to identify, prioritize, and monitor the health and well-being needs of community members.

Policy HW-2.4 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 priority community needs.

Policy HW-2.5 Housing and Support Services
Facilitate the provision of adequate housing and support services for families in the community that need assistance.

Goal HW-3: Support active, healthy living among residents of all ages and lifestyles.

Policy HW-3.1 Access to Recreational Opportunities
Strive to provide access to trails, parks, open spaces, and other recreational opportunities that promote physical activity or healthy living within ½ mile walking distance of all homes or neighborhoods in Manitou Springs.

Policy HW-3.2 Programs and Activities
Support and take steps to increase awareness of local and regional programs, events, and activities that enhance the physical and emotional health and well-being of Manitou Springs’ community members, especially among the City’s youth and seniors.

Policy HW-3.3 Facilities and Amenities
Align City recreational programs, facilities, and amenities (such as parks, trails, and the Pool and Fitness Center) with the health and wellness needs of the community.
MEASURING PROGRESS

- Annual visitation to the Pool and Recreation Center
- 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
- Number of seniors attending senior lunch program
- Results of student survey of perception of harm from various risk-taking behaviors
- Manitou Springs High School graduation rate
- Number of homes within a half-mile of a park, trail, or open space
ROLE OF THIS MASTER PLAN ELEMENT

This 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, as well as the Mineral Springs. It also addresses education and promotion of these resources to both residents and visitors.

WHERE WE ARE TODAY

Manitou Springs is home to a wealth of historic and cultural resources. The City has an active historic preservation program that is overseen by a Council-appointed Historic Preservation Commission (HPC). There are sixteen distinct Historic sub-districts in the Manitou Springs Local Historic District. Alterations to existing buildings or new construction within the Historic District are informed by the Historic District Design Guidelines. Key issues and opportunities in this area include:

- Educating residents and visitors about the importance and value of the City’s diverse Historic Districts and landmarks, as well as cultural resources such as: the Mineral Springs, Black Canyon wagon trails and other pioneer trails, Midland tunnels, aquifer, and Mountain Ute gathering places;
- Mitigating risks posed by natural hazards to historic structures and prioritizing stabilization and mitigation needs in hazard prone areas;
- Balancing the need to preserve the historic attributes and character of buildings and other cultural resources with the need to modernize and improve building conditions and energy efficiency, and encourage adaptive reuse (i.e., converting a former hotel into permanent residences);
- Updating the City’s inventory of contributing vs. non-contributing structures;
- Protecting historic structures outside the Historic District through individual landmark status;
- Documenting and protecting prehistoric resources and evidence of sites used by historic tribes, and
- Increasing awareness of the economic-, environmental-, and sustainability-related benefits of historic preservation.

Additional background information is provided in the Historic and Cultural Resources profile (see Appendix B). The vision, goals, and policies that follow reinforce the City’s long-standing commitment to the protection of historic and cultural resources in the community and support the continued evolution of the City’s Historic Preservation program over time.
VISION

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

Policy HC-1.2 Education and Training
Provide information, training, and other educational opportunities as appropriate to increase awareness of the City’s historic preservation regulations, the process for renovating or building a structure in the Historic District, and/or techniques and approaches for properly maintaining historic structures.

Policy HC-1.3 Interpretive History
Continue to employ a variety of strategies to identify and interpret Manitou Springs’ historic resources, such as interpretive signs/plaques, signs demarcating the Historic District and sub-districts, walking tours, and others. 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 Manitou Springs’ historic and cultural resources as a means to prioritize resources, projects, and needs and to secure funding for implementation.

Goal HC-2: Expand knowledge of and protections for the City’s historic and cultural resources.

Policy HC-2.1 National Historic Districts and Landmarks
Maintain the integrity of the Manitou Springs National Historic District, as well as other districts and structures listed in the National Register of Historic Places. Explore the potential for listing additional structures on the National Register or the State Register in collaboration with the Historic Preservation Commission, the State Historic Preservation Officer (SHPO), property owners, and local preservation organizations.

Policy HC-2.2 Resource Inventories
Establish and/or maintain inventories of Manitou Springs’ historic and cultural resources, including mineral springs, and historic trees and rock formations of cultural significance—such as Gog and Nagog—that are accessible to property owners and the community at large.

Policy HC-2.3 City-Owned Buildings
Ensure that any eligible City-owned buildings are designated under the provisions of the City’s historic preservation ordinance. Properties acquired by the City in the future should be evaluated for eligibility for designation at the time they are acquired.

Policy HC-2.4 Certified Local Government
Continue to participate in the Certified Local Government (CLG) program, ensuring compliance with the standards and requirements of the program.

Goal HC-3: Preserve and enhance the character and structural integrity of the City’s historic structures while encouraging rehabilitation and adaptive reuse.

Policy HC-3.1 Historic District Design Guidelines
Continue to apply the Historic District Design Guidelines as a tool to guide the rehabilitation and adaptive reuse of historic structures, as well as infill development within the Historic District. Review and periodically update the guidelines, as necessary.

DEFINITIONS

Historic Resources: Generally includes buildings, structures, and sites that are historically significant (most are typically more than 50 years old).

Cultural Resources: Defined as physical evidence or place of past human activity: site, object, landscape, structure; or a site, structure, landscape, object or natural feature of significance to a group of people traditionally associated with it.
Policy HC-3.2 Vulnerability Assessment and Mitigation Planning
Support efforts to identify historic buildings and structures, as well as Mineral Springs and culturally significant archaeological sites, most vulnerable to damage from natural hazards and develop strategies to protect and retrofit (where applicable).

Policy HC-3.3 Adaptive Reuse
Encourage the adaptive reuse of existing structures in the Historic District as a preferred alternative to demolition.

Policy HC-3.4 Maintenance Requirements
Continue to enforce the maintenance requirements of the City’s historic preservation ordinance, and work with property owners to address maintenance issues. Use the enforcement penalties set forth in the ordinance as a last resort.

Policy HC-3.5 Cost-Effective Rehabilitation
Work with property owners to identify cost-effective options for the rehabilitation of historic structures, particularly in locations not visible from the public right-of-way, where the historic integrity of a historic structure has already been lost or compromised, and/or other unique circumstances exist that warrant consideration of a more flexible approach.

Goal HC-4: Maintain and enhance existing cultural and historic resources as part of infrastructure and transportation improvements.

Policy HC-4.1 Infrastructure
Preserve historic bridges, retaining walls, stairways, Mineral Springs, and other historic resources during construction, renovation, or maintenance of City infrastructure to the maximum extent practicable. Recover and reuse materials in the construction of new structure(s) where practicable in accordance with City Code, Chapter 17.04, Historic Preservation regulations.

Policy HC-4.2 Historic Walls
Inform property owners along creeks of their responsibilities as owners of historic walls. Where
these assets are privately held, develop a strategy to assure private maintenance and preservation.

**Policy HC-4.3 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 making a determination to demolish.

**Policy HC-4.4 Mitigation Projects**
Plan, design, and build mitigation projects in the Historic District that are compatible with the historic features and materials that characterize the particular sub-district.

**Policy HC-4.5 Community Involvement**
Seek community input on infrastructure and mitigation projects located in the Historic District. Provide information regarding potential tradeoffs associated with each project; potential impacts on the character of the Historic District, as well as mitigation benefits.

**Policy HC-4.6 Historic Preservation Commission**
Involve the Historic Preservation Commission at the planning and design stages of infrastructure or mitigation projects in the Historic District so that they may provide early input and recommendations on how best to protect and preserve historic resources.

**Policy HC-4.7 Rainbow Falls**
Collaborate with El Paso County to support the restoration of Rainbow Falls, a newly designated County Historic Site.
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 Historic Preservation Commission
- Number of building permits issued in the Historic District
- Percent of City’s historic structures in the floodplain
- Number/percent of historic properties mitigated for natural hazards
- Number of new historic/cultural landmarks preserved
- Number of appeals to the Historic Preservation Commission findings
- Number of hardship requests made to Historic Preservation Commission
- Number of open space areas surveyed for cultural resources
ROLE OF THIS MASTER PLAN ELEMENT

This 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 age, income, or backgrounds. Affordable housing is a particular focus, as is the quality and safety of our existing housing stock.

WHERE WE ARE TODAY

Manitou Springs is home to a diverse array of attractive and livable neighborhoods. A large percentage of Manitou Springs’ housing stock was built over one hundred years ago and was intended for seasonal occupancy. While many original homes have been restored and remain in use as single-family homes today, a number of Manitou Springs’ larger single-family homes and accessory units have been converted to multi-unit dwellings. In some cases, these units are non-conforming, meaning they are not consistent with underlying zoning and may not meet current building and housing code requirements. In addition, increasing housing costs and a decrease in family households in Manitou Springs have become a concern for many residents, particularly as these trends relate to the social sustainability of the community. Key issues and opportunities in this area include:

- A high housing cost burden for potential homeowners;
- Encouraging a more diverse range of attached and detached housing types and living situations for both renter- and owner-occupied households;
- Supporting the desire of older residents to age-in-place;
- Enabling more individuals and families who work in Manitou Springs to reside in the community, while recognizing that the region’s housing resources will continue to meet the needs of many who work in the City;
- Ensuring housing is built, maintained, and rehabilitated in accordance with adopted building and housing codes;
- Balancing pressures associated with the City’s tourism economy on established neighborhoods; and
- Preserving the historic character of Manitou Springs’ neighborhoods, while allowing the neighborhoods and homes to evolve to meet changing needs.

A map of existing neighborhoods is provided in Appendix E. Additional background information is provided in the Housing profile (see Appendix B). The vision, goals, and policies that follow outline a strategy to expand housing options where feasible, and to improve the condition of existing housing stock in older neighborhoods.
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 Housing Champion
Formalize and support the efforts of the Housing Advisory Board to increase awareness of housing issues, attract additional resources, develop and foster partnerships, and implement potential policies and programs.

Policy HN-1.2 Diversity of Housing
Define a mix of attached and detached housing types that are well-suited to Manitou Springs’ unique development context and constraints and incorporate clear policy and regulatory guidance for those housing options in the Future Land Use Plan and Zoning Code.

Policy HN-1.3 Development Regulations
Encourage the use of innovative approaches that support the integration of housing types that respect the natural and historic context of Manitou Springs.

Policy HN-1.4 Workforce Housing
Work with the development community and area housing organizations to preserve and expand housing options that are affordable and accessible to workers earning average wages in the community.
Policy HN-1.5 Aging in Place
Support programs and housing options that enable older adults to age in place.

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

Policy HN-2.1 Safety and Rehabilitation
Support programs that incentivize or facilitate residents’ ability to reinvest in their homes as a means to increase safety, mitigate the potential impacts of future hazard events, increase energy efficiency, and allow older residents to age-in-place.

Policy HN-2.2 Hazard Mitigation
Work with property owners and experts to assess homes and neighborhoods with greatest risk of damage from natural hazards and develop strategies to improve safety and enhance resiliency, and consider potential cost.

Policy HN-2.3 Rehabilitation Process and Outreach
Ensure the process to make investments in homes is easy for residents to navigate. Provide outreach and education to help reduce barriers including through partnership with the Pikes Peak Regional Building Department (PPRBD).

Policy HN-2.4 Code Enforcement/Inspections
Explore opportunities to expand local enforcement of building and housing codes and define an approach to effectively track rental business licenses and/or inspections.

Work with the development community and area housing organizations to preserve and expand housing options that are

Policy HN-2.5 Seasonal Rentals
Continue to monitor and regulate the status of seasonal lodging units that are being used for long-term rental housing in hotels or motels.

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 Target
Apply housing initiatives and tools to create affordable rental options for the City’s service workforce, owner-occupied homes for entry-level buyers or families, and senior housing. Specifically, these housing options should be affordable to residents earning below 50 percent of Area Median Income (AMI) for rentals, and residents earning between 60 and 100 percent of AMI for ownership.

Policy HN-3.2 Partnerships
Actively participate in regional housing efforts and increase awareness of affordable housing issues and opportunities in Manitou Springs.

Policy HN-3.3 Alignment of City Resources
Identify ways the City can use its existing resources to create opportunities for the development of affordable housing units (e.g., City-owned land and financing tools, such as urban renewal).

DEFINITIONS

Area Median Income (AMI): AMI is a term commonly used in discussion about affordable housing. It is a measure set by the U.S. Department of Housing and Urban Development (HUD) annually as a threshold to establish a household’s eligibility for affordable housing programs funded by HUD and its state and local partners. AMIs are set at the county level. The 2016 AMI for El Paso County was $71,000. As such, the City’s affordable housing targets (see Policy HN-3.1) would apply to renter households earning less than $35,500 annually, and to households looking to purchase a home in 2016 that earn between $42,600 and $71,000 annually.
Policy HN-3.4 Income Restricted Housing Units
Actively seek to establish affordable, income restricted housing units in Manitou Springs by providing incentives, engaging outside expertise, and partnering to aid in the development of projects.

Policy HN-3.5 Reducing Barriers
Identify ways the City can support the development of affordable housing by reducing regulatory barriers to building and maintaining affordable housing units in Manitou Springs.

Goal HN-4: Provide residents with the opportunity to participate in shaping the future of their neighborhoods.

Policy HN-4.1 Neighborhood Improvements
Identify and support approaches for neighborhoods to reinforce neighborhood character and quality through common signage and targeted improvements (e.g., pocket parks, sidewalks or trails, community gardens, or other similar projects).

Policy HN-4.2 Tourism Impact
Continue to monitor and limit short-term rentals to mitigate the impacts of visitors and vacation rentals units on neighborhoods and affordable housing, and update short-term rental regulations, as needed. 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.

Policy HN-4.3 Partnerships
Identify ways residents can play an active role in making improvements to their neighborhoods through partnerships and grant programs with the City.

Policy HN-4.4 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.

MEASURING PROGRESS
- Number of affordable rental vs. ownership units
- Percent of households with housing cost burdens
- Number of residents who live and work in Manitou Springs
- Number of short-term or vacation rental units
- Average monthly rent/average home price (per year)
- Average home price compared to median income
- Number of homes that have made improvements to improve energy efficiency and safety or reduce hazard risk
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 provides and maintains water, sewer, and stormwater infrastructure, as well as local roads, parks, and a pool and recreation facility. In addition, the City provides police and fire service. The age of the City’s infrastructure presents a number of ongoing challenges, and infrastructure and historic facilities are at risk from wildfire, flooding, and geologic hazards. The City is actively working to repair infrastructure that was damaged during previous disaster events and identify and address priority improvements needed to protect infrastructure and facilities from future risks. 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:

- Adapting services to meet the changing needs of the City’s population;
- Maintaining or updating aging infrastructure systems, and developing a long-term capital funding strategy to replace aging infrastructure;
- Protecting or relocating infrastructure and facilities from damage due to natural disasters and restoring service as quickly as possible following disruptions;
- Utilizing forthcoming functional plans and data that emerges from the City’s resilient infrastructure pilot program (WISRD) to better understand infrastructure condition and vulnerability to guide future infrastructure planning;
- Leveraging available disaster recovery funds to recover from previous disasters and prepare for future events; and
- Planning is underway to expand and remodel the Manitou Springs Library.

Additional background information is provided in the Infrastructure & Services profile (see Appendix B). The vision, goals, and policies that follow promote efficient service delivery and efforts to increase the resiliency of the City’s infrastructure systems and the community as a whole.
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 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, equipment, resources, and training to provide the community with the highest possible level of public safety services.

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 Restorative Justice
Create awareness and promote use of the Manitou Springs Restorative Justice Project to resolve conflicts, disputes, and offenses in our school system, municipal court, and community.
Policy IP-1.5 Code Enforcement
Work with neighborhoods, local groups, and citizens to encourage community engagement in safety, property maintenance, and other code enforcement efforts.

Policy IP-1.6 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 aligned with the visions and goals defined in Plan Manitou.

Goal IP-2: Support continued investment in and ongoing maintenance of the City’s infrastructure to ensure efficient and equitable provision of effective services and improve resilience to natural hazards.

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. Place a particular emphasis on efforts to improve documentation of existing infrastructure and easements.
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) can 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 capital improvements and hazard mitigation projects can help to implement the visions and goals of Plan Manitou, and providing opportunities for community input, as appropriate.

Policy IP-2.4 Impacts of Operations and Maintenance
Consider the impacts of operations and maintenance costs of new or expanded infrastructure, services, and amenities on the City’s general fund before making decisions to ensure the City has the fiscal, technical, and staff capacity necessary for implementation.

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 public facilities and infrastructure in high hazard areas (recognizing that some existing facilities—such as the water treatment facility—may need to be retrofitted in their current location) or that may encourage development in identified hazard areas.

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
Periodically evaluate the features, amenities, and programming available at public facilities, such as parks and the Pool and Fitness Center, to ensure that they adequately meet community needs. Emphasize activities that support youths and older adults in making connections and staying engaged in the community.

Policy IP-3.2 Location of Facilities
Strive to locate new City facilities that serve the public near public transportation and pedestrian and bike facilities.

Clint Ethridge, Stormwater Division staff, removing debris from Fountain Creek. Photo courtesy of Karen Berchtold.
Policy IP-3.3 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.

Policy IP-3.4 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 them.

Goal IP-4: Incorporate sustainable practices into City operations and maintenance.

Policy IP-4.1 Recycling Facilities
Provide recycling receptacles in public spaces and facilities, especially those that are heavily used. Require special event organizers to provide supplemental recycling facilities during events.

Policy IP-4.2 Efficiency Upgrades
Prioritize improvements and repairs to City facilities that would improve the energy, water, 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-4.3 Alternative Energy
Continue to investigate and pursue opportunities to generate or purchase 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: Provide essential public services during disasters and emergencies.

Policy IP-5.1 Critical Services Redundancies
In collaboration with Colorado Springs Utilities and other utility providers, work 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 Critical Facilities and Infrastructure
Site and design new critical facilities, including facilities for access and functional needs populations, to avoid exposure to hazards.
Policy IP-5.3 Emergency Management Plans
Develop and maintain emergency management plans that provide guidelines and operating procedures for emergency preparedness, response operations, continuity of governance (COOG), and disaster recovery.

Policy IP-5.4 Emergency Response Training
Support the use of warning systems, drills, simulations, or other training methods to enhance emergency preparedness and response capabilities.

Policy IP-5.5 Evacuation
Continue planning for evacuation and for contingencies in the event of infrastructure failure, including for periods of seasonal congestion.

Policy IP-5.6 Vulnerable Populations
Support planning for the safety, access, and functional needs of vulnerable populations in the City during emergencies and disasters.

MEASURING PROGRESS

- Annual budget for emergency infrastructure repairs
- Number of hours of lost utility service
- Annual budget for infrastructure repairs/number of repairs completed
- Per capita costs of services
- Progress toward Climate Action Plan targets
ROLE OF THIS MASTER PLAN ELEMENT
This element guides future growth and development within Manitou Springs including its location and mix of land uses, character and design, relationship to established areas of the community, and urban form. Also addresses—at a high level—the design and functionality of public and private development of all kinds, including buildings, improvements, streetscapes, and public spaces.

WHERE WE ARE TODAY
Manitou Springs’ compact, largely built out footprint and abundance of historic resources means that future growth will occur primarily through infill development on vacant lots; adaptive reuse of existing buildings; and potential redevelopment of underutilized properties. Growth potential is further constrained by access limitations, steep slopes, natural hazards, or a combination of factors. Key issues and opportunities in this area include:

- Defining opportunities for future residential, commercial, and mixed-use development, and other uses through the Future Land Use Plan;
- Ensuring new development is compatible with the community’s context and the natural environment;
- Identifying potential impacts of natural hazards and risks to our built environment and promoting practices to guide development to appropriate areas, to mitigate hazard risk and enhance resiliency;
- Supporting the City’s existing commitments to reduce greenhouse gas emissions and other sustainability initiatives; and
- Increase level of reinvestment in the City’s downtown and gateway corridors.

Additional background information may be found in the Land Use & Built Environment profile (see Appendix B). The vision, goals, and policies that follow are intended to promote growth and reinvestment in Manitou Springs that is responsive to the City’s key vulnerabilities and hazards and meets the land use needs defined in other Plan Manitou elements. This element is intended to be applied in conjunction with the Future Land Use Plan and supporting information contained in Part 2 of this Plan.
VISION

Our land use pattern and built environment reflect 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.

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 Plan Manitou goals and policies.

Policy LU-1.1 Future Land Use Plan
Develop and implement development regulations that support the uses, intensities and design principles set forth in the Future Land Use Plan and help 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.

Policy LU-1.3 Opportunity Areas
Establish policies for Opportunity Areas—both vacant and underutilized—that are suitable for infill, redevelopment, and/or adaptive reuse. Use these policies as a tool to guide consideration of future development proposals, regulatory updates, and other activities related to future development within the City’s Opportunity Areas. (See Part 2: Reinvestment and Resiliency Framework, Opportunity Areas, for additional information and policy guidance.)

Policy LU-1.4 Annexation Plan
Evaluate potential opportunities to annex new areas into the City consistent with the City’s Three-Mile Plan. (See Part 2: Reinvestment and Resiliency Framework, Annexation Plan, for additional policy guidance.)
Policy LU-1.5 Regional Coordination
Enhance coordination and collaboration with El Paso County, the City of Colorado Springs, and other jurisdictions within the City’s Three-Mile Area to ensure land use- and growth-related plans, policies, and decisions (such as annexations) of neighboring jurisdictions do not negatively impact the City, or reduce its ability to achieve the visions and goals of this plan.

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

Policy LU-2.1 Mix of Uses
Promote a diverse mix of activity-generating uses (i.e., retail shops and restaurants) that support pedestrian activity, as well as the City’s economic and tourism goals.

Policy LU-2.2 Historic Character
Ensure that new development and rehabilitation activities in downtown reflect existing historic building heights, scale, materials, landscaping and other characteristics as defined by the City’s Historic District Design Guidelines.

Policy LU-2.3 Public Realm
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, and other elements of the public realm in downtown.

Goal LU-3: Promote reinvestment and redevelopment in the City’s gateways and along Manitou Avenue (“arch to arch”).

Policy LU-3.1 Horizontal/Vertical 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-3.2 Compatibility
Promote infill development and redevelopment that is compatible with the existing character, scale, and uses of the surrounding built environment. Support the rehabilitation and adaptive reuse of historic structures within the City’s gateway corridors as a way to reinforce the history and evolution of the community’s built environment.

Policy LU-3.3 Streetscape
Continue to work with local and regional partners and area property owners to integrate sidewalk improvements, street trees, and other public amenities into the Manitou Avenue right-of-way to promote a safe, walkable, accessible, and attractive environment for people.

Policy LU-3.4 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 Board, Chamber of Commerce, businesses, and property owners. (See Part 2: Reinvestment and Resiliency Framework, Opportunity Areas, and the Gateway Mixed-Use Land Use Category for additional policy guidance.)
Policy LU-3.5 West End
Support redevelopment and reinvestment in the City’s West End consistent with the community’s vision for the area, particularly between the two roundabouts at Manitou Avenue and Ruxton Avenue and Manitou Avenue and Serpentine Avenue, including restoring access to the many mineral springs in the area. (See Part 2: Reinvestment and Resiliency Framework, Opportunity Areas, and the Gateway Mixed-Use Land Use Category for additional policy guidance.)

Goal LU-4: Encourage the use of sustainable development practices and site planning techniques and technologies in all public and private development.

Policy LU-4.1 Protection of Natural Features
Incorporate significant natural features—mature trees, drainages or creek corridors, steep slopes, and other features—into the layout and overall design, treating them as assets that contribute to the unique character of the individual project and the surrounding community.

Policy LU-4.2 Green Building
Incorporate green building principles and best practices into the design and construction of new or renovated City buildings using established programs, such as the U.S. Green Building Council’s LEED program, as guidance. Encourage the use of these principles and practices in private development.

Policy LU-4.3 Low Impact Development
Develop educational material on and 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-4.4 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-4.5 Energy and Water Efficiency
Encourage the integration of energy and water efficiency measures for new construction and major renovations.

Policy LU-4.6 Recycling of Building Materials
Encourage the reuse or recycling of building materials from existing structures, especially historic structures that may contain rare or hard to find materials, such as Manitou Greenstone.

Goal LU-5: Minimize risks to property, infrastructure, and lives from natural hazards and disasters.

Policy LU-5.1 High Hazard Areas
Guide new development away from and discourage density increases in high risk areas, including identified flood, wildfire, steep slope and geological hazard areas. Adopt the use of incentives and other strategies where feasible to support the implementation of this policy. (See Map Atlas in Appendix E for maps of individual hazards, as referenced in LU-5.2, LU-5.3, and LU-5.4.)
STORMWATER BEST MANAGEMENT PRACTICES AND LOW IMPACT DEVELOPMENT STRATEGIES

Urban stormwater management techniques designed to minimize the adverse impacts of development are called best management practices (BMPs). BMPs incorporate strategies for regulating development, managing runoff, and creating supportive policies that minimize the impact of stormwater from both new development and already developed areas on local waterways. This is often accomplished by grading paved areas to direct runoff to swales lined with rocks and native vegetation that allow for on-site retention and infiltration of stormwater. This particular type of BMP is often referred to as low-impact development (LID) because it allows for natural filtration of pollutants and sediments.

In addition to helping to improve water quality, implementing stormwater BMPs can provide many benefits consistent with the goals and policies contained in Plan Manitou—reduced flooding and related impacts such as stream bank erosion, improved aesthetics, creation or enhancement of wildlife habitat, reduced water treatment costs, reduced energy use, protection of the underlying Karst aquifer and mineral springs, and improved air quality.

Because Manitou Springs is largely built out, and soil conditions vary, opportunities to retroactively implement stormwater BMPs must be more targeted. The incorporation of BMPs should be encouraged as part of infill and redevelopment projects within the City’s Opportunity Areas (See Part 2: Reinvestment & Resiliency Framework); as well as part of planned street improvements, hazard mitigation projects, and other public infrastructure projects where feasible. The practice of using rain barrels to capture and store rainwater draining from roofs should also be encouraged to reduce runoff on the steep slopes and unstable soils typical in Manitou Springs and encourage water conservation. (See Geologic Hazards Map in Appendix E for more information about soils.)

Example of low impact development (LID) feature in Concord, MA: parking lot is designed so that stormwater runoff flows to an adjacent, depressed planting area

Photo courtesy of Karen Berchtold
Policy LU-5.2 Flood Hazard Areas
Encourage flood mitigation measures for existing structures in flood hazard areas to reduce risks to property and loss of life. Discourage additional development (as defined in Part 2) from locating in mapped floodplain areas, to the extent feasible, through the use of incentives, clustering, and other techniques. Construction and modifications in designated floodplains must comply with the Floodplain Management Regulations as adopted. (See Flood Hazard map in Appendix E for adopted flood hazard boundaries.)

Policy LU-5.3 Steep Slopes and Geologic Hazards
Avoid development on slopes with grades steeper than 30 percent to the maximum extent practicable. Utilize slope stabilization, erosion controls, and stormwater management best practices in all areas with steep slopes to reduce risks of erosion, landslides, and other geological hazards. Encourage implementation of these best management practices for both existing and new development, as appropriate. (See Future Growth Opportunities & Constraints and Geologic Hazards maps in Appendix E for a generalized depiction of areas with steep slopes and/or geologic hazards.)

Policy LU-5.4 Wildland-Urban Interface
Risks to existing and future development in the mapped Wildland-Urban Interface (WUI) should be mitigated to the extent possible. Adopt and implement best practices for “Firewise” development and landscaping techniques that help to protect property, homes, and lives from wildfires within the WUI. Avoid increasing residential densities in the WUI above that which exists today. (See Wildland Urban Interface Risk map in Appendix E for a generalized depiction of the WUI and Future Land Use Categories in Part 2 for location specific considerations and design principles.)

DEFINITIONS
Wildland Urban Interface (WUI): The wildland-urban interface, or WUI, is any area where man-made improvements are built close to, or within, natural terrain and flammable vegetation, and where high potential for wildland fire exists.
MEASURING PROGRESS

- Number of new buildings or major rehabilitation projects that are LEED or green-certified, or incorporate similar sustainable development practices and site planning techniques
- Rehabilitation/remodeling permits issued annually
- Redevelopment activity within gateway areas
- Square feet of buildings renovated/adaptively reused
- City-provided public recycling bins/containers
- Percent of energy generated from renewable sources (public)
- Number of solar panels permitted annually
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NATURAL ENVIRONMENT

ROLE OF THIS MASTER PLAN ELEMENT

This element addresses the community’s strong values in support of preservation of the natural environment, and use of and impact on all living (trees, plants, aquatic flora, fauna, insects, etc.) and non-living things (minerals, rocks, waterways, air components, etc.) present in Manitou Springs.

WHERE WE ARE TODAY

Manitou Springs is surrounded by vast open space areas and is bisected by multiple creek corridors. These areas are home to diverse plant and wildlife species. The proximity of the City’s built environment to these resources contributes to the well-being and quality of life of residents and attracts numerous visitors. At the same time, this proximity also increases the community’s risk from natural hazards. 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 and human activity on the natural environment;
- Protecting and improving wildlife habitat and managing conflicts between humans and wildlife;
- Protecting and improving water quality in the Fountain Creek watershed, including in the French Creek sub-watershed, the source of the City’s water supply;
- Protecting the integrity of the Mineral Springs in the face of infrastructure, flood control, and development projects;
- 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; and
- Ensuring that the City’s trails and open space assets are well managed, and not “loved to death” through overuse.

Additional background information is provided in the Parks, Trails, Open Space, & Recreation profile (see Appendix B). The vision, goals, and policies that follow promote the responsible stewardship of the City’s diverse natural resources as the community continues to grow and evolve over time. The City’s Parks, Open Space, and Trails Master Plan (POST Master Plan), adopted in 2016, addresses the community’s vision for these resources in more detail and recommends an action plan for achieving the vision.
VISION
All citizens, 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 Habitat and Ecosystem Management
Preservation, restoration, and management of existing open space is a priority. Develop and implement management, stewardship, and funding plans for maintenance of open space acquired by the City, following the guidelines of the POST Master Plan. Such plans should address recreation and wildlife habitat protection, weed and invasive species management, 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-1.2 Open Space Acquisition
Continue to acquire open space based on the criteria set forth in the POST Master Plan.

Policy NE-1.3 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 and the goals and policies in this element.
Policy NE-1.4 Wildlife Movement
Ensure that development in areas that serve as habitat for wildlife is designed and built so that it 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 US Highway 24) are designed and built to accommodate wildlife movement.

Policy NE-1.5 Natural Vegetation and Woodlands
Preserve and restore natural vegetation and woodlands, especially on steep slopes, to reduce erosion and stabilize slopes, and enhance wildlife habitat.

Policy NE-1.6 Native and Xeric Landscaping
Incorporate native and xeric plant species in parks, median and streetscape plantings or planters, and other landscaping for public facilities, to the extent feasible. Increase awareness of the benefits of these techniques for reducing water use, providing wildlife habitat, and decreasing stormwater flow.

Policy NE-1.7 Infrastructure Design
Locate, design, and build infrastructure projects to minimize the visual impacts of these facilities and their impacts on the natural environment.

Policy NE-1.8 Water Supply
Ensure the City’s water supply and system is adequate to meet expected future demand, taking into consideration seasonal fluctuations in water use, drought, and climate change scenarios.

Goal NE-2: Promote the preservation of stream and creek corridors for habitat, flood mitigation, and managed public access.

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 preserve and restore the aquatic and riparian habitats found within and along Fountain Creek.

Policy NE-2.2 Stream Corridor, Wetland, and Watershed Restoration
Encourage projects to restore natural and beneficial functions and stability of stream corridors, wetlands, and the watershed in and upstream from Manitou Springs to help reduce flood risk in the City, enhance wildlife habitat, restore riparian understory and trees, and improve the long-term health and resilience of the watershed.
Policy NE-2.3 Low Impact Development
Promote the use of low impact development systems and practices for stormwater collection, storage, and diversion systems to reduce the amount of sediment and pollution entering our local water bodies, including the use of creative techniques 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 1% annual chance floodplain. Implement non-structural solutions to flood control when feasible.

Policy NE-2.5 Fountain Creek Linear Park System
Continue to plan for and implement a linear park system along Fountain Creek extending from US 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.

Policy NE-3.3 Waste Management
Promote and encourage the proper disposal of wastes, including solid waste, toxic or hazardous materials, and pet waste. Promote efforts and programs that reduce the amount of solid waste entering the waste stream, such as the reuse and/or recycling of waste and composting.

The El Paso Street Bridge over Fountain Creek is built of Manitou Springs’ distinctive greenstone – Photo courtesy of City of Manitou Springs.
Policy NE-3.4 Air Quality
Work with local and regional governments and organizations to promote the use of alternative fuels and identify other strategies Manitou Springs can employ to improve air quality and reduce greenhouse gas emissions within the community and region.

Policy NE-3.5 Integrated Pest Management
Increase awareness of Integrated Pest Management strategies that reduce or eliminate the need for the use of pesticides in public and private applications.

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 Source Water Protection Area
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 the City’s water supply.

Policy NE-4.2 Forest Management
Work with local governments, regional organizations, state and federal agencies, and landowners to encourage the healthy and sustainable management of surrounding forests, as a means to enhance water and air quality, reduce the risk and severity of wildfires, maintain biodiversity, and support carbon sequestration.

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. Hillside development 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 Colorado Department of Agriculture, area herbalists, and others to manage 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 regional organizations on regional plans and initiatives related to
sustainability, resilience, and the natural environment.

**Goal NE-5: Support the peaceful coexistence of humans and wildlife.**

**Policy NE-5.1 Education and Outreach**
Promote educational efforts and programs that build appreciation among residents and visitors of the diverse array of wildlife species—small and large—that may be sited in Manitou Springs and the surrounding areas. Increase awareness of potential wildlife conflict situations, and discourage activities that may attract wildlife to areas with high potential for human-wildlife conflicts.

**Policy NE-5.2 Recreational 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 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 extension of public access to other Mineral Springs within the City.

**Policy NE-6.3 Monitor Aquifers and Water Quality**
Work with the Mineral Springs Foundation, El Paso County, and relevant state and federal agencies to study and monitor the City’s Mineral Springs and aquifers to identify potential sources of water pollution or contamination that could negatively affect the water quality of the Mineral Springs, as well as to conserve pressure in the aquifer system supplying existing wells and springs. Use the 2011 Shomaker aquifer study as a guidance resource until further studies are concluded.

**Policy NE-6.4 Awareness and Promotion**
Work with the Mineral Springs Foundation, Chamber of Commerce, and other organizations in the region to promote the City’s Mineral Springs.

**MEASURING PROGRESS**

- Acres of preserved open space
- Mineral Springs and Fountain Creek water quality
- Utility bills (use per square foot)
- Air quality
- Reported sightings and/or conflicts with wildlife per year
- Number of rainbarrels and LID projects
- Number of predators for invasive plants released annually
ROLE OF THIS MASTER PLAN ELEMENT

This element supports an efficient, well-connected multi-modal transportation system that facilitates the movement of cars, transit vehicles, bikes, pedestrians, goods, and people within Manitou Springs, as well as between Manitou Springs and the surrounding Pikes Peak region. This element also seeks to manage parking and congestion in a manner that minimizes impacts on circulation and access, as well as on residents’ quality of life.

WHERE WE ARE TODAY

Manitou Springs is located just south of US Highway 24 in western El Paso County, which serves as a major transportation connection to the larger region. The City is served by public transit, operated and funded by Mountain Metro Transit; however, Manitou Springs funds the year-round shuttle (#33). The City’s transit system provides connections for citizens to the regional transit network in Downtown Colorado Springs, and also provides access for people who work in Manitou Springs but live outside the City. The City’s compact footprint lends itself well to supporting walking and bicycling. Regional trails, such as the Fountain Creek Walk/Midland Trail, are key regional assets that connect the community to nearby recreational opportunities and adjoining communities. Key issues and opportunities in this area include:

- Parking and traffic congestion from visitors during summer months, weekends, and major events;
- Balancing parking, pedestrian, bicycle, and vehicle circulation needs on narrow, steep streets or streets with limited rights-of-way;
- Defining an overall strategy and identifying new facilities to support non-motorized modes;
- Sustaining the City’s financial support for expanded transit service;
- Publicizing 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); and
- Numerous upcoming projects planned for Manitou Avenue: the Westside Avenue Action Plan, repaving of Manitou Avenue from US Highway 24 to El Paso Boulevard, and extension of streetscape improvements west of downtown.

Additional background information is provided in the Transportation & Mobility profile (see Appendix B). The vision, goals, and policies that follow outline a strategy to leverage recent and ongoing improvements and projects and work toward a more unified, effective multi-modal transportation system.
VISION

Our community has a safe, multi-modal transportation network that balances the needs of our residents, visitors, and businesses, complementing 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 with the Chamber of Commerce, City of Colorado Springs, and private tourism-oriented organizations or destination managers to promote shuttle usage among visitors.

Policy TM-1.2 Signage and Wayfinding Strategy
Develop a coordinated Citywide parking signage and wayfinding strategy to direct traffic into and around downtown to better facilitate and coordinate parking and traffic during peak periods and special events.

Policy TM-1.3 Parking Information
Use available technologies to provide real-time information and mobile phone app on parking availability at City managed parking lots.

Policy TM-1.4 Special Events
Continue and expand the use of the Events Review and Impact Committee process to coordinate transportation and parking needs for events, including strategies to mitigate congestion.

Policy TM-1.5 Ruxton Corridor
Continue to evaluate approaches to reduce impacts from traffic and parking on the Ruxton corridor.
Goal TM-2: Enhance connectivity, comfort, and safety for alternative transportation modes, such as walking, biking, and taking transit throughout the community.

Policy TM-2.1 Public Transit
Continue to improve transit service, facilities, and connections 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
Expand multi-use trail connections to neighborhoods, parks, open spaces, schools, recreational amenities, community destinations, historic sites, Mineral Springs, and regional trail systems through the actions defined as part of the POST Master Plan.

Policy TM-2.3 Bicycle System
Expand the City’s existing bicycle system to increase bicycle usage and connect existing and proposed local facilities to the regional system.

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, particularly between the US Highway 24 interchange and El Paso Boulevard.

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 Pedestrian Linkages
Expand pedestrian connections between the City’s neighborhoods and downtown by prioritizing connections defined as part of the POST Master Plan. Explore opportunities to reclaim and restore public stairways and define ongoing maintenance responsibilities.

Goal TM-3: Enhance transit system to provide mobility options, reduce congestion, and relieve parking demands.

Policy TM-3.1 Transportation Services and Facilities
Coordinate with transportation providers, employers, human service agencies, and non-profit organizations to provide accessible, affordable transportation options and facilities for older adults, transit-dependent populations, service workers, 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. Evaluate the need to enhance pedestrian crossings outside of downtown to improve safety and mobility within the City’s gateways.

Policy TM-3.3 Funding Strategy
Develop a long-term funding strategy for the City’s shuttle service.

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 existing parking programs to evaluate their effectiveness in encouraging the turnover of on-street parking spaces; meeting the parking needs of downtown tenants and employees; 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 increase 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. Also consider new partners for satellite parking in and outside of the City.

Goal TM-5: Increase the City’s visibility and standing as a partner in local and regional transportation initiatives.

Policy TM-5.1 Regional Planning
Collaborate with PPACG, CDOT, City of Colorado Springs, El Paso County, PPRTA, Mountain Metro, and other regional partners to expand multimodal transportation options, identify funding for needed improvements, and implement regional transportation plans.

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.

Goal TM-6: Improve the safety, functionality, and resiliency of the transportation system.

Policy TM-6.1 Deficiencies and Vulnerabilities
Identify critical deficiencies and vulnerabilities in the City’s transportation system. Prioritize actions that will improve the safety and functionality of the transportation system in emergency and disaster conditions.

Policy TM-6.2 Roadway Standards
Establish parameters to guide the repair, reconstruction, and use of the City’s roadways, balancing the desire to safely accommodate multiple functions and modes within right-of-ways that are narrow and steep with the need to reduce vulnerabilities associated with natural hazards.

Policy TM-6.3 Roadway Widths
Identify roadways where the historic width poses a hazard for two-way traffic, and explore the feasibility of shifting to a one-way traffic flow.

Policy TM-6.4 Safe Growth
Avoid transportation improvements that may spur growth and increase density in identified hazard-prone areas.
MEASURING PROGRESS

- Miles of trails and/or bike lanes
- Transit ridership
- Public parking lot usage
- Annual or monthly parking revenue for City-managed lots
- Annual vehicle miles traveled (VMT) on Manitou Avenue in downtown
- Older adults’ satisfaction level with transit service and accessibility
- Number of projects from ADA Transition Plan completed

ROADWAY CROSS SECTIONS

The typical sections for local and collector streets are intended to guide the City of Manitou Springs in the planning and the construction of multi-modal transportation facilities by setting minimum widths for travel lanes, bike lanes, and sidewalks. Cross sections are tailored to Manitou Springs’ topography and historic context. Variations in the local and collector facilities are intended to guide the planning and design of improvements to existing and new roads to meet the needs of the specific roadway and the limitation on rights-of-way due to site specific constraints. Refer to the Roadway Functional Classification map in the Map Atlas (Appendix E) for the locations of these street types within the City.

LOCAL STREETS

With Parking on One Side and Sidewalk on Two Sides (Two-way traffic)

No Parking and Sidewalk on One Side (Two-way traffic)

No Curb/Gutter and Sidewalk on One Side

No Parking and Sidewalk on One Side (One-way traffic)
COLLECTOR STREETS

With Sidewalks on Both Sides

With Parking on One Side

Bike Lane on Uphill Side and No Parking

Bike Lane on Uphill Side, No Parking, and Sidewalk on One Side

No Bike Lane and No Parking

No Bike Lane, No Parking, and Sidewalk on One Side

Downtown-Parking on Both Sides
PROPOSED BICYCLE & PEDESTRIAN IMPROVEMENTS

A series of proposed improvements necessary to complete the City’s pedestrian and bicycle system are identified on the map on the following pages. Additional pedestrian and bicycle improvements may be warranted in other parts of the community and should be implemented as opportunities arise. Proposed improvements should be reviewed during the initial planning stages of any planned roadway or maintenance project to determine whether implementing the applicable improvements concurrently with the roadway improvements is feasible. Facilities and improvements identified are as follows:

- **Creek Walk Trail**: Upon completion, the Creek Walk Trail will function as a linear park and multimodal travel corridor that links Manitou Springs from one end to the other. Proposed improvements are intended to improve access to the Creek Walk Trail from east City gateway to Rainbow Falls.

- **Existing Bicycle Facility**: Includes existing bicycle lane along eastern portion of Manitou Avenue.

- **Proposed Bicycle Facility**: Includes the extension of existing bike lanes as well as the identification of corridors where new bike lanes are warranted.

- **Proposed Roadways for Non-motorized Enhancements**: Includes major travel corridors that connect the City’s neighborhoods, open space and parks, tourism destinations, and other centers of activity. Enhancements on these roadways may include the completion of gaps in existing sidewalks, repair of existing sidewalks, installation of wayfinding signage to direct pedestrians and bicyclists to destinations within the community and call out distances.
PROPOSED BICYCLE AND PEDESTRIAN IMPROVEMENTS

- Municipal Boundaries
- Parks
- City Open Space
- Federal Lands
- State & Local Lands
- Marked Crosswalk
- Transit Hub
- Creek Walk Trail
- Existing Bicycle Facility
- Proposed Bicycle Facility
- Proposed Roadways For Non-motorized Enhancements e.g. Bike Route Signing, Sidewalks, Bike Facilities
- Bike/Trail Connection

Note:
Additional concepts for proposed trails are included in the Parks, Open Space and Trails Master Plan.
PART 2:
REINVESTMENT & RESILIENCY FRAMEWORK
The population of Manitou Springs is estimated to grow by about three hundred and fifty people over the next twenty-five years. It is expected that while some new development and redevelopment will occur to accommodate this growth, the rehabilitation and adaptive reuse of existing structures will comprise the majority of construction activity in Manitou Springs. The purpose of this Reinvestment and Resiliency Framework is to encourage continued reinvestment in the community, while also increasing the community’s awareness of and ability to mitigate potential risks associated with natural hazards. This Reinvestment and Resilience Framework includes:

- **Factors Influencing Growth:** Describes the four primary factors that will influence future growth in Manitou Springs, explains how these factors were considered in the development of the Future Land Use Plan, Opportunity Areas, and Annexation Plan; and identifies supporting tools and reference materials contained in Plan Manitou to support decisions regarding future growth.

- **Future Land Use Plan:** Defines the types of land uses present in and/or appropriate for different locations within Manitou Springs and establishes design principles for individual uses to address the unique character of an area, hazard mitigation, environmental, or other considerations.

- **Opportunity Areas:** Includes an overview of four opportunity areas that were identified as having the greatest potential for development, and describes key considerations for development and risk reduction in these areas.

- **Annexation Plan:** Includes a map of the City’s Three-Mile and Influence Areas and a set of policies to guide the evaluation of potential future annexations.

**TYPES OF DEVELOPMENT**

Because Manitou Springs has a limited amount of unconstrained land available for future growth, opportunities for new development—or development on formerly undeveloped land—are minimal. Most development in Manitou Springs will occur through one of the following methods:

- **Adaptive Reuse:** the process of repurposing buildings—especially older buildings that have outlived their original purpose—for a different use or function.

- **Infill Development:** refers to development on a vacant or substantially vacant lot that is surrounded by existing development.

- **Redevelopment:** development on lots with existing structures in which all or most of the structure(s) are razed and a new structure(s) is built.
HOW TO USE THIS SECTION

This section should be used as a reference for property owners and developers, City staff, and elected and appointed officials when considering proposed development applications, zoning changes, or other land use issues. As questions arise, affected properties should be evaluated as follows to determine which location-specific parameters apply:

1. Review the Factors Influencing Growth for background and context;
2. Reference the Future Land Use Plan to determine which land use category applies and whether or not the property is located in a high hazard area;
3. Review the applicable land use category description and design principles;
4. Determine whether the property is located within a defined Opportunity Area. If so, review the key considerations and illustrative development concept for the applicable area;
5. Determine whether the property is located outside of and adjacent to the City of Manitou Springs; if so, review the Annexation Plan for guidance; and
6. Utilize supporting tools and reference materials listed for each of the Factors Influencing Growth, as applicable.

FACTORS INFLUENCING GROWTH

The most significant factors that will influence future growth and development in Manitou Springs are its historic context, land capacity, infrastructure condition and constraints, and development constraints and hazard-prone areas. Each of these factors is described below and should be evaluated as part of future development proposed in the City.

Historic Context

More than half of the City’s developed area falls within a designated historic district. The diverse historic buildings, structures, and development patterns found in these districts represent different eras of significance in Manitou Springs and reinforce its unique identity. Since the 1980s, the community has actively worked to protect and preserve important historic assets through a robust historic preservation program and the application of the Historic District Design Guidelines. These factors are addressed in this section as follows:

- The Future Land Use Category definitions and supporting design principles for the Central Neighborhoods, Downtown Mixed-Use, and Gateway Mixed-Use categories reinforce existing historic protections by encouraging the adaptive reuse of historic structures and context sensitive infill and redevelopment.
- The above concepts are also supported more specifically within the context of the following Opportunity Areas: Downtown, West End, and Urban Renewal Area.
Land and Development Capacity

Manitou Springs is largely built out. Although nearly 316 acres of vacant land remains within the City limits and is zoned for future development, the majority of this land is significantly constrained. Constraints vary by location, but include steep slopes, lack of access, unstable soils, flood potential, or some combination of these factors. Of the vacant land that remains, approximately 20 acres are considered unconstrained and are well-suited for future development. (See also, discussion of Development Constraints and Hazardous Areas below.) These factors are addressed in this section follows:

- The Future Land Use Category definitions and supporting design principles provide location-specific guidance for future development to mitigate risks associated with natural hazards to the extent possible for both existing and future development.
- Four Opportunity Areas were identified as areas most likely to support future development in Manitou Springs; however, all four areas have significant constraints. Concepts and key considerations for each Opportunity Area address specific hazards to be mitigated.
- The Annexation Plan provides a framework for evaluating potential annexation opportunities in Manitou Springs.
INFRASTRUCTURE CONDITION AND CAPACITY

The condition and capacity of the City’s existing infrastructure, both roadways and utilities, is another factor in determining the extent to which future growth and development can be accommodated in different parts of Manitou Springs. Key considerations for infrastructure condition and capacity include: the need for ongoing repair and maintenance; management of parking and roadway capacity in high use areas such as in Downtown Manitou Springs and along Ruxton Avenue; and presence of older neighborhood streets with numerous deficiencies (i.e., steep slopes, lack of sidewalks or drainage facilities, on-street parking limitations, and challenging access for emergency vehicles). These factors are addressed in this section as follows:

- The Future Land Use Category definitions and supporting design principles provide guidance regarding the future intensity and mix of uses that can be supported in different parts of Manitou Springs. This information should be used as a tool to inform infrastructure planning efforts moving forward.
- The identification of concepts for the four Opportunity Areas reinforces community goals and policies with respect to the types of future development that would be supported. As with the Future Land Use Plan, Opportunity Area concepts should be used as a tool to inform infrastructure planning efforts moving forward.
SUPPORTING TOOLS AND REFERENCE MATERIALS – INFRASTRUCTURE

Numerous efforts are underway to further assess the condition of the City’s infrastructure (especially infrastructure located underground), document future needs, and identify and implement priority projects. Additional reference material will be added to this list as it becomes available:

- Infrastructure & Services and Transportation & Mobility profiles (See Appendix B-Community Profiles)
- Inventory maps—Functional Road Classification; Transit Routes and Parking; Transit Routes and Parking (Downtown); Water System; and Critical Facilities and Infrastructure.
- Natural Hazards Risk Assessment (See Appendix C-Risk Assessment)
- Roadway Cross Sections (See Transportation & Mobility element)
Development Constraints and Hazardous Areas

The natural hazards most likely to cause significant damage to the City’s built environment are wildfire, flooding along creeks and streams, and geological hazards related to the types of soils underlying the City and the steep, rugged topography of the surrounding mountains, which are susceptible to erosion and deposition, landslides, mud or debris flows, and rockfall. While past decisions on how and where Manitou Springs developed largely determined the levels of risk and vulnerability present today, these hazards are all location-based. These factors are addressed in this section as follows:

- Best available data and maps of hazard areas have been compiled as part of the Natural Hazards Risk Assessment (see supporting tools and reference materials), and were used to inform the Future Land Use Plan and Opportunity Areas, as well as to identify the mitigation actions contained in the Action Plan (see Part 3).
- The Future Land Use Category definitions and supporting design principles provide location-based guidance to inform decisions regarding future growth in ways that will avoid high-risk areas, prevent vulnerability from increasing, and potentially decrease existing vulnerabilities over time.
- The illustrative concepts included for each Opportunity Area delineate 1% and .2% annual chance floodplain to highlight risk to existing development in these locations, as well as for future infill or redevelopment. Guidance to mitigate risk in these locations is also provided.

SUPPORTING TOOLS AND REFERENCE MATERIALS – DEVELOPMENT CONSTRAINTS

- Inventory maps—Geologic Hazards, Flood Hazard, Wildland Urban Interface Risk, and Wildfire Threat.
- Natural Hazards Risk Assessment (See Appendix C-Risk Assessment)
- Future Land Use and Growth Constraints map (See page 100) identifies high hazard areas and constraints within the context of the City’s Future Land Use Plan.
FUTURE LAND USE PLAN

INTRODUCTION

The Future Land Use Plan represents a vision for the development of Manitou Springs over the next ten to twenty years. It serves as a tool that helps City staff, elected and appointed officials, and the community at large plan for, anticipate, evaluate, and make decisions regarding the location, intensity, and design of development in the City. The Future Land Use Plan also serves as a tool to help existing and future residents, property owners, and others to understand the types of development that are anticipated to occur in specific locations. Applying the Future Land Use Plan helps promote transparency and consistency in the development review process by ensuring all applications received by the City are evaluated using the same criteria and undergo a similar level of scrutiny. Furthermore, knowing where development is or is not likely to occur in the future, as well as the intensity of anticipated development, helps the City plan for and make investments in services, amenities, and infrastructure that are supportive of the community’s vision.

The Future Land Use Plan includes the following elements:

- **Future Land Use Map:** identifies locations within the City where different types of land uses are considered appropriate and are anticipated to occur in the future.

- **Future Growth Opportunities and Constraints Map:** illustrates areas of vacant land in Manitou Springs in conjunction with areas at risk from one or more natural hazards.

- **Future Land Use Categories:** describe the unique characteristics of the types of land uses shown on the Future Land Use Map. The descriptions for each category include information on the following:
  - **Density/Size:** the range of residential densities (dwelling units per acre) or sizes for non-residential buildings or public facilities
  - **Primary and Secondary Uses:** the types of land uses that are encouraged in the future
  - **Characteristics:** a more detailed description of the uses, intent, unique considerations, or other factors that set areas with a particular future land use designation apart from others
  - **Design Principles:** provide guidance on particular design elements, features or approaches that should be incorporated into development or substantial renovations of existing structures

These elements will be used by City staff, the Planning Commission, and City Council to evaluate development applications and other land use decisions in conjunction with adopted zoning and building codes, as well as to support planning for infrastructure and public services.
Plan Manitou
Creating our Future
FUTURE GROWTH OPPORTUNITIES & CONSTRAINTS

- City Limit
- Growth Opportunities
  - Vacant Parcels
  - Urban Renewal Area
- Constraints
  - Unstable Soils
  - Steep Slopes (greater than 30%)
  - High Wildfire Risk
  - Moderate Wildfire Risk
  - Floodway
    - 1% Annual Chance Flood Hazard Area
      (100-year floodplain)
    - 0.2% Annual Chance Flood Hazard Area
      (500-year floodplain)

About this Map:
This map identifies vacant parcels that are located in areas specifically at risk from one or more natural hazards. More detailed maps for individual natural hazards (i.e., Soil Stability & Landslides, Flood Hazard, and Wildfire Risk) are available in the Map Atlas and should be referred to for more information.
FUTURE LAND USE CATEGORIES

The Future Land Use Categories defined for Manitou Springs fall into four groups, as listed below. Within each of these groups, individual Future Land Use Categories provide guidance on the types of uses, intensities of development, and other factors that should be considered when evaluating future development.

Conservation/Recreation
- **OS** Open Space
- **PRK** Parks
- **HC** Hillside Conservation

Mixed-Use/Commercial
- **DT MU** Downtown Mixed-Use
- **GMU** Gateway Mixed-Use
- **NCC** Neighborhood/Community Commercial
- **DTR** Destination Tourism
- **PQP** Public/Quasi-Public

Neighborhoods
- **CN** Central Neighborhoods
- **SFN** Single-Family Neighborhoods

WHAT IS THE DIFFERENCE BETWEEN FUTURE LAND USE CATEGORIES AND ZONING DISTRICTS?
Future Land Use Categories differ from Zoning Districts in that they establish a vision for the types of uses, density of development, building types, and other policy guidance related to land use, whereas Zoning Districts establish the specific regulations that govern how land uses and development are built and regulated by the City. Another way to think about the difference between the two is that Future Land Use Categories define what the community would like to see in different locations, and zoning is the primary tool with which the City can implement the vision described in each Category and define how it will occur.
OPEN SPACE

Density/Size:
N/A

Primary Uses:
Undeveloped natural land, passive outdoor recreation (i.e., trails and trailheads, picnic areas, scenic overlooks) or other uses as approved in an adopted Land Management Plan or the Parks, Open Space, and Trails Master Plan.

Characteristics:
• Areas are protected from development for the preservation of natural resources—forest lands, wildlife corridors and habitats, unique biological, physical, topographical, or botanical areas, scenic view sheds—and cultural, historic, and archaeological resources.
• May provide a buffer between Manitou Springs and surrounding El Paso County or other land.
• In many cases, protects the City’s mountain backdrop and unique character.
• Provides for preservation of natural features located and accessible from within neighborhoods.
• Primarily limited to uses that do not require infrastructure, such as roads or utility services.

Design Principles
As described in the adopted Parks, Open Space, and Trails Master Plan, the City should acquire open space based on the following criteria (in no particular order):
• Viewsheds
• Habitat Areas
• Riparian Areas
• Steep Slopes
• Floodplain
• Zoning
• Community Preference
• Trail Corridors
Density/Size:
Varies

Primary Uses:
Parks and recreational facilities

Characteristics:
- Developed or improved lands established, designated, and maintained by the City for the purpose of public rest, play, recreation, enjoyment, and gathering.
- Development and improvements such as landscaping, buildings, facilities, parking, and structures are considered part of the park, provided they are owned by and managed by the City, or subject to a memorandum of understanding or other agreement.
- Certain parks or recreational facilities may be used to sustainably host community events of various sizes.
- Interconnectivity of parks, open space, and local and regional trails, and access to those spaces, should be a prime consideration.
- Larger parks should have separate master site development plans.

Design Principles
Per the Parks, Open Space, and Trails Master Plan, the following elements are suggested as topics for consideration when building or renovating smaller parks:
- Provision of water and electric service, if desired for irrigation or maintenance
- ADA accessibility
- Availability of on-street parking
- Features to be included in the park, such as playgrounds, shelter or shade structures, picnic or sitting areas, or open play areas, and their locations
- Landscape design with a focus on shade trees
HILLSIDE CONSERVATION

Density/Size:
Varies per HLDR standards in Zoning Code.

Primary Uses:
Forest reserve and conservation

Secondary Uses:
Single-family homes on large lots, public facilities, trails, recreational facilities, limited tourist commercial uses (i.e., the zipline), parks, schools, places of worship, and community agriculture.

Characteristics:
- Primarily undeveloped and forested hillsides that provide a scenic backdrop to the City, and are home to major tourist attractions, such as the Manitou Cliff Dwellings, the Manitou Incline, and Cog Railway.
- Site access, utilities, and infrastructure are limited in most areas.
- Accommodates limited development of single-family homes in a forested or mountainous setting, where feasible.
- Risks associated with geologic hazards and wildfires are significant and should be mitigated through vegetation management, use of fire-resistant building materials, and other standards as adopted.
- Provides opportunities for local agriculture/food production where such uses can be accommodated without increasing erosion or degrading water quality.

Design Principles
- Developments of two or more units should be clustered to avoid ridgelines, steep slopes, wildlife habitat, and other environmentally sensitive, hazardous, or visually prominent features, and to maximize open space preservation.
- Developed portions of sites should be located near existing development on adjacent sites, to the extent practicable.
- Access should be achieved from extension of existing roads.
- Utilities should be installed in a manner that maintains connections to City utilities and minimizes physical impact from erosion, vegetation removal, and visibility.
- Constructed solutions to unstable soils/steep slopes that negatively affect the natural appearance of the site, such as significant cutting and filling or retaining walls, should be avoided.
Density/Size:
Typically between 5 and 10 dwelling units per acre; pockets of higher density uses exist in some locations and may be permitted as a conditional use in new locations.

Primary Uses:
Detached single-family homes

Secondary Uses:
Duplexes, triplexes, townhomes, and multi-family housing, accessory dwelling units, bed and breakfasts, and community agriculture.

Characteristics:
• Predominantly comprised of smaller, detached single-family homes, many of which are contributing structures in one of the City’s historic sub-districts.
• Provides a mix of housing options and densities evocative of the City’s early days as a summer resort destination for tourists.
• Risks associated with geologic hazards and wildfires are significant and should be mitigated to the extent possible for both existing and future development.
• Provides opportunities for local agriculture/food production in areas where such uses can be accommodated without increasing erosion or degrading water quality.

Design Principles
• Continue to apply the Historic District guidelines, where applicable.
• Promote landscaping/site design and building techniques that incorporate low impact development (LID) and sustainability principles and best practices.
• Incorporate techniques to minimize risks associated with natural hazards present, consistent with adopted codes and regulations.
• Constructed solutions to unstable soils/steep slopes that negatively affect the natural appearance of the site are discouraged.
• Accessory dwelling units are discouraged in high-risk areas or areas with other significant constraints, such as poor emergency vehicle access or lack of parking, to ensure additional density does not increase vulnerability, place lives and property at risk, or significantly impact quality of life for residents.
**SINGLE-FAMILY NEIGHBORHOODS**

**Density/Size:**
Up to 5 dwelling units per acre

**Primary Uses:**
Single-family detached homes

**Secondary Uses:**
Accessory dwellings, limited retail and neighborhood services, and community agriculture.

**Characteristics:**
- Predominantly comprised of detached single-family homes.
- Risks associated with geologic hazards and wildfires are present in some areas and should be mitigated to the extent possible for both existing and future development.
- Limited supply of unconstrained lots and opportunities for new development remain.
- Provides opportunities for local agriculture/food production where such uses are viable.

**Design Principles**
- Promote compatibility of accessory structures and dwelling units to minimize visual impacts on existing neighborhood character and to manage other potential impacts such as on-site parking and drainage.
- Establish guidelines for the integration of retail, neighborhood services, and other secondary uses into the existing context of the neighborhood in order to minimize traffic and parking congestion, nuisances, visual impacts, and other compatibility issues.
- Continue to apply the Historic District guidelines, where applicable.
- Promote landscaping/site design and building techniques that incorporate low impact development (LID) and sustainability principles and best practices.
- Incorporate standards to minimize risks associated with natural hazards, consistent with adopted codes and regulations.
Density/Size:
Varies, with residential development up to 15 dwelling units per acre. Higher density residential development exists in some locations and may be permitted with additional approval.

Primary Uses:
Diverse mix of retail, restaurants, office, lodging, and civic facilities

Secondary Uses:
Multi-family residential, parks, and other public spaces

Characteristics:
- Traditional downtown urban fabric with a compact, pedestrian-friendly scale.
- Historic character is important to the broader community and local economy.
- Broad mix of community and tourism-oriented uses.

Design Principles
- Support the adaptive reuse, preservation, and/or conservation of historic buildings, in accordance with Historic District guidelines.
- Incorporate features that support a pedestrian-friendly built environment.
- Incorporate landscaping, site design, and building techniques that include low impact development (LID) elements suitable for the soil type and more dense setting, and sustainability principles and best practices, where feasible.
- Incorporate techniques to minimize identified hazard risks consistent with adopted codes and regulations.
GATEWAY MIXED-USE

Density/Size:
Varies, with residential development up to 15 units per acre

Primary Uses:
A mix of retail, office, restaurant, and other commercial uses which may include attached residential units such as townhomes or rowhouses; small multi-family residential buildings; live/work spaces; senior housing; or other assisted living facilities.

Secondary Uses:
Other employment uses such as light industrial/manufacturing; public facilities, civic uses, parks, and community agriculture.

Characteristics:
- High-quality, mixed-use development that integrates a range of non-residential and residential uses vertically (i.e., residential or office above retail) or horizontally (i.e., residential or office adjacent to or behind retail on larger sites), where appropriate. The Manitou Avenue frontage should generally be reserved for retail and commercial uses at the street level.
- Encourages infill, redevelopment, and the adaptive reuse of vacant or underutilized structures.
- Provides opportunities for small-scale light industrial, manufacturing or other employment uses where such uses will not negatively impact surrounding neighborhoods.

Design Principles
- Promote infill and redevelopment that is compatible with the existing built environment and/or other community plans as adopted, such as the East Manitou Corridor Land Use Model.
- Support the adaptive reuse, preservation, and/or conservation of historic buildings, in accordance with Historic District guidelines.
- Site and building designs that promote walkable, pedestrian-friendly environments.
- Promote landscaping, site design, and building techniques that incorporate low impact development (LID) and other sustainability principles and best practices.
- Incorporate techniques to minimize risks associated with identified natural hazards, consistent with adopted codes and regulations.
**Density/Size:**
Varies

**Primary Uses:**
Range of retail, restaurant, office, and other neighborhood services

**Secondary Uses:**
Employment uses

**Characteristics:**
- Offer supporting services and small-scale commercial/retail uses for surrounding neighborhoods or the whole community, depending on the size and location of the commercial area.

**Design Principles**
- Building scale and design must be compatible with adjacent neighborhoods and promote walkability.
- Provisions for the location and design of off-street parking and/or loading/unloading activities (if present).
- Promote landscaping, site design, and building techniques that incorporate low impact development (LID) and sustainability principles and best practices.
- Incorporate techniques to minimize risks associated with identified natural hazards, consistent with adopted codes and regulations.
DESTINATION TOURISM

Density/Size:
Varies by location and type of attraction/destination

Primary Uses:
Mix of tourism-oriented commercial, recreation, and service uses.

Characteristics:
- Tourist-oriented destinations (many historic) that are unique to Manitou Springs.
- Uses may attract a large volume of visitors on an annual or seasonal basis and have the potential to create traffic, parking congestion, or other negative impacts on resident quality of life or the natural environment, if they are not managed.
- Encourages and supports the continued operation of tourist destinations as an important sector of the City’s economy.

Design Principles
- Balance the needs of owners/operators with the concerns of residents to minimize conflicts and impacts on residents’ quality of life.
- Create mitigation and management plans to balance the concerns of residents with the needs of owners/operators of tourist destinations and to govern the expansion or further development of the site/use.
- Promote landscaping, site design, and building techniques that incorporate low impact development (LID) and sustainability principles and best practices.
- Incorporate techniques to minimize risks associated with identified natural hazards, consistent with adopted codes and regulations.
Density/Size:
Varies by location, use, and type of facility

Primary Uses:
Public schools, public libraries, government offices, utilities, and other related public or governmental facilities or sites.

Characteristics:
- Land and facilities owned by, used, or reserved for a governmental purpose by the City, the School District, El Paso County, Colorado Springs, the State of Colorado, the Federal Government, or a public utility.

Design Principles
- Locate new public facilities outside of high hazard areas and take steps to reduce the vulnerability of existing facilities.
- City will work with owners of public/quasi-public lands within the City (i.e., those not owned by the City of Manitou Springs) to understand and anticipate future improvements or uses.
- Create management plans for lands and facilities owned by the City. Where applicable, ensure such plans address identified natural hazards on the site and include steps to be taken by the City to mitigate their impacts on any facilities, improvements, infrastructure present, or on adjacent uses/properties. Encourage other owners of public/quasi-public lands within the City to do the same.
OPPORTUNITY AREAS

INTRODUCTION

Four Opportunity Areas were identified as areas most likely to support future development, and provide an opportunity for the community to meet the goals set forth in this Community Master Plan, including hazard mitigation goals. Locations include vacant parcels that could support new development; underutilized parcels seen as most likely to redevelop; areas within the City’s Urban Renewal Area (URA); and other parts of the City identified by the community that could benefit from revitalization and reinvestment. The following were developed for each Opportunity Area:

- **Current Conditions and Influencing Factors**: A brief introduction to the Opportunity Area provides background information on existing land uses, zoning, future land use designations, development constraints, and other important background information.

- **Key Considerations**: A list of principles to be considered when proposing or reviewing proposals for development within the Opportunity Areas. These considerations were developed based on current conditions, the presence of hazards and other constraints, community input, and input from City staff. In many cases, these considerations help support other Plan policies.

- **Illustrative Development Concept**: Illustrative development concepts were created for each Opportunity Area to help generate possible ideas for land uses, building types, and other features that might occur in the future. They do not reflect actual proposals for development and are for illustrative purposes only.

The four Opportunity Areas include: Downtown, The West End, The Urban Renewal Area, and El Paso Boulevard/Becker’s Lane.

HAZARD MITIGATION

Several of the Opportunity Areas detailed in this section of the Plan include high hazard areas, particularly mapped flood hazard areas. While this Plan generally seeks to avoid new development in high hazard areas, it also acknowledges that many of the remaining opportunities for new development in Manitou Springs (including for the development of public facilities and other community amenities) are located within the floodplain along Fountain Creek. While more in-depth and explicit feedback will be required in the future on specific regulations and policies, initial directions provided by residents who participated in the Plan Manitou process indicate community support for continuing to allow limited development within these flood hazard areas, provided higher standards than the current minimum standards for floodplain development are applied. As part of the Hazard Mitigation Plan process, the City identified the need to develop a stronger floodplain management program and regulations beyond the State’s minimum requirements (see FA-6.4 in the Action Plan).
This is a long-term action and until it can be implemented, new development and redevelopment within these Opportunity Areas should incorporate best practices and/or apply mitigation incentives for floodplain development that go beyond existing regulations in order to advance this Plan’s hazard mitigation policies. The American Planning Association and the FEMA provide online resources for incorporating site designs, uses, building techniques and materials, and other approaches to promote safer development in floodplain areas. These include practices such as:

- Elevating new construction more than 1 foot above the base flood elevation (current standard);
- Minimizing the extent and amount of impermeable surfaces on a site;
- Locating building utility systems and other essential equipment above base flood elevations (current standard); and
- Using flood resistant building materials.

Note: These and related flood proofing techniques will not completely protect a site or structure from damage during a flood event.

The illustrative development concepts for the Opportunity Areas assume that new buildings shown in the flood hazard areas must comply with existing floodplain regulations and will include additional flood mitigation measures.

Other hazards, notably geological hazards associated with steep slopes and erodible soils, may be present in the Opportunity Areas, and should also be addressed as part of any new development or redevelopment in these areas. The general locations of these hazards have been mapped as part of the Plan Manitou process (see Appendix E: Map Atlas). Site-specific analysis is needed to accurately assess the hazards and risk present on a particular parcel, as well as to identify appropriate mitigation approaches.
DOWNTOWN

CURRENT CONDITIONS & INFLUENCING FACTORS

Downtown Manitou Springs is a vibrant, pedestrian-oriented setting framed by historic buildings which host a variety of retail stores, art galleries, restaurants and cafes, residential, and civic uses. While there are very few vacant properties located downtown, some infill or redevelopment opportunities exist. The entire Downtown area falls within the City’s Local Historic District, and development or alterations must conform with the Historic District Design Guidelines. While most of the area is designated as Downtown Mixed-Use on the Future Land Use Plan map, opportunities for redevelopment also exist within the Central Neighborhoods that abut downtown. One example is the Wheeler House property; an illustrative development concept for redevelopment and adaptive reuse of this site is provided.

Much of the Downtown Opportunity Area on the north side of Manitou Avenue is located in the mapped 1% annual chance flood hazard areas of Ruxton Creek and Fountain Creek, and some existing structures on the north side of Manitou Avenue are located in the floodway.

KEY CONSIDERATIONS

Future development in this Opportunity Area should support the following principles:

- Support the continued development of Downtown Manitou Springs as a vibrant mixed-use, walkable area;
- Incorporate additional housing options (such as townhomes or small multi-unit residential structures) in or near Downtown, where residents have access to the amenities, attractions, and services located in the area;
- To the extent possible, discourage residential development in the floodplain and high hazard areas. Any development within the floodplain should strive to exceed, not just meet, the City’s existing minimum requirements;
- Adaptively reuse existing structures in accordance with Historic District Design Guidelines;
- Facilitate the completion of the Creek Walk trail, connecting existing portions east and west of Downtown; and
- Encourage appropriate transitions between downtown and adjacent neighborhoods by:
  - Limiting development along streets adjacent to established neighborhoods (such as Grand Avenue) to two stories in order to protect the low-density and residential character of these streets and views from existing homes.
  - Locating parking at the rear of lots, shielded with fencing, landscaping, or buildings from neighborhood views.
  - Site mixed-use developments so uses are adjacent to similar or compatible uses (e.g., residential uses on a site should be adjacent to areas designated as Central Neighborhoods).
ILLUSTRATIVE DEVELOPMENT CONCEPT

The development concept for this Opportunity Area illustrates how the historic Wheeler House site (as one example) might redevelop to provide opportunities for new residential development Downtown. The concept divides the site into two major uses: townhomes or rowhomes oriented around a shared space and accessed via Grand Avenue (see 4); and adaptive reuse of the historic structure for office or residential uses and a multi-unit residential structure accessed via Park Avenue on the south side of the site (see 1).

Illustrative Development Concept Elements:

1. Adaptive reuse of historic structure for office or residential uses
2. Residential addition, limited to no more than two-stories in height along Grand Avenue in order to promote compatibility with the residential character of the existing neighborhood north of that street
3. Existing parking relocated to rear of the lot, below the grade of Grand Avenue
4. Townhomes sited partially on footprint of existing structures and accessed via Grand Avenue
5. 3-story apartment building located along Park Avenue, with height of structure no greater than that of the townhomes located further up the slope
WEST END

CURRENT CONDITIONS & INFLUENCING FACTORS

The West End is located along Manitou Avenue west of Downtown. The area serves as an important community gateway, with direct access to US Highway 24 and Rainbow Falls. During the Plan Manitou process, residents noted the area is in need of revitalization and clearer definition. There are a number of vacant lots, as well as underutilized historic structures, such as the Bottling Plant, that provide opportunities for adaptive reuse. The streetscape improvements in the Downtown will soon be extended to the West End. The majority of the area is designated as Gateway Mixed-Use in the Future Land Use Plan. In addition, much of the area is located within the West Manitou Historic Sub-District, and any development in this Opportunity Area is subject to the Historic District Design Guidelines.

Much of the area is within the Fountain Creek floodway and 1% annual chance floodplain. Topography and steep slopes are also a constraint, and some sites are subject to development limitations, particularly in areas with greater than 30% slopes.

KEY CONSIDERATIONS

Future development in this Opportunity Area should support the following principles:

- Include a mix of restaurant/café, tourism/recreation, retail, and other commercial uses;
- Further the completion of the Creek Walk Trail, connecting downtown with Rainbow Falls Park;
- Employ adaptive reuse of historic structures as a preferred development approach;
- Cluster development and incorporate open space to maximize the conservation of the surrounding hillsides and/or provide flood protection;
- Include site design and building features that meet or exceed floodplain regulations and increase the ability of structures to withstand flood impacts;
- Expand the diversity of housing types where residential uses are included as part of a development proposal;
- Include streetscape improvements, public art, public plazas, and other urban design features that contribute to a pedestrian-friendly built environment and enhance connections to Downtown; and
- To the extent possible, uses encouraged in the West End should complement, not compete with, uses found in the Downtown.
The illustrative development concept for this Opportunity Area envisions how the historic Manitou Springs Mineral Water Bottling Plant and adjacent properties located along Manitou Avenue might redevelop to provide opportunities for medical offices, small-scale commercial development, and live/work housing for artists. Since much of the new development depicted is within the 1% annual chance floodplain, the concept assumes that new structures comply with existing floodplain regulations, and include best practices for flood proofing and mitigating flood damage.

**Illustrative Development Concept Elements:**

1. New medical office buildings
2. New live/work spaces
3. Adaptive reuse of existing structure, addition of apartment building at the back of the parcel
4. Adaptive reuse of the historic Bottling Plant with additional commercial space built along Manitou Avenue
5. Construction of Welcome Way, a new street within an existing right-of-way to allow improved access to sites on the west side of Manitou Avenue
PART 2: REINVESTMENT & RESILIENCY FRAMEWORK – OPPORTUNITY AREAS: URBAN RENEWAL AREA

URBAN RENEWAL AREA

CURRENT CONDITIONS & INFLUENCING FACTORS

Manitou Springs’ Urban Renewal Area (URA) represents the area with the most redevelopment potential in the city. Established in 2006 with the intent of eliminating blight and encouraging urban renewal along the eastern end of Manitou Avenue, the URA is governed by an Urban Renewal Authority Board that has a range of tools and incentives at its disposal to encourage redevelopment in this area. There are a number of properties within the Opportunity Area that are expected to redevelop in the future, and several vacant parcels and parking lots could support infill development. The entire URA area has a Gateway Mixed-Use future land use designation to support and encourage a mix of commercial and residential uses. In addition, the Westside Avenue Action Plan (WAAP), a joint project between El Paso County, Colorado Springs, and Manitou Springs will include enhancements to the right-of-way along Manitou Avenue, including sidewalks, a center turn lane, and drainage improvements. It is expected that the completion of WAAP will generate more interest in developing within the URA. While much of the Opportunity Area is unconstrained by hazards, approximately one third of the land in the URA is located within the 1% annual chance floodplain.

KEY CONSIDERATIONS

Future development in this Opportunity Area should support the following principles:

- Encourage pedestrian friendly, mixed-use developments. The mix of uses may be vertical (i.e., multiple uses contained within one building) or horizontal (i.e., multiple uses on a site or set of sites contained within separate structures). However, the Manitou Avenue frontage should be retained for commercial uses at the street level;
- Include public gathering spaces such as plazas, outdoor seating, or pocket parks, as well as opportunities for public art;
- Improve public access to Fountain Creek and orient buildings and public spaces towards the Creek and the Creek Walk/Midland Trail to the extent practicable;
- Limit the view of on-site parking from the streetscape by siting parking lots away from public rights-of-way or screening parking lots;
- Include best practices for green building and site design (see Goal LU-4);
- Encourage the adaptive reuse of historic structures, particularly within the City’s Historic District (El Colorado Lodge sub-District);
- Expand housing options available, with a particular focus on workforce or live/work housing;
- Include a range of restaurant/café, healthcare/medical offices, a small-scale grocery store or market, and other uses that cater to the needs of local residents; and
- Include site designs that preserve open space in high hazard areas where feasible and building features that meet or exceed existing floodplain regulations and increase the ability of structures to withstand flood impacts.
The development concept for this Opportunity Area envisions redevelopment along much of Manitou Avenue within the URA (shown by the dashed lines). It includes additional opportunities for housing, including live/work spaces and apartments located above commercial uses. The concept also includes opportunities for a new, small-scale grocery store, and other commercial uses, such as artist studios, and offices. Structures located within the 1% annual chance floodplain are assumed to comply with existing floodplain regulations and include best practices for mitigating flood damage.

**Illustrative Development Concept Elements:**

1. New 1-story commercial building and small-scale grocer
2. Multi-story mixed-use structure, no taller than 40 feet
3. Commercial infill and adaptive reuse of historic El Colorado Lodge for artist live/work space
4. Small-scale office infill along Manitou Avenue
BECKER’S LANE/EL PASO BOULEVARD

CURRENT CONDITIONS & INFLUENCING FACTORS

The Becker’s Lane/El Paso Boulevard Opportunity Area includes sites in the eastern portion of Manitou Springs located north of the Urban Renewal Area (URA). The illustrative concept presented here focuses on the mobile home park located along El Paso Boulevard and the existing Becker’s Lane Lodge located at the intersection of Becker’s Lane and Via San Miguel. Most of the Opportunity Area is designated as Gateway Mixed-Use or Neighborhood/Community Commercial in the Future Land Use Plan. Since much of the area is already developed, future development is most likely to be redevelopment; older structures replaced with new ones. Some portions of this Opportunity Area are located within the 1% annual chance flood hazard area.

KEY CONSIDERATIONS

Future development in this Opportunity Area should support the following principles:

- Encourage pedestrian friendly, mixed-use developments. The mix of uses may be vertical (i.e., multiple uses contained within one building) or horizontal (i.e., multiple uses on a site or set of sites contained within separate structures).
- Expand the range of housing options available in Manitou Springs, with a particular focus on workforce, senior, or live/work housing.
- Include a range of commercial and retail uses that serve the surrounding neighborhoods.
- Be compatible with the single-family character of adjacent neighborhoods in terms of the height, scale, and massing.
- Provide parking at the rear of the lot or site, as practicable.
- Include streetscape improvements, public art, public plazas, and other urban design features that contribute to a pedestrian-friendly built environment and enhance connections to the Urban Renewal Area and Manitou Avenue.
- Include site designs and building features that meet or exceed existing floodplain regulations and increase the ability of structures to withstand flood impacts.
The development concept for this Opportunity Area envisions the redevelopment of the vacant building located at the corner of Becker’s Lane and Via San Miguel to a mixed-use structure, incorporating ground floor retail or some other neighborhood-oriented commercial service and apartments. The site also includes townhomes fronting both Becker’s Lane and Via San Miguel on either side of the mixed-use structure. On the mobile home park site, the concept envisions redevelopment adding new apartment or condominium buildings of 2-4 stories with townhomes on the remaining portions of the site fronting El Paso Boulevard. Since much of the mobile home site is located within the 1% annual chance floodplain, the concept design assumes that the new structures comply with existing floodplain regulations and include best practices for mitigating flood damage.

**Illustrative Development Concept Elements:**

1. Apartment building with ground floor commercial on corner
2. Parking located away from street frontages
3. Multi-unit 2-4 story residential structure fronting the adjacent sports fields
4. Townhomes create a lower-intensity edge along El Paso Boulevard
INTRODUCTION

Colorado State law requires municipalities to adopt a Three-Mile Plan prior to annexing new land. Generally, such plans describe where a municipality plans to annex new territory within a three-mile area of its current municipal limits, and how the municipality will provide adequate public facilities, services, and utilities to newly annexed areas while maintaining adequate levels of service in the remainder of the jurisdiction. This Annexation Plan provides a framework for evaluating potential annexation opportunities in Manitou Springs over the next ten to twenty years in accordance with municipal requirements for a Three-Mile Plan.

The main element of the Annexation Plan is the City’s Influence Area, which identifies areas where the City would consider annexations within its Three-Mile Area over the next ten to twenty years. At this time, the City of Manitou Springs does not expect to expand much beyond its current municipal boundaries, and the Annexation Plan largely discourages urban development within the Influence Area (aside from the portion located along Manitou Avenue). Property owners within the Influence Area will largely drive future annexations. The City is generally unable to force property owners to annex into the City, just as property owners are unable to force the City to annex their property.

The following policies serve as the City’s general approach to evaluating the suitability of a property for annexation and help inform the criteria by which annexations should be considered. To the extent possible, future annexations should:

1. Fall within the City’s Influence Area;
2. Maintain the City’s compact footprint;
3. Allow for the cost effective expansion of services and infrastructure without reducing levels of service provided to residents and properties currently within the City’s municipal boundary;
4. Help to advance the visions, goals, and policies of Plan Manitou, including opportunities to strengthen the City’s economy; maintain or enhance the character of Manitou Springs; and support the community’s hillside conservation, open space, recreation, and hazard mitigation objectives;
5. Provide a benefit to the City and the community;
6. Protect the long-term viability of unique tourist destinations surrounding the City;
7. Allow for the inclusion of City-owned land within the City’s boundaries; and
8. Be evaluated in coordination with the City of Colorado Springs and/or El Paso County.
ANNEXATION CRITERIA

Per state law, City staff, in collaboration with the property owner(s), are required to prepare an Annexation Impact Report for all proposed annexations over 10 acres, unless waived by the El Paso County Board of County Commissioners. Annexation Impact Reports describe how a petition for annexation meets or addresses the criteria set forth on the previous page, as well as those found in State statutes:

• **Contiguity:** Per State law, at least one-sixth of the perimeter of the area(s) proposed for annexation must be contiguous with the City of Manitou Springs’ existing municipal boundary. The creation of enclaves or lengthy peninsulas should be avoided.

• **State Requirements:** In addition to contiguity, the area to be annexed must also meet the other requirements of the state’s Municipal Annexation Act and its amendments (CRS 31-12-101 et seq.).

• **Consistency with City Policies:** The area to be annexed must have a development plan in place that is consistent with the Plan Manitou Future Land Use Plan, Zoning Ordinance, Subdivision Ordinance, and other adopted plans.

• **Design of Infrastructure:** All infrastructure (roads, sewer lines, water lines, etc.) must meet adopted City standards. If it does not, the petitioner is solely responsible for bearing the cost of improving infrastructure before the annexation may be considered by the City.

• **Maintain Levels of Service:** Existing services and improvements within the City shall not be overburdened in order to provide the same for the proposed annexation area. Annexations should only occur when and where the City is able to provide a full range of services and infrastructure to the property to be annexed, and when the annexation or extension of services is determined to be a net benefit to the City. Property owners or developers are expected to pay for any extension of City services to newly annexed areas, as specified in an annexation agreement.

• **Phasing of Services:** The phasing of development and the basic levels of City services to be provided in the area to be annexed shall be established by the annexation agreement between the City and property owners requesting annexation.

• **Water Supply:** The City must have an adequate supply of water to accommodate annexed areas and their projected future demands at the time annexation is requested. Existing water rights associated with the area to be annexed shall become the property of the City upon annexation.

• **Annexation Agreement:** The City and property owner(s) of property to be annexed into Manitou Springs must enter into an Annexation Agreement prior to final approval of the annexation by the City Council. This Annexation Agreement is a contractual agreement between the City and property owner(s) defining the responsibilities and obligations of both parties relating to issues such as infrastructure provision, open space dedication, construction of public facilities, etc.
DESCRIPTION OF THE INFLUENCE AREA

Existing and Proposed Land Uses

The Future Land Use Categories shown on the Annexation Plan map reflect the City’s intended designation for lands within the Influence Area, should they be annexed.

- **Cave of the Winds:** Parcels in this portion of the Influence Area are largely undeveloped, and are all zoned F-5 (Forestry and Recreation) by El Paso County. The only improvements in this area are found at the Cave of the Winds, where a parking lot and visitors center has been built at the entrance of the caves. Properties annexed in this area would be assigned a Future Land Use Category designation of Open Space (OS) or Destination Tourism (DTR), as shown on the Annexation Plan Map. In addition, this portion of the Influence Area falls within the boundaries of the Pike/San Isabel National Forest.

- **Garden of the Gods RV Park:** This property is used as an RV park, part of which is currently located within the City of Manitou Springs. While this parcel is located in the City of Colorado Springs, it would be in the interest of the City to include this property within its municipal limits should it be de-annexed by Colorado Springs. It is currently zoned Planned Unit Development (PUD) by the City of Colorado Springs. If it were to be annexed into Manitou Springs, it would be assigned a Future Land Use Category designation of Gateway Mixed-Use.

- **Iron Mountain:** Parcels in this part of the City’s Influence Area are largely undeveloped, although a few lots have single-family dwellings. The majority of the area is owned by the City of Manitou Springs, and is preserved as open space. The southernmost parcels making up the Iron Mountain open space parcels are designated as F-5 Forestry and Recreation by El Paso County. The remaining parcels are zoned RS-5000 Residential Suburban. Parcels annexed into the City in this area would be assigned a Future Land Use Category designation of either Hillside Conservation (HC) or Open Space (OS), as shown on the Annexation Plan Map. Another parcel within this portion of the Influence Area contains the Crystal Kangaroo Campground. Currently zoned as F-5 by El Paso County, this site would be assigned a Future Land Use Category designation of Single-Family Neighborhood (SFN) if annexed into the City.

Utilities, Services, and Infrastructure

No portion of the Influence Area is currently served by City utilities. All areas, with the exception of the Garden of the Gods RV Park parcel, are located within the Manitou Springs School District 14. Road access to the Influence Area is available, as shown on the Annexation Plan Map. Rainbow Falls Park, the only park within the City’s influence areas, is located just north of the City along Manitou Avenue and is owned and managed by El Paso County.

Hazards and Constraints

A number of hazards are present within the Influence Area that should be noted. Topography is one of the largest constraints present. Almost all parcels within the Cave of the Winds and Iron Mountain portions of the Influence Area have slopes greater than 30%. The Iron Mountain portion of the Influence Area also contains areas identified as being at high risk for wildfires by the Colorado State Forest Service. Flood hazards are also present in the Garden of the Gods RV Park portion of the Influence Area, with nearly one third of the site
within the 1% and 0.2% annual flood chance hazard area along Fountain Creek. In addition, the northernmost portion of the Crystal Kangaroo Campground parcel is located within the 1% and 0.2% annual flood chance hazard area along Sutherland Creek. However, this site is relatively unconstrained by topography and associated geologic hazards, and could be a suitable site for additional residential development to help the City meets its housing goals, if it were to be annexed in the future.
Plan Manitou will serve as a guide for the community to achieve its goals and objectives over the next ten to twenty years. While the long-term nature of the Plan means it is broad and aspirational, for the City to achieve its vision, the Plan must also be practical. For the community to realize its vision, a clear strategy for—and commitment to—implementing supporting policies, programs, initiatives, partnerships, and other actions over the long-term is needed.

This Action Plan outlines the strategy the City and community can take to implement Plan Manitou. The Plan divides the recommended actions into a list of short-term, priority actions that should be implemented over the next one to three years, and a list of long-term actions. The long-term actions may be implemented as opportunities arise, or short-term actions are completed. As the Plan’s implementation is monitored or conditions change, some longer-term actions may rise to priorities.

Although Plan Manitou is focused around eleven distinct planning elements, many of the key issues facing the community are “cross-cutting;” the goals and policies under one element directly or indirectly support other elements. This Action Plan is organized around these cross-cutting themes to effectively leverage available resources and ensure that the implementation strategy is a coordinated one. To reinforce this concept, priority actions identified in the Hazard Mitigation Plan are also integrated as part of this Action Plan. The six Focus Areas are (in no particular order):

- **Focus Area 1**: Natural Hazard Risk Reduction
- **Focus Area 2**: Housing Strategy
- **Focus Area 3**: Congestion, Parking Management, and Mobility
- **Focus Area 4**: Community Revitalization and Economic Development
- **Focus Area 5**: Livability and Quality of Life
- **Focus Area 6**: Development Tools and Procedures

Plan Manitou is intended to be a living document. Progress reports will be prepared by the Planning Department and shared with the Planning Commission and City Council to assess implementation efforts. It is expected that the list of actions defined in these Focus Areas will be reviewed and updated every one to two years, or as needed to evaluate progress. A list of long-term actions that support each Plan element is provided in Appendix A.
HOW TO USE THIS SECTION

This section should be used as a tool to guide the preparation of City department work programs, capital improvement planning, and the allocation of staff time and other City resources. It should also be used as a reference for community partners interested in supporting Plan implementation. Interested community partners or individuals should contact the Planning Department for more information regarding the status of a particular action they are interested in collaborating on.

Focus Area Implementation Strategy

For each Focus Area, this Action Plan outlines an implementation strategy that includes:

- **Why it is Important.** Brief explanation of the role of the Focus Area in addressing community goals and policies and supporting the implementation of plan elements.
- **Implementation Approach.** Brief explanation of the types of actions proposed in the Focus Area to address pressing issues or achieve Focus Area objectives.
- **Objectives and Metrics.** An objective is a desired outcome and an intermediate step toward achieving a goal; for instance, increasing investment in a commercial area. A metric is a specific way to measure progress towards meeting the objective, such as an increase in sales tax revenue.

This background information establishes a framework for the Priority Actions and implementation guidance that follows.

Priority Actions

The actions listed are necessary to help achieve the Focus Area objectives in the near-term (one to three years). While some actions can be completed relatively quickly, others may require a sustained effort over several years or longer to fully implement them. Actions are not listed in any particular order of importance or of suggested implementation, and many of the actions may be undertaken concurrently.

The sample table on the following page provides an overview of the information provided to help initiate and guide the implementation of the actions in each Focus Area. Shaded rows indicate actions that are already underway, or are anticipated to be initiated shortly following the adoption of Plan Manitou.
<table>
<thead>
<tr>
<th>Action</th>
<th>Type</th>
<th>Responsibility</th>
<th>Relevant Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions called out with a <a href="#">HMP</a> are those that directly support the Hazard Mitigation Plan components of Plan Manitou.</td>
<td>Type of action: Project, Plan, Process, Assessment, Capability, or Partnership (See below for explanation of each type of action)</td>
<td>Notes City department or organization that is responsible for initiating and overseeing completion of the action. (See Roles and Responsibilities for a complete list of groups that will be involved in the implementation of Plan Manitou.)</td>
<td>Cross-reference to the Plan Manitou goal(s) that the action directly supports</td>
</tr>
<tr>
<td>Actions called out with this icon directly support the City’s resiliency objectives</td>
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<tr>
<td>Actions called out with this icon directly support the City’s sustainability objectives</td>
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</tbody>
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**Types of Actions**

Priority actions can be divided into the following types of actions:

- **Project.** Actions that recommend specific projects, ordinances, zoning code updates, or programs to achieve one or more of the stated objectives of the focus area.

- **Plan.** Actions that recommend the creation, amendment, update, or implementation of an adopted City plan that addresses a specific topic or area, such as a plan for drainage improvements or flood control.

- **Process.** Actions that recommend a new approach to the way in which the City handles certain processes, such as development review.

- **Assessment.** Actions that recommend the assessment of whether or not a recommended action is feasible or supported by the elected officials and residents. Assessments may lead to other types of actions if they are deemed worthwhile to pursue.

- **Capability.** Actions that will increase the capacity of the City to implement the goals and policies of Plan Manitou.

- **Partnership.** Actions that initiate or strengthen partnerships, collaboration, and/or coordination among the City, residents, and other local, state, and federal organizations in relation to a particular issue.
Roles and Responsibilities

For each action, the City Department or organization responsible for leading the action is identified and coordinating partners are included. The responsible lead and partners are drawn from the list of boards, commissions, departments, agencies, and other community partners listed below.

CITY BOARDS AND COMMISSIONS

- City Council
- Historic Preservation Commission (HPC)
- Parks & Recreation Advisory Board (PARAB)
- Parking Authority Board (PAB)
- Planning Commission
- Open Space Advisory Committee (OSAC)

CITY DEPARTMENTS/SPECIALISTS

- Administration
- City Clerk
- Events Coordinator
- Finance
- Fire
- Geographic Information Systems (GIS) Technician
- Human Resources
- Planning
- Police
- Pool and Fitness Center
- Public Services

CONTRACTED SERVICES

- Systems Management (IT)
- Standard Parking

NON-GOVERNMENTAL BOARDS AND DISTRICTS

- BID (Business Improvement District)
- Manitou Springs Chamber of Commerce Board
- Housing Task Force
- Manitou Springs Creative District
- Metropolitan Parking District (METRO)
- Mineral Springs Foundation
- Urban Renewal Authority Board (URA)

LOCAL & REGIONAL GOVERNMENTAL PARTNERS

- City of Colorado Springs
- Colorado Springs Utilities
- El Paso County
- Fountain Creek Watershed Flood Control and Greenway District
- Manitou Springs School District #14 (MSSD14)
- Manitou Springs Chamber of Commerce & Visitors Bureau (MSCCVB)
- Pikes Peak Area Agency on Aging
- Pikes Peak Area Council of Governments
- Pikes Peak Library District (PPLD)
- Pikes Peak Regional Building Department (PPRBD)

STATE PARTNERS

- Colorado Department of Local Affairs (DOLA)
- Colorado Department of Transportation (CDOT)
- Colorado Division of Homeland Security and Emergency Management (DHSEM)
- Colorado State Forest Service (CSFS)
- History Colorado/State Historic Fund
PART 3: ACTION PLAN – ABOUT THIS SECTION

**FEDERAL PARTNERS**
- American Red Cross
- Federal Emergency Management Agency (FEMA)
- Department of Housing and Urban Development
- National Oceanic and Atmospheric Administration (NOAA)
- Natural Resource Conservation Service
- US Forest Service

**Community Partners**
A diverse array of community partners will serve an important role in implementing key aspects of Plan Manitou. To reinforce the community’s culture of collaboration and inclusivity, a broad reference to Community Partners is used to indicate where existing efforts are already underway, or where opportunities exist for one or more partners to play a role in spearheading the implementation of a particular action. This list of Community Partners is not complete and will evolve as new groups arise, or existing groups become less active.

- Bear Smart Committee
- Community Congregational Church
- Creative District Strategic Board
- Crystal Park Volunteer Fire Department
- Fountain Creek Restoration Committee
- Friends of the Manitou Springs Community Library
- Greccio Housing
- Manitou Bindu
- Manitou Emergency Recovery Fund
- Manitou Environmental Citizens Action
- Manitou Springs American Legion Post #39
- Manitou Springs Arts Council
- Manitou Springs Climate and Air Quality Committee
- Manitou Springs Collaborative
- Manitou Springs Educational Foundation
- Manitou Environmental Citizens Action (MECA)
- Manitou Springs Flood Coalition
- Manitou Springs Green Rental Organization
- Manitou Springs Heritage Center
- Manitou Springs Peak Living Project
- Manitou Springs Women’s Group
- Our Lady of Perpetual Help Catholic Church
- Partners for Healthy Choices
- Pikes Peak Permaculture
- St. Andrews Episcopal Church
- Timberline Baptist Church
- Transition Town Manitou Springs
FOCUS AREA 1: NATURAL HAZARD RISK REDUCTION

Why it is Important

Over the course of its history, the City of Manitou Springs has experienced a range of natural hazard events. The Natural Hazards Risk Assessment conducted as part of the City’s Hazard Mitigation Plan (HMP) determined that the most significant risks are from flooding, wildfire, and geologic hazards. Vulnerable assets include: housing, businesses, public infrastructure, historic and cultural resources, economy, and natural resources. While the level of risk currently faced by the community can be attributed largely to past growth and development decisions, the community can take actions to reduce this risk and increase its resiliency. Following the 2013 and 2015 flood events, the City worked to address its most immediate concerns by leveraging available state and federal resources made available through disaster declarations. However, many current state and federal government programs for funding mitigation projects and staff capacity are not permanent, so it will be important to develop a long-term strategy and define supporting implementation actions that will address the community’s most significant vulnerabilities.

Implementation Approach

The HMP Team identified the community’s key issues and vulnerabilities as the outcome of the Risk Assessment. The HMP Team brainstormed a comprehensive range of mitigation actions to address key vulnerabilities and achieve mitigation goals: from planning and regulatory tools; to education and outreach programs; to structural projects and infrastructure improvements. The HMP Team applied the following criteria to refine and prioritize the mitigation actions for implementation, with the most weight given to the potential benefits versus cost of the action.

Hazard Mitigation Strategy Prioritization Criteria

- **Benefit-Cost:** What are the benefits in terms of the potential lives saved and property protected (losses avoided) compared to the cost of the action?
- **Technical Feasibility:** Is the action practical and feasible from an engineering perspective? Is it a long-term solution to the problem or key issue identified?
- **Political Support:** Does the action have support from elected officials and is there the political will to accomplish it?
- **Social Equity:** Will the proposed action adversely affect one segment of population? Does the action help vulnerable populations?
- **Administrative Capability:** Does the community have the staff resources and capabilities to administer and maintain the action?
- **Environmental Impacts:** Are there potential positive or negative environmental impacts of the action? Will the action meet environmental regulations?
- **Regional Impact:** Will the action have positive impacts for the County and surrounding regions?
- **Partnership Opportunities:** Are there willing partners for funding and collaboration and to expand benefits?
- **Alignment with Community Goals:** Does the action advance other community objectives?
Each City department responsible for leading the implementation of a mitigation action assigned an expected timeframe (short-, medium-, or long-term) for completion of each action. The short-term actions from the HMP strategy are included below; long-term actions are included in Appendix A. These actions include some steps that are already underway, as well as additional actions to improve safety and increase resilience. Implementation is organized into the following overall approach:

1. Successfully implement currently funded projects;
2. Improve foundational plans, policies, and procedures;
3. Enhance partnerships and education and awareness programs;
4. Identify funding and implementation approach for new projects; and
5. Continue assessment of risks and vulnerabilities.

Some of the actions to improve foundational plans, policies, and procedures are included in Focus Area 6: Development Tools and Procedures. To prioritize the actions, each department recommended their two to three most important actions, regardless of time frame. This feedback was used to create a list of priority actions. Of the resulting ten highest priority actions shown in the table below, the HMP Team prioritized the City’s investment of limited resources in long-term risk reduction into three tiers of highest priority mitigation actions, in order of importance. These highest priorities include several in-depth planning efforts to better understand specific project needs. Once these plans are complete, the recommended projects will be folded into the Action Plan, as appropriate.

<table>
<thead>
<tr>
<th>Priority for Investment</th>
<th>Highest Priority Mitigation Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1st Tier</strong></td>
<td>Community Wildfire Protection Plan</td>
</tr>
<tr>
<td></td>
<td>Water System Distribution Master Plan</td>
</tr>
<tr>
<td><strong>2nd Tier</strong></td>
<td>Floodplain Management and Permitting</td>
</tr>
<tr>
<td></td>
<td>Flood Control Master Plan</td>
</tr>
<tr>
<td></td>
<td>City Hall/Public Facilities Complex and Operations</td>
</tr>
<tr>
<td><strong>3rd Tier</strong></td>
<td>Bridge Inspection and Rehabilitation</td>
</tr>
<tr>
<td></td>
<td>Formal Development Review Process</td>
</tr>
<tr>
<td></td>
<td>Firewise Communities Outreach Program</td>
</tr>
<tr>
<td></td>
<td>Flood Mitigation Techniques for downtown Property Owners.</td>
</tr>
<tr>
<td></td>
<td>Continuity of Operation Plan and Continuity of Government Plan</td>
</tr>
</tbody>
</table>
## Objectives and Metrics

<table>
<thead>
<tr>
<th>Objective</th>
<th>Metric</th>
<th>Baseline</th>
<th>Desired Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the vulnerability of existing development in high hazard areas.</td>
<td>Number of existing structures that incorporate mitigation best practices.</td>
<td>To be established in the year following the Plan’s adoption</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Number of existing residential structures brought into compliance with state and federal floodplain standards as part of major renovations.* (Source: PPRBD, Planning)</td>
<td>To be established in the year following the Plan’s adoption</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Number of existing non-residential structures (public or private) brought into compliance with state and federal floodplain standards as part of major renovations.* (Source: PPRBD, Planning)</td>
<td>To be established in the year following the Plan’s adoption</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Linear feet of defensible space created along the south side of the City (Source: Fire)</td>
<td>½ mile (2016)</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Number of repetitive loss properties (Source: Planning)</td>
<td>11 (2016)</td>
<td>Reduce through acquisition or elevation</td>
</tr>
<tr>
<td>Increase Business Preparedness</td>
<td>Number of businesses that have completed a preparedness plan in cooperation with the City and Chamber of Commerce. (Source: Planning, Chamber of Commerce)</td>
<td>To be established in the year following the Plan’s adoption</td>
<td>Increase</td>
</tr>
</tbody>
</table>

*Longer-term metric to be measured over an extended period of time.
**Natural Hazard Risk Reduction: Priority Actions**

Actions in this Focus Area support goals in the Natural Environment (NE), Land Use & Built Environment (LU), Transportation & Mobility (TM), Infrastructure & Public Services (IP), and Municipal Governance & Community Engagement (GC) elements.

<table>
<thead>
<tr>
<th>Action</th>
<th>Type</th>
<th>Responsibility</th>
<th>Relevant Goals</th>
</tr>
</thead>
</table>
| FA-1.1: Implement 2013-2015 disaster recovery projects for bridges, slope failure, roadway, and drainage improvements. | Project | **Lead:** Public Services  
**Partners:** All departments, El Paso County, CDOT | TM-6, IP-5, LU-5 |
| FA-1.2: Develop a defensible space along the south side of the City. | Capability | **Lead:** Fire  
**Partners:** Public Services, Mile High Youth Corps | NE-4, LU-5 |
| FA-1.3: Develop and adopt water distribution system master plan to make improvements to aging infrastructure. | Plan | **Lead:** Public Services  
**Partners:** Administration, City Council | IP-2, IP-5 |
| FA-1.4: Develop, adopt, a wastewater system master plan to make improvements to aging infrastructure. | Plan | **Lead:** Public Services  
**Partners:** Administration, City Council | IP-2, IP-5 |
| FA-1.5: Prepare and adopt a flood control master plan. | Plan | **Lead:** Public Services  
**Partners:** Fountain Creek Watershed Flood Control & Greenway District, El Paso County Regional Resiliency Collaborative | NE-2, LU-5 |
| FA-1.6: Develop a Community Wildfire Protection Plan (CWPP). | Plan | **Lead:** Fire  
**Partners:** El Paso County, CSFS, Crystal Park Volunteer Fire Department, all departments | NE-4, LU-5, GC-3 |
<table>
<thead>
<tr>
<th>Action</th>
<th>Type</th>
<th>Responsibility</th>
<th>Relevant Goals</th>
</tr>
</thead>
</table>
| FA-1.7: Maintain updated emergency plans including the Emergency Operations Plan, Emergency Alert/Warning Plan, Evacuation Plan, and Crisis Communications Plan. | Plan    | **Lead:** Police  
**Partners:** All departments, El Paso County Office of Emergency Management, Colorado Springs Office of Emergency Management, DHSEM | GC-3, IP-1       |
| FA-1.8: Develop a Continuity of Operations Plan (COOP) and a Continuity of Government Plan. | Plan    | **Lead:** Police  
**Partners:** All departments, El Paso County Office of Emergency Management, Colorado Springs Office of Emergency Management, DHSEM | IP-5             |
| FA-1.9: Prevent loss of public services and operations at City Hall complex located in floodplain. | Project | **Lead:** Administration  
**Partners:** Planning, Public Services, Police, Fire, City Council | IP-2, IP-5       |
| FA-1.10: Adopt a policy and standard operating procedure for bridge inspections (including historic bridges), maintenance, and rehabilitation. | Process | **Lead:** Public Services  
**Partners:** Planning, CDOT, HPC | IP-2, HC-3.2, HC-4.1, TM-6 |
| FA-1.11: Develop standard operating procedure for routine maintenance of drainage systems, flood control structures, and other critical infrastructure. | Process | **Lead:** Public Services  
**Partners:** Colorado Springs Utilities, City of Colorado Springs, El Paso County | IP-2, IP-5       |
| FA-1.12: Establish and participate in the Firewise Communities Recognition Program. | Program | **Lead:** Fire  
**Partners:** Planning, Public Services, Administration, CSFS, Community Partners | GC-3, HN-2, NE-4, LU-5 |
<table>
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<tr>
<th>Action</th>
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<th>Responsibility</th>
<th>Relevant Goals</th>
</tr>
</thead>
</table>
| FA-1.13: Collaborate with the School District to integrate information on hazards and risk reduction into the learning environment and identify risks and mitigation opportunities for School District facilities. | Partnership | **Lead:** Police  
**Partners:** MSSD 14, Fire, PPLD, El Paso County Office of Emergency Management | EDU-1, GC-3 |
| FA-1.14: Partner with Chamber of Commerce on education and outreach to business owners to include resources, incentives, and recognition programs for mitigation, preparedness, continuity of operations, and recovery planning. | Partnership | **Lead:** MSCCVB  
**Partners:** Planning, Police | EDT-4, GC-3 |
| FA-1.15: Update and improve the household preparedness communication and outreach program. | Program | **Lead:** Police  
**Partners:** Fire, Planning, Public Services | GC-3, LU-5 |
| FA-1.16: Update flash flood awareness campaign. | Program | **Lead:** Police  
| FA-1.17: Assess vulnerability of public facilities and parks located in 1% chance floodplain and identify and prioritize mitigation opportunities. | Assessment | **Lead:** Public Services  
**Partners:** Administration, PARAB, MSCCVB, Mineral Springs Foundation, El Paso County | IP-2, LU-5 |
| FA-1.19: Assess vulnerability of structures along Fountain Creek. | Assessment | **Lead:** Planning  
**Partners:** PPRBD, HPC, MSCCVB, Fire, Community Partners | LU-5, HN-2 |
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<tr>
<th>Action</th>
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<th>Relevant Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>FA-1.20 Identify partners and funding for Englemann Canyon pilot project.</td>
<td>Project</td>
<td><strong>Lead:</strong> Public Services  <strong>Partners:</strong> Colorado Springs Utilities, El Paso County, Broadmoor, City of Colorado Springs</td>
<td>LU-5, NE-4</td>
</tr>
<tr>
<td>FA-1.21: Improve GIS data, analysis capabilities, and maps for hazard and risk information for City decision-making and public education.</td>
<td>Capability</td>
<td><strong>Lead:</strong> Planning  <strong>Partners:</strong> Public Services (GIS Technician), PPRBD</td>
<td>GC-3, GC-4, IP-3</td>
</tr>
<tr>
<td>FA-1.22: Use results of the WISRD, LLC Whole Infrastructure Systems for Resilient Development vulnerability analyses to inform capital improvements planning and mitigation project prioritization.</td>
<td>Project</td>
<td><strong>Lead:</strong> Public Services  <strong>Partners:</strong> Colorado Springs Utilities, Centurylink, Planning</td>
<td>IP-2, IP-5, GC-4</td>
</tr>
</tbody>
</table>
FOCUS AREA 2: HOUSING STRATEGY

Why it is Important

The rising cost of housing creates challenges for the City’s workforce, many of whom would prefer to live in the community, but cannot afford to. In addition, the smaller size typical of homes and rental units in Manitou Springs can make it challenging for family households to find homes large enough to accommodate their needs. Housing for seniors will also become a greater issue as the population continues to age, and requires more specialized living arrangements. The age and condition of the City’s housing stock is also an important consideration, as a large percentage of the City’s existing homes are over one hundred years old and in need of maintenance and energy efficiency improvements. Furthermore, some older homes and rental units do not conform to modern building codes.

By addressing these issues, Manitou Springs will be taking important actions to protect the health, safety, and welfare of City residents. These actions also support sustainability principles: actions to upgrade energy systems support climate action goals, and actions to expand housing options will support social sustainability by allowing people of different ages, incomes, and living situations to live in Manitou Springs. Actions to improve the condition of existing housing stock and guide the location of new housing will reduce the vulnerability of people and structures from future hazard events.

Implementation Approach

This housing strategy presents a two-pronged implementation approach for addressing the City’s housing needs, including support for the expansion of affordable rental housing options for the City’s workforce and increasing options for owner-occupied housing for families and seniors. This strategy is focused on:

• Identification of actions to improve the condition of existing housing stock in older neighborhoods to ensure safe, resilient and energy-efficient housing that meets the needs of current and future generations; and

• Support for targeted investment to expand housing options in the Urban Renewal Area and other areas where higher-density residential development can be accommodated through infill and redevelopment.

This strategy is primarily informed by the limited supply of land that is available in the City for new housing construction, and the significant natural hazards present in Manitou Springs. Implementation of the short-term actions in this Focus Area will enhance the City’s ability to assess, address, and monitor housing needs and issues. With the creation of a Housing Advisory Board, the City will have additional capacity to implement these actions. Other actions include: creating incentive programs for developers of multi-family or workforce housing; adopting new regulations to ensure that housing units, especially rentals, are safe and adequately maintained; and expanding partnerships with regional housing organizations. In addition, the Future Land Use Plan in Plan Manitou supports these actions by providing guidance on the location, intensity, and types of residential uses that are envisioned in different parts of the community.
### Objectives and Metrics

<table>
<thead>
<tr>
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<th>Metric</th>
<th>Baseline</th>
<th>Desired Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase reinvestment in existing housing stock city-wide.</td>
<td>Total annual value of improvements and renovations in housing stock, as measured through building permits. (Source: PPRBD)</td>
<td>To be established in the year following the Plan’s adoption.</td>
<td>Increase</td>
</tr>
<tr>
<td>Expand housing options that support the community’s workforce and families.</td>
<td>Percentage of households with housing cost burdens. (Source: US Census)</td>
<td>26%</td>
<td>Decrease</td>
</tr>
<tr>
<td></td>
<td>Percentage of households that are family households with children under 18. (Source: US Census)</td>
<td>10%</td>
<td>Increase</td>
</tr>
<tr>
<td>Reduce the vulnerability of existing housing in high hazard areas.</td>
<td>Number of existing residential structures brought into compliance with state and federal floodplain standards as part of major renovations.* (Source: PPRBD, Planning)</td>
<td>To be established in the year following the Plan’s adoption.</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Number of existing residential structures in the WUI that have established defensible space. (Source: Fire)</td>
<td>To be established in the year following completion of the Community Wildfire Protection Plan.</td>
<td>Increase</td>
</tr>
</tbody>
</table>

*Longer-term metric to be measured over an extended period of time.

### Housing Strategy: Priority Actions

Actions in this Focus Area support goals in the Housing & Neighborhoods (HN), Arts & Culture (AC), Infrastructure & Public Services (IP), and Land Use & Built Environment (LU) elements.

<table>
<thead>
<tr>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>FA-2.1: Establish the Housing Advisory Board as an official citizen advisory board. Through adoption of an ordinance, specify the powers and duties, the number of board members, term lengths, member qualifications, and the roles and responsibilities of any board officers.</td>
<td>Capability</td>
<td><strong>Lead:</strong> City Council <strong>Partners:</strong> Administration, Planning, Housing Task Force members</td>
<td>HN-1, HN-2</td>
</tr>
<tr>
<td>Action</td>
<td>Type</td>
<td>Responsibility</td>
<td>Relevant Goals</td>
</tr>
<tr>
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</tbody>
</table>
| FA-2.2: Develop a short-term strategic action plan (two to five years) for addressing Manitou Springs’ housing needs, including the development of an incentive package for providing affordable housing units. | Plan | Lead: Housing Advisory Board  
Partners: Administration, Planning | HN-1, HN-3 |
| FA-2.3: Examine City-owned sites that could be developed for affordable housing and solicit a developer for a joint project on one of the sites identified. | Assessment | Lead: Planning, Housing Advisory Board  
Partners: Administration | HN-1, HN-3 |
| FA-2.4: Develop an incentive program to encourage developers to provide income-restricted units that meet the City’s housing needs. Potential incentives could include flexibility in development standards, density or height bonuses; and/or development fee/tax waivers or deductions. | Process | Lead: Planning  
Partners: Housing Advisory Board, Administration, Colorado Springs Housing Authority | HN-1, HN-3 |
| FA-2.5: Explore opportunities to support affordable workspace housing for artists, including the potential to participate in the State’s “Space to Create Colorado” program, the first state driven initiative for affordable artists housing and workspace in the nation. (Manitou Springs will tentatively be eligible for partnership 2019.) | Partnership | Lead: Housing Advisory Board  
Partners: Administration, Planning, Manitou Springs Creative District | AC-1, HN-1, EDT-2 |
| FA-2.6: Explore the feasibility of adopting a property maintenance code, such as the most recent edition of the International Property Maintenance Code (IPMC), to be enforced by the City’s Code Enforcement Officer. | Assessment | Lead: Planning  
Partners: City Council, PPRBD | HN-1, HN-2, LU-3, LU-5 |
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<thead>
<tr>
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<th>Responsibility</th>
<th>Relevant Goals</th>
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</thead>
<tbody>
<tr>
<td>FA-2.7: Develop a home improvement guide and list of potential funding programs and grants available for home owners and host this information on the City webpage. Develop a strategy to widely publicize these resources to property owners that may be interested in the programs.</td>
<td>Project</td>
<td><strong>Lead:</strong> Planning  <strong>Partners:</strong> PPRBD, HPC, Housing Advisory Board, City Clerk’s Office</td>
<td>HN-1, HN-2, HC-1, HC-3</td>
</tr>
<tr>
<td>FA-2.8: Develop an incentive program to address improvements to existing homes, focusing on safety and energy efficiency. Provide specific information to the community regarding access to funding and financing options. Investigate grants to which the City can apply that support rehabilitation of historic properties.</td>
<td>Project</td>
<td><strong>Lead:</strong> Housing Advisory Board  <strong>Partners:</strong> HPC, Planning, City Council</td>
<td>HN-1, HN-2, HC-1, HC-3</td>
</tr>
<tr>
<td>FA-2.9: Expand code enforcement capabilities as resources allow, with the goal of increasing building code enforcement capability.</td>
<td>Capability</td>
<td><strong>Lead:</strong> Planning  <strong>Partners:</strong> Administration</td>
<td>HN-1, HN-2, HC-3, IP-1, LU-5</td>
</tr>
<tr>
<td>FA-2.10: Develop a strategy to attract the development of mixed-use projects with a residential component within the URA through use of URA proceeds and other incentives.</td>
<td>Partnership</td>
<td><strong>Lead:</strong> Planning  <strong>Partners:</strong> URA, Housing Advisory Board</td>
<td>HN-3, LU-1, LU-3</td>
</tr>
<tr>
<td>FA-2.11: Identify/partner with regional housing providers that are interested in investing in Manitou Springs.</td>
<td>Partnership</td>
<td><strong>Lead:</strong> Housing Advisory Board  <strong>Partners:</strong> Planning</td>
<td>HN-3, LU-3</td>
</tr>
</tbody>
</table>
FOCUS AREA 3: CONGESTION, PARKING MANAGEMENT & MOBILITY

Why it is Important

Manitou Springs’ transportation and parking system influences the quality of life for residents; provides the infrastructure for its tourism economy and special events; and provides the means for residents and visitors to evacuate in the event of an emergency or natural disaster. Since the City has a limited number of access points to the regional transportation network, potential access limitations due to congestion or hazard impacts are key factors that underlie both emergency management and long-term infrastructure planning. Residents and business owners identified parking and associated traffic congestion as an ongoing issue that should be addressed through Plan Manitou. These concerns peak during the summer months and major events and festivals. While parking and congestion challenges impact many areas of the City, they have caused particular concern for residents along Ruxton Avenue, due to heavy visitation to the Incline and Cog Railway.

The City has already taken a number of steps to manage congestion and parking, such as instituting a Residential Parking Program; expanding off-street parking capacity; initiating a year-round shuttle service; and modifying the route of the Mountain Metro transit service from Colorado Springs. Throughout the Plan Manitou process, residents also expressed support for expanding mobility options through improvements to the pedestrian and bicycle system, as well as continuing to support the free shuttle service.

Increasing the efficiency of Manitou Springs’ transportation and parking systems is important to:

- Enhance quality of life and reduce transportation conflicts between residents and visitors;
- Improve the experience of tourists and event attendees, which supports overarching economic development goals; and
- Support sustainability and climate actions goals by increasing options for residents and visitors to safely and efficiently move around the City, such as on foot or by bike, thereby reducing the need for residents to drive cars.

Implementation Approach

Manitou Springs has been engaged in the planning and design of significant transportation projects, and it is estimated that by late 2018, most of these projects will be complete. These enhancements will improve the appearance, function, mobility, and resiliency of Manitou Avenue, the City’s major thoroughfare. Priority actions in this Focus Area build on these recent and ongoing efforts to improve mobility and access throughout Manitou Springs, while balancing the needs of area businesses and tourism operators; economic development objectives, and residents’ quality of life. Recommended actions include investments in new facilities and technologies to better utilize the City’s existing parking resources and provide residents and visitors with real-time information on current parking availability. Other recommended actions seek to make better use of the City’s existing parking resources by reviewing current parking restrictions and programs and revising them to direct visitor traffic away from residential neighborhoods to City parking lots, especially those served by the City’s free shuttle. The City will continue community dialogue to plan for Hiawatha Gardens,
which was recently purchased for use as a parking area/transit hub, and a possible structured parking facility at the Wichita lot.

This Focus Area includes actions to address funding, operations and management of the City’s free shuttle, and to improve the transit experience for residents and visitors, particularly for older adults. Increasing awareness of the free shuttle and City parking lots among Manitou Incline users will also help to relieve congestion issues, especially along Ruxton Avenue.

Mobility will be further improved by implementing streetscape improvements that add bicycle lanes or address gaps and maintenance issues in the sidewalk network. The implementation of many of these actions will require continued collaboration with and coordination among the City’s many partners, including the Parking Authority Board, Metropolitan Parking District Board, Standard Parking, CDOT, PPACG, El Paso County, MSCCVB, and the City of Colorado Springs.

**Objectives and Metrics**

<table>
<thead>
<tr>
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<th>Metric</th>
<th>Baseline</th>
<th>Desired Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce congestion along Ruxton Avenue during peak periods.</td>
<td>Average vehicle counts along Ruxton Avenue (Thursday through Monday) during peak season (Source: Planning)</td>
<td>6,000 (July 2015)</td>
<td>Decrease</td>
</tr>
<tr>
<td>Increase the use of alternative travel modes</td>
<td>Average weekend ridership on free shuttle (Route-33) (Source: Mountain Metro)</td>
<td>1,537(2015)</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Percentage of Manitou Springs residents that took transit, walked, or biked to work (Source: US Census Bureau)</td>
<td>Transit: 1.3%  Walked: 8.2%  Bicycle 0.0% (2014)</td>
<td>Increase</td>
</tr>
<tr>
<td>Improve effectiveness of the City parking policy</td>
<td>Revenue generated from parking fees and reinvestment into parking system for City-operated lots. (Source: Planning)</td>
<td>Revenue generated from parking fees: $900,000 (2016)  Dollars reinvested into City-parking system: TBD</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Number of users that download parking app (Source: Planning)</td>
<td>To be established in year following app’s release</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Number of parking tickets issued annually (Source: Standard Parking)</td>
<td>14,456 (2016)</td>
<td>Decrease</td>
</tr>
</tbody>
</table>
**Congestion, Parking Management & Mobility: Priority Actions**

Actions in this Focus Area support goals in the Transportation & Mobility (TM), Economic Development & Tourism (EDT), Infrastructure & Public Services (IP), Housing & Neighborhoods (HN), and Land Use & Built Environment (LU) elements.

<table>
<thead>
<tr>
<th>Action</th>
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<th>Responsibility</th>
<th>Relevant Goals</th>
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</thead>
<tbody>
<tr>
<td>FA-3.1:</td>
<td>Capability</td>
<td>Lead: Administration</td>
<td>TM-3, TM-4, TM-6</td>
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<tr>
<td></td>
<td></td>
<td>Partners: Planning</td>
<td></td>
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<tr>
<td>FA-3.2:</td>
<td>Assessment</td>
<td>Lead: City Council</td>
<td>TM-1, TM-4, EDT-1</td>
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<td></td>
<td></td>
<td>Partners: PAB, METRO</td>
<td></td>
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<tr>
<td>FA-3.3:</td>
<td>Project</td>
<td>Lead: PAB</td>
<td>TM-1, TM-4, EDT-1</td>
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<tr>
<td></td>
<td></td>
<td>Partners: City Council,</td>
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<td></td>
<td></td>
<td>METRO, Standard Parking</td>
<td></td>
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<tr>
<td>FA-3.4:</td>
<td>Project</td>
<td>Lead: PAB</td>
<td>TM-1, TM-4, EDT-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partners: City Council,</td>
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<tr>
<td></td>
<td></td>
<td>METRO, Community Partners</td>
<td></td>
</tr>
<tr>
<td>FA-3.5:</td>
<td>Partnership</td>
<td>Lead: Planning</td>
<td>TM-4, TM-1, HN-4, HN-5</td>
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<tr>
<td></td>
<td></td>
<td>Partners: Tourism attraction operators/owners, MSCCVB, Events Coordinator, Community Partners</td>
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<td>Responsibility</td>
<td>Relevant Goals</td>
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<tr>
<td><strong>FA-3.6:</strong> Improve way-finding and signage to better advertise the location of public parking lots in the City, as well as the western entrance to/exit from the City at Manitou Avenue and US Highway 24.</td>
<td>Project</td>
<td>Lead: PAB  Partners: City Council, METRO, Public Services</td>
<td>TM-1, TM-4, EDT-1</td>
</tr>
<tr>
<td><strong>FA-3.7:</strong> Increase the visibility of and access to information regarding the location of free parking lot and free shuttle stops on the City and MSCCVB websites. Encourage other organizations to create links on their webpages that will raise awareness of the free shuttle in Manitou Springs among Manitou Incline users, and inform others how to access the City using public transit from Colorado Springs.</td>
<td>Project</td>
<td>Lead: Planning  Partners: MSCCVB, City of Colorado Springs, El Paso County, City Clerk’s Office (website content)</td>
<td>TM-1, TM-4, EDT-1</td>
</tr>
<tr>
<td><strong>FA-3.8:</strong> Evaluate opportunities to implement pedestrian and bicycle facility enhancements and improve community wayfinding as part of planned maintenance or improvement projects, with an emphasis on implementing improvements identified as part of the Proposed Pedestrian and Bicycle Improvements Map (See Part 1: Transportation &amp; Mobility) and providing or augmenting Safe Routes to Schools trails and programming.</td>
<td>Project</td>
<td>Lead: Public Services  Partners: Planning, BID, Neighborhood organizations, Community Partners, MSSD 14</td>
<td>TM-2, TM-3, IP-2, HN-4, HW-4,</td>
</tr>
<tr>
<td><strong>FA-3.9:</strong> Establish an intergovernmental agreement with El Paso County to confirm in-kind contributions needed to fully implement City-requested improvements as part of the Westside Avenue Action Plan (WAAP) and identify necessary funding for proposed improvements to Manitou Avenue.</td>
<td>Partnership</td>
<td>Lead: Administration  Partners: City Council, Public Services</td>
<td>IP-1, LU-3, TM-5, TM-6</td>
</tr>
<tr>
<td><strong>Action</strong></td>
<td><strong>Type</strong></td>
<td><strong>Responsibility</strong></td>
<td><strong>Relevant Goals</strong></td>
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</tr>
<tr>
<td>FA-3.10: Work to align local and regional bus schedules (i.e., stop and start times) to improve connections and make the system a viable option for more riders.</td>
<td>Partnership</td>
<td><strong>Lead:</strong> Planning&lt;br&gt;<strong>Partners:</strong> Mountain Metro</td>
<td>TM-2, TM-3</td>
</tr>
<tr>
<td>FA-3.11: Develop a fee-in-lieu of parking provision for downtown</td>
<td>Project</td>
<td><strong>Lead:</strong> Planning&lt;br&gt;<strong>Partners:</strong> Mountain Metro, Chamber, PAB, Community Partners, BID, Standard Parking</td>
<td>TM-5, EDT-1</td>
</tr>
<tr>
<td>FA-3.12: Continue to reach out to the organizers of the Manitou Community Market to understand their plans for expanding or growing the event, if any, and to understand any barriers they may face in terms of space constraints, attracting vendors, etc. Work with organizers to address any concerns or issues, as possible.</td>
<td>Partnership</td>
<td><strong>Lead:</strong> Planning&lt;br&gt;<strong>Partners:</strong> MSCCVB, Events Coordinator</td>
<td>EDT-1</td>
</tr>
<tr>
<td>FA-3.13: Explore possibility of extending shuttle to Red Rock Canyon Shopping Center</td>
<td>Project</td>
<td><strong>Lead:</strong> Planning&lt;br&gt;<strong>Partners:</strong> Red Rock Canyon Shopping Center, Mountain Metro</td>
<td>TM-3, TM-4, TM-6</td>
</tr>
</tbody>
</table>
FOCUS AREA 4: COMMUNITY REVITALIZATION AND ECONOMIC DEVELOPMENT

Why it is Important

A significant portion of the City’s capacity for future growth and economic development is in the eastern and western corridors of Manitou Avenue. These entry points, or “gateways,” are undergoing transition, and revitalization of these gateways was identified as a key goal by many Plan Manitou participants. These gateway areas include vacant buildings and underutilized properties that offer opportunities for infill, redevelopment, and adaptive use. By encouraging revitalization along Manitou Avenue, the City has an opportunity to meet service needs of its citizens; improve its appeal to visitors; and create a more unified, attractive corridor through the City. To promote reinvestment along the community’s eastern corridor, the City established an Urban Renewal Area (URA) and Urban Renewal Authority Board with powers to facilitate property acquisition and redevelopment in the area. While some reinvestment in existing buildings along Manitou Avenue has occurred, larger redevelopment projects have not materialized.

Implementation Approach

The priority actions listed below seek to build on and improve existing efforts, programs, and projects already underway, and to implement new programs where there is available capacity. Since the City has limited vacant land for development, it will need to leverage the opportunities that are available as effectively as possible. These include continuing to pursue designation under the State’s Creative District program; exploring the possibility of establishing a second urban renewal district in the City’s western gateway; ensuring the proposed streetscape enhancements along Manitou Avenue as part of the Westside Action Avenue Plan (WAAP) are incorporated; and expanding the City’s capability for economic development and long-range economic development planning. Ongoing economic development efforts related to the City’s major tourism destinations and Downtown revitalization will continue to be a priority. In addition, some Downtown businesses have struggled to remain viable, and it may be necessary for the City and MSCCVB to investigate new approaches to support business retention and attraction. To this end, the City is included within a County Enterprise Zone, a tool which could be used to promote economic development in Downtown and elsewhere along Manitou Avenue. In addition to new tools and programs recommended in this Action Plan, the Future Land Use Plan included in Part II of this Plan increases predictability for developers and property owners by clearly defining the City’s expectations for land uses, development, and revitalization, and acknowledging where a more flexible approach may be needed.
Objectives and Metrics

<table>
<thead>
<tr>
<th>Objective</th>
<th>Metric</th>
<th>Baseline</th>
<th>Desired Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase reinvestment in the City’s Urban Renewal Area.</td>
<td>Value of projects approved or completed annually in the URA. (Source: Planning)</td>
<td>$0 (2016)</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Amount of tax increment funds used annually in the URA. (Source: URA Board)</td>
<td>$80,000 (2016)</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Number of vacant or underutilized parcels located within areas designated as Gateway Mixed-Use in the Future Land Use Plan. (Source: Planning)</td>
<td>11 (2016)</td>
<td>Decrease</td>
</tr>
<tr>
<td>Increase tax revenue to support broader community initiatives.</td>
<td>Annual City sales tax revenue. (Source: Finance)</td>
<td>TBA (Available In March 2017)</td>
<td>Increase</td>
</tr>
<tr>
<td>Increase the viability of Downtown businesses</td>
<td>Sales tax revenue generated by Downtown businesses. (Source: Finance)</td>
<td>TBA (Available In March 2017)</td>
<td>Increase</td>
</tr>
</tbody>
</table>

Community Revitalization and Economic Development: Priority Actions

Actions in this Focus Area support goals in the Transportation & Mobility (TM), Economic Development & Tourism (EDT), Housing & Neighborhoods (HN) elements, Land Use & Built Environment (LU), and Natural Environment (NE) elements. Shaded rows indicate actions that are already underway, or are anticipated to be initiated shortly following the adoption of Plan Manitou.

<table>
<thead>
<tr>
<th>Action</th>
<th>Type</th>
<th>Responsibility</th>
<th>Relevant Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>FA-4.1: Develop a clear and mutually agreed upon definition and structure for meeting the City’s economic development needs.</td>
<td>Capability</td>
<td><strong>Lead:</strong> Administration</td>
<td>EDT-2, EDT-3</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Partners:</strong> City Council, MSCCVB, URA, Creative District</td>
<td></td>
</tr>
<tr>
<td>FA-4.2: Pursue official designation of a Colorado Arts Creative District and establish clear roles and responsibilities of the City for providing technical assistance, staff support, and financial support to that entity through a Memorandum of Understanding.</td>
<td>Project</td>
<td><strong>Lead:</strong> Administration</td>
<td>AC-1, AC-2, AC-3, EDT-2, EDT-3, LU-3</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Partners:</strong> City Council, All Departments</td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td>Type</td>
<td>Responsibility</td>
<td>Relevant Goals</td>
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</tr>
<tr>
<td>FA-4.3: Explore the use of urban renewal as tool to catalyze redevelopment in the Western Gateway.</td>
<td>Assessment</td>
<td>Lead: URA Partners: City Council, Planning</td>
<td>LU-1, LU-4, EDT-1, EDT-2</td>
</tr>
<tr>
<td>FA-4.4: Partner with building owners to install temporary pop-up retail stores, art displays, or interpretive displays that depict the history of the community within vacant or underutilized storefronts.</td>
<td>Partnership</td>
<td>Lead: Planning Partners: BID, Manitou Springs Arts Council, Manitou Creative District, MSCCVB</td>
<td>EDT-1, EDT-2, AC-3</td>
</tr>
<tr>
<td>FA-4.5: Explore ways to continue utilizing City facilities for regular, small-scale arts events and markets to increase exposure opportunities for local businesses</td>
<td>Assessment</td>
<td>Lead: Events Coordinator Partners: Public Services, Planning, Creative District, MSCCVB</td>
<td>AC-1, AC-2, EDT-2, GC-2</td>
</tr>
<tr>
<td>FA-4.6: Promote awareness of and provide information on the benefits of locating a business in the Pikes Peak Enterprise Zone among local businesses with a focus on the types of activities eligible for tax credits or tax exemptions under the program, eligibility requirements, and the process for applying for these tax incentives. Utilize City’s and MSCCVB’s websites.</td>
<td>Project</td>
<td>Lead: MSCCVB Partners: Planning, Administration, El Paso County Economic Development Division</td>
<td>EDT-1, EDT-3, EDT-4</td>
</tr>
<tr>
<td>FA-4.7: Identify potential locations for co-working office space. Reach out to operators of co-working spaces in the region and the State to gauge interest and the feasibility of creating a location in Manitou Springs.</td>
<td>Assessment</td>
<td>Lead: Planning Partners: MSCCVB, BID, Administration</td>
<td>LU-1, LU-3, LU-4, EDT-1</td>
</tr>
<tr>
<td>FA-4.8: Develop a system of interpretive signs or plaques that showcase different periods in Manitou Springs’ history, historic buildings representative of different architectural styles, or other unique or interesting elements of the City’s history. Explore options for providing guided tours.</td>
<td>Project</td>
<td>Lead: Planning Partners: HPC, Heritage Center, MSCCVB</td>
<td>EDT-2, EDU-2, HC-1</td>
</tr>
<tr>
<td>Action</td>
<td>Type</td>
<td>Responsibility</td>
<td>Relevant Goals</td>
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<tr>
<td>FA-4.9: Design and install street signs demarcating the boundaries of the City’s historic district and sub-districts.</td>
<td>Project</td>
<td><strong>Lead:</strong> Public Services <strong>Partners:</strong> Planning, HPC</td>
<td>EDT-2, EDU-2, HN-4, HC-1</td>
</tr>
<tr>
<td>FA-4.10: Provide the MSCCVB and BID a platform to encourage property owners and new businesses to maintain and preserve use-specific assets, such as ventilation hoods and grease traps, in place to accommodate future uses that rely on those functions and would incur significant costs to replace them were they removed.</td>
<td>Partnership</td>
<td><strong>Lead:</strong> MSCCVB <strong>Partners:</strong> Planning, Administration</td>
<td>EDT-1, EDT-3</td>
</tr>
<tr>
<td>FA-4.11: Develop a permanent and consistent feedback system with the MSCCVB to allow businesses to ask for support and provide recommendations for issues the City and MSCCVB can address.</td>
<td>Partnership</td>
<td><strong>Lead:</strong> Administration <strong>Partners:</strong> Planning, MSCCVB, BID</td>
<td>EDT-1, EDT-3</td>
</tr>
<tr>
<td>FA-4.12: Identify historic buildings and structures and culturally significant archaeological sites most vulnerable to hazards and develop strategies to protect and retrofit.</td>
<td>Plan</td>
<td><strong>Lead:</strong> Planning <strong>Partners:</strong> HPC, History Colorado/SHPO</td>
<td>HC-3, LU-5</td>
</tr>
<tr>
<td>FA-4.13: Explore strategies to encourage visitors to the Cog Railway, Manitou Incline, or other tourist destinations to patronize businesses in Downtown Manitou Springs before or after their visit.</td>
<td>Partnership</td>
<td><strong>Lead:</strong> MSVCCB <strong>Partners:</strong> Planning, BID</td>
<td>EDT-1, EDT-3</td>
</tr>
<tr>
<td>FA-4.14: Inventory existing assets and businesses involved in outdoor recreation and focus on attracting recreation oriented businesses to the City.</td>
<td>Project</td>
<td><strong>Lead:</strong> MSCCVB <strong>Partners:</strong> Planning, Administration</td>
<td>EDT-2</td>
</tr>
</tbody>
</table>
FOCUS AREA 5: QUALITY OF LIFE AND COMMUNITY INITIATIVES

Why it is Important

Manitou Springs residents are drawn to the community for its historic quality; natural beauty and connection with nature and the outdoors; strong arts and cultural presence; its walkable Downtown; and strong values for community involvement, among other reasons. Identifying, protecting, and strengthening these and other characteristics that support a high quality of life for residents of Manitou Springs emerged as an important theme in the Plan Manitou process.

This Focus Area cuts across many of the Plan Manitou elements; goals and policies across these elements reinforce quality of life issues and are reflected in the actions under this Focus Area. Throughout the Plan Manitou process, the community identified a range of issues of concern, as well as opportunities to enhance quality of life, promote beautification, improve and maintain infrastructure, and advance community-driven ideas for new projects. Few would argue that it is essential to address the most pressing issues facing Manitou Springs first, such as natural hazard risk and vulnerability. However, it is also important for Plan Manitou to focus on residents, and the ways in which this Plan can improve their lives; make progress on issues that are important to them; and make living in Manitou Springs even more enjoyable.

The City already has tremendous assets in its volunteer and civic groups, and the projects that such groups have been willing to take on are extensive; however, a lack of coordination among these groups, and between these groups and City staff and elected officials, as well as a lack of clear delineation of roles and responsibilities between these groups and leadership, can result in overlapping and occasionally conflicting efforts. In some cases, this can lead to a loss of opportunities, creating a sense of frustration among residents. Through the Plan Manitou process, residents, stakeholders, and leaders clearly voiced the desire to improve the City’s effectiveness to implement projects, planning and programs across all topics. Since the City has a number of priorities that require attention and resources, establishing a framework for soliciting, coordinating, and supporting community initiatives will be essential for implementing projects, programs, or other initiatives that most directly and visibly affect the lives of residents.

Implementation Approach

The actions recommended in this Focus Area reflect the range of issues raised by residents throughout the Plan Manitou process, particularly regarding ongoing maintenance of community assets and beautification of the community and its neighborhoods. Actions include:

- Pilot programs and projects to test the feasibility and effectiveness of possible approaches before moving onto larger scale implementation;
- Creation of mechanisms and programs to expand venues for community members to voice concerns, and participate in public processes and decision-making; and influence the types of investments or improvements made in their neighborhoods.
- Opportunities to further engage students, older adults, and special populations in community activities.
- Approaches to expand access to local food resources and improve access to human services resources.

Since staff capacity to address many of these areas is limited, actions that engage volunteer groups and form partnerships are critical to implement many of the actions in this Focus Area.

### Objectives and Metrics

<table>
<thead>
<tr>
<th>Objective</th>
<th>Metric</th>
<th>Baseline</th>
<th>Desired Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase citizen satisfaction with City programs, services, governance, and other issues.</td>
<td>Results of citizen satisfaction survey. (Source: Administration)</td>
<td>To be established via initial survey</td>
<td>Increase</td>
</tr>
<tr>
<td>Increase opportunities for existing groups and volunteers to help implement priority projects.</td>
<td>Number of citizen-led projects or initiatives successfully completed with support (financial, staff time/capacity) from the City. (Source: Administration)</td>
<td>To be established in first year following the Plan’s adoption</td>
<td>Increase</td>
</tr>
<tr>
<td>Increase support for citizen initiatives, or projects that increase quality of life for residents.</td>
<td>Percent of City budget dedicated to quality of life improvements or financial support for citizen-led project or efforts. (Source: Finance)</td>
<td>To be established in first year following the Plan’s adoption</td>
<td>Maintain/Increase</td>
</tr>
<tr>
<td>Expand information to support the protection of historic resources.</td>
<td>Number of Local Historic Subdistricts that are inventoried. (Source: Planning)</td>
<td>4 (2015)</td>
<td>Increase</td>
</tr>
<tr>
<td>Expand access to outdoor recreation and the natural environment.</td>
<td>Miles of City trails maintained annually. (Source: OSAC)</td>
<td>0 (2016)</td>
<td>Increase</td>
</tr>
<tr>
<td>Increase youth participation in civic activities.</td>
<td>Number of students that participate in community events and service opportunities annually. (Source: Planning)</td>
<td>297 (2016)</td>
<td>Increase</td>
</tr>
<tr>
<td>Increase number of trees Citywide.</td>
<td>Number of trees planted by the City. (Source: Public Services)</td>
<td>4 (2016)</td>
<td>Maintain or Increase</td>
</tr>
<tr>
<td>Increase capacity to achieve Plan Manitou goals, policies, and actions.</td>
<td>Annual salary total as % of General Fund.</td>
<td>45.3% (2005) 30.4% (2017)</td>
<td>Increase</td>
</tr>
</tbody>
</table>
Quality of Life and Community Initiatives: Priority Actions

Priority Actions in this area support goals in the Health, Human Services, Local Food & Well-Being (HW), Municipal Governance & Community Engagement (MC), Arts & Culture (AC), Housing & Neighborhoods (HN) elements, Infrastructure & Public Services (IP), and Natural Environment (NE) elements.

<table>
<thead>
<tr>
<th>Action</th>
<th>Type</th>
<th>Responsibility</th>
<th>Relevant Goals</th>
</tr>
</thead>
</table>
| FA-5.1: Identify and create new or remodeled space for administration, Mayor’s office, and emergency services function. | Process | **Lead**: Administration  
**Partners**: All Departments | IP-2 |
| FA-5.2: Develop a pilot project to integrate food production into a park, public right-of-way, or other underutilized public space or City-owned property, and utilize plant guild concept. Identify local organizations or residents to assist in upkeep, maintenance, and distribution of crops from the project. | Project | **Lead**: Public Services  
**Partners**: Planning, Community Partners, MSSD 14, PPLD | HW-1 |
| FA-5.3: Collaborate with local and regional partners on food policy development | Process | **Lead**: Community Partners  
**Partners**: Planning, Green Cities Coalition Colorado Springs Food Policy Council | HW-1 |
| FA-5.4: Explore the use of crowd-funding, crowd-sourcing, and other tools or approaches to empower residents to brainstorm, organize, and complete community projects or address community issues. | Assessment | **Lead**: Planning  
**Partners**: Administration, MSSD 14, PPLD | GC-1, HN-4, HW-3 |
| FA-5.5: Conduct a pilot project in collaboration with the School District to support a student-led effort to establish a Parkour Park in Manitou Springs. | Assessment | **Lead**: Public Services  
**Partners**: PARAB, MSSD 14, PPLD, Planning | EDU-1, HW-3 |
<table>
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<tbody>
<tr>
<td>FA-5.6: Identify and evaluate opportunities to introduce more participatory or deliberative processes, such as community dialogues, small-group meetings, or online discussion groups, into existing decision-making procedures to expand the ways and approaches the City can use to engage the public.</td>
<td>Assessment</td>
<td>Lead: Planning Partners: Boards and Commissions, City Council, MSSD 14, PPLD</td>
<td>GC-1, HN-4, HW-3</td>
</tr>
<tr>
<td>FA-5.7: Create and implement a framework for coordinating existing volunteer groups, group members or other interested residents with background/interest in a particular topic to assist staff in researching, developing, or accomplishing actions set forth in this Action Plan (or as specific topics or issues arise).</td>
<td>Capacity</td>
<td>Lead: Administration Partners: City Council, all Departments, Community Partners, MSSD 14, PPLD</td>
<td>GC-1, HN-4, HW-3</td>
</tr>
<tr>
<td>FA-5.8: Gauge citizen satisfaction level with City services, governance, and other issues using a random sample survey or other mechanism.</td>
<td>Process</td>
<td>Lead: Administration Partners: City Council</td>
<td>GC-1, IP-3</td>
</tr>
<tr>
<td>FA-5.9: Establish clear and consistent criteria for evaluation and approval of special event applications (i.e., events that are open to the public). Create a guidebook or similar tool that provides an explanation of the special events approval process and requirements, such as parking, waste management, and recycling.</td>
<td>Partnership</td>
<td>Lead: Events Coordinator Partners: Administration, Planning, Public Services, Police, MSCCVB</td>
<td>GC-1, GC-2, TM-1, EDT-1</td>
</tr>
<tr>
<td>FA-5.10: Evaluate possible sites, potential costs and funding sources for a community center/senior center/teen center, including existing City facilities.</td>
<td>Assessment</td>
<td>Lead: Planning Department Partners: Public Services, Administration, Planning Commission, City Council, MSSD 14, PPLD, Pikes Peak Area Council of Governments and Area Agency on Aging</td>
<td>GC-2, IP-3</td>
</tr>
<tr>
<td>Action</td>
<td>Type</td>
<td>Responsibility</td>
<td>Relevant Goals</td>
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</table>
| **FA-5.11:** Continue efforts to reach out to vulnerable populations and develop programs, pilot projects, activities, or events through which individuals can participate and contribute to the betterment of the community. | Partnership | **Lead:** Police  
**Partners:** Administration, City Council, MSSD 14, PPLD, Community Partners | IP-1, GC-2 |
| **FA-5.12:** Collaborate with local and regional partners to gather and assess health- and well-being-related data and statistics; identify and prioritize the health and well-being needs of residents; and improve access to information about human services for seniors, youth, and other populations. | Partnership | **Lead:** Planning  
**Partners:** El Paso County Public Health, MSSD 14 | HW-2, HW-3 |
| **FA-5.13:** Explore the possibility of creating financing mechanisms or incentives, such as a revolving loan fund, fee waivers, or property or sales tax increase, to provide additional financial support to property owners for maintaining and rehabilitating historic structures. | Assessment | **Lead:** Planning  
**Partners:** Administration, City Council, Planning Commission, HPC | HC-1, HN-2, LU-2, LU-3 |
| **FA-5.14:** Host a “multi-party” work session with Council and volunteer organizations to develop memorandum of understanding of needs and responsibilities (based on Mineral Springs Foundation template) and schedule regular meetings to follow up on progress. | Process | **Lead:** Administration  
**Partners:** Council, Community Partners, MSSD 14, PPLD | GC-1, GC-2 |
| **FA-5.15:** Develop a program of service opportunities for students so they feel engaged in their community and learn about the roles and responsibilities of citizens in local government. | Partnership | **Lead:** Administration  
**Partners:** MSSD 14, PPLD, All departments | EDU-1, GC-2 |
| **FA-5.16:** Conduct a comprehensive food assessment to establish a baseline understanding of food access and security needs within the community. | Assessment | **Lead:** Planning  
**Partners:** Community Partners, Public Services | HW-1 |
<table>
<thead>
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<th>Responsibility</th>
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</thead>
</table>
| FA-5.17: Evaluate the feasibility of charging a user fee for the Manitou Incline. | Assessment | Lead: Planning  
Partners: Colorado Springs Parks, Recreation & Cultural Services | TM-1 |
| FA-5.18: Identify a suitable site and approach for a pilot project to test and educate on the use of permeable pavement; detention basins; bioswales, and/or other green infrastructure and Low Impact Development (LID) techniques and stormwater best practices | Project | Lead: Planning  
Partners: Public Services, Community Partners, MSSD 14, PPLD | LU-4, LU-5, NE-2, NE-3 |
| FA-5.19: Convene a Fountain Creek Task Force to assist with the Fountain Creek Linear Park planning and restoration activities. | Partnership/Process | Lead: Planning  
Partners: Public Services, Community Partners, PARAB, OSAC, FCFCGWD, Fountain Creek Restoration Project | NE-2, NE-3 |
| FA-5.20: Implement a 311 mobile phone and online system for residents to report maintenance issues, code violations, and other neighborhood issues to the City. | Project | Lead: Public Services  
Partners: City Clerk, Administration | IP-1, HN-4 |
| FA-5.21: Initiate an ADA Transition Plan to meet CDBG-DR compliance requirements, identify priority needs, and establish a strategy for implementation over time. | Plan | Lead: ADA Coordinator  
Partners: Planning, Public Services | IP-3 |
| FA-5.22: Explore the feasibility of providing bear-proof trash and recycling bins in public spaces throughout Downtown Manitou Springs or in City parks. | Project | Lead: Public Services  
Partners: Administration, City’s trash/recycling contractor, Bear Wise Committee | NE-1, NE-3 |
| FA-5.23: Compile sustainability and energy efficiency guidance for City staff and departments. | Project | Lead: Planning  
Partners: MSSD 14 | LU-4 |
FOCUS AREA 6: DEVELOPMENT TOOLS AND PROCEDURES

Why it is Important

*Plan Manitou* includes two important components that establish a framework to manage future growth, development, and redevelopment, and to define the quality of the built environment in Manitou Springs. Part 1: Land Use and Built Environment Element defines policies that clarify the City’s desired direction for this topic. Part 2: Reinvestment and Resiliency Framework translates these policies specifically to the Future Land Use Plan, Land Use Categories, Opportunity Areas, and Annexation Plan, as a tool to guide future development. However, the City is lacking some important development regulations and tools to support the implementation of this framework. Current gaps include the lack of a formal development review process, requirements, and criteria for review of site plan submittals; policies and tools to guide redevelopment; and landscape standards for all development types.

A primary objective of the City’s land use approach is to integrate the findings from the Natural Hazards Risk Assessment to limit new growth and development in areas with a high risk from natural hazards. The City’s ability to implement this framework and address its key vulnerabilities hinges on the effectiveness and enforcement of land use and building regulations. While the City has some regulatory tools in place, such as floodplain regulations, it lacks many of the key hazard mitigation and risk reduction tools to address its other primary hazards: wildfire risk and geologic hazard. This represents a major gap in the City’s ability to guide growth and manage hazard risk in these areas.

Through the *Plan Manitou* process, City staff have acquired and developed substantial Geographic Information Systems (GIS) and other data that will serve as a foundation for current and future long-range planning, and also support the data needs of other departments and community partners. However, the City does not currently have the permanent staff capacity to implement *Plan Manitou*, to continue to maintain and update long-range planning data; and to take necessary steps to integrate this data into the development review process.

Implementation Approach

This Implementation Approach will provide the basis to implement the Land Use and Built Environment Element and the Reinvestment and Resiliency Framework. There are four key components to this approach:

1. Draft and adopt new development and building code regulations;

2. Create an effective, efficient approach to build the City’s long-range planning resources, such as ensuring that GIS data and other important long-range planning data is available and accessible to the community, as needed;

3. Initiate education and outreach programs when a regulatory approach may not be the most feasible strategy; and
4. Recommend actions to increase staff capacity and coordination across departments to implement Plan Manitou and other long-range planning efforts, and represent Manitou Springs in other regional planning efforts.

Overall, these tools, processes, resources, programs and capacity will provide City staff, Planning Commission, and City Council with the tools to better plan and manage where and how future growth occurs in the City, with an emphasis on limiting new development in high hazard areas. Once the actions recommended below are implemented, the City will be in a stronger position to reduce and mitigate the risk to its built environment, people, infrastructure, and economy.

Objectives and Metrics

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</tr>
</thead>
<tbody>
<tr>
<td>Institutionalize the use of Plan Manitou as part of day-to-day decision-making and the development review process.</td>
<td>Use of Plan Manitou in City Council and Planning Commission meetings and in the development review process. (Source: Planning)</td>
<td>To be established in first year following the Plan’s adoption.</td>
<td>Establish and maintain</td>
</tr>
<tr>
<td>Increase city-wide capacity to implement Plan Manitou.</td>
<td>Number of permanent staff FTE with responsibilities for organizing, coordinating, and assisting community groups and activists and securing resources to implement and completing an action or actions identified in the Action Plan. (Source: Administration)</td>
<td>0</td>
<td>Increase</td>
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<td></td>
<td>Number of community members who actively assist with the implementation of the Plan</td>
<td>To be established in the year following the Plan’s adoption</td>
<td>Establish and increase</td>
</tr>
<tr>
<td>Limit the expansion of risk associated with development in high hazard areas.</td>
<td>Acres of mapped floodplain areas that have been permanently protected as open space or parkland.</td>
<td>17.4 acres (2016)</td>
<td>Increase</td>
</tr>
<tr>
<td></td>
<td>Number of new developments or major additions approved in mapped floodplain areas.</td>
<td>To be established in the year following the Plan’s adoption</td>
<td>Decrease</td>
</tr>
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<td></td>
<td>Number of new developments or major additions in high hazard areas that incorporate mitigation best practices. (Source: Planning)</td>
<td>To be established in the year following the Plan’s adoption</td>
<td>Increase</td>
</tr>
</tbody>
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### Development Tools and Procedures: Priority Actions

Priority Actions in this area directly support goals in the Land Use & Built Environment (LU), Municipal Governance & Community Engagement (GC), Infrastructure & Public Services (IP), and Natural Environment (NE) elements.

<table>
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<th>Action</th>
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<th>Responsibility</th>
<th>Relevant Goals</th>
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| **FA-6.1:** Expand city-wide capacity dedicated to long-range planning and implementation of Plan Manitou. | Capability | Lead: Administration  
Partners: City Council                          | All goals                                    |
| **FA-6.2:** Adopt a formal development review process that incorporates hazard mitigation. | Process    | Lead: Planning  
Partners: Public Services, Fire, Police, Administration | LU-5, GC-4, HC-2                |
| **FA-6.3:** Establish a formal capital improvement program with an annual maintenance plan. | Process    | Lead: Public Services  
Partners: All departments                               | IP-2, GC-4                      |
| **FA-6.4:** Develop a stronger floodplain management program and regulations beyond the State’s minimum requirements. | Project    | Lead: Planning  
Partners: Public Services, Administration, City Council, PPRBD, HPC | GC-4, LU-5, NE-2               |
| **FA-6.5:** Strengthen policies and regulations to avoid unsafe growth and development in steep slope and high geological risk areas. | Process    | Lead: Planning  
Partners: Public Services, PPRBD, Colorado Geologic Survey, HPC | LU-5, HN-2, GC-4               |
| **FA-6.6:** Develop a strategy for organizing and maintaining the City’s GIS data, and an approach to sharing GIS data between departments. Include steps to increase the ability of City staff to integrate GIS into day-to-day operations and decision making, including training opportunities and investment in new technology. | Plan       | Lead: GIS Technician  
Partners: Planning, Public Services | GC-3, GC-4, IP-3, LU-5          |
| **FA-6.7:** Amend the City’s historic preservation ordinance to include provisions for designating individual structures as local landmarks. | Project    | Lead: Planning  
Partners: HPC                                          | HC-2, EDT-2                     |
<table>
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| FA-6.8: Establish development standards for access/circulation, low water landscaping, building orientation, and other considerations. Incorporate provisions that provide flexibility for redevelopment sites or other sites with significant physical constraints. | Process | Lead: Planning  
Partners: Planning Commission, HPC | LU-5, HN-2 |
| FA-6.9: Develop low impact development (LID) and green infrastructure standards for development. Consider a range of LID techniques and best practices, and tailor to meet the conditions found in Manitou Springs (e.g., soil types, slopes, historic context.) | Project | Lead: Public Services  
Partners: Planning, HPC | LU-5, HN-2 |
| FA-6.10: Complete historic resource inventories for the City’s Historic District and sub-Districts. | Project | Lead: Planning  
Partners: HPC | HC-2, EDT-2 |
| FA-6.11: Provide guidelines, best practices, and other information on techniques and approaches for mitigating flood impacts to historic structures to property owners in the City’s historic district. | Project | Lead: Planning  
Partners: Public Services, HPC | GC-3, HC-4 |
| FA-6.12: Conduct training for City staff and boards on how to use Plan Manitou, Hazard Mitigation Plan, and Future Land Use Plan. | Process | Lead: Planning  
Partners: Other departments, boards and commissions | LU-1, LU-5 |
| FA-6.13: Adopt an ordinance that codifies the City’s annexation process and procedures, including model annexation petitions and agreements, as well as the requirements for City annexation reports authored by staff. | Project | Lead: Planning  
Partners: Planning Commission, City Council | LU-1 |
| FA-6.14: Designate a Wildland Urban Interface (WUI) overlay and adopt regulations for safe growth and construction | Process | Lead: Planning  
Partners: Fire, Police, Public Services, El Paso County Emergency Services, PPRBD | LU-5, GC-4 |
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| FA-6.15: Amend the Zoning Code to be consistent with the Land Use categories in the Future Land Use Plan in Plan Manitou | Project | **Lead:** Planning  
**Partners:** All Departments | LU-1 |
| FA-6.16: Develop landscape standards for commercial and residential development that include requirements for integrating drought-tolerant, native species. | Process | **Lead:** Planning  
**Partners:** Public Services, Community Partners | LU-4, NE-2 |
| FA-6.17: Map the existing top of bank of Fountain Creek, and develop approaches to restore and preserve the bank, such as a buffer. | Project | **Lead:** Planning  
**Partners:** Public Services, PPACG, Fountain Creek Flood Control and Greenway District | NE-2 |
| FA-6.18: Develop educational materials that encourage preservation and restoration of existing stream bank and riparian areas. | Project | **Lead:** Planning  
**Partners:** Public Services, Community Partners | NE-1, NE-2 |
| FA-6.19: Develop review procedures for accessory dwelling unit approval that include site plan and zoning review requirements. | Process | **Lead:** Planning  
**Partners:** Public Services, Housing Advisory Board, Fire Department | HN-1 |
| FA-6.20: Develop and make available a list or guidebook of low-water or xeric planting options and landscape design approaches homeowners or developers could use on their properties to reduce water consumption. | Project | **Lead:** Planning  
**Partners:** Planning Commission, City Council | LU-4, NE-2 |