



MANITOU SPRINGS HOUSING ADVISORY BOARD SPECIAL MEETING AGENDA

This HAB Special Meeting will be remote, via Zoom.

A link is provided on the City's Official Website at

<https://www.manitouspringsgov.com/544/All-Boards-and-Commissions>



February 6, 2025

6:30 PM

A. CALL TO ORDER

B. BUSINESS

1. Discuss and Share HAB Feedback on Plan Manitou 2.0 Housing Related Proposed Action Priorities

C. ADJOURNMENT

Board Members:

Alison Gerbig, Chair (06/30/2025)
Alea German, Vice Chair (06/30/2028)
Anna Rebecca Allen (06/30/2028)
T. Glenn Bosley-Mitchell (06/30/2028)
Crystal Karr (06/30/2027)
Amy Mogck (06/30/2027)
Michael Quintana (06/30/2027)
Nathan Nassif, Alternate (06/30/2029)

3 alternate positions available

Staff and Liaisons:

Nancy Fortuin, City Council Liaison
Fred Rollenhagen, Planning Director
Chelsea Royston, Senior Planner
Erin Ringsred, Planner and Landscape Architect II
Zachary Davison, Planner I

The City of Manitou Springs does not discriminate on the basis of disability in the admission to, access to, or operations of programs, services or activities. Reasonable accommodation will be provided to ensure equal access to all. Individuals who would like to request auxiliary aids or services should contact the ADA Coordinator at (719) 685-5481 or jfryer@manitouspringsco.gov. You may also contact the City Clerk's Office at cityclerk@manitouspringsco.gov or (719) 685-2554. Please provide a minimum of 3-5 days advance notice.

Interested citizens are invited to serve on any of the City's Boards or Commissions. Please contact the City Clerk's Office for more information or visit our website at: www.manitouspringsgov.com.



PART 3:

ACTION PLAN

ABOUT THIS SECTION

Plan Manitou is intended to be a living document, and its overarching Vision, as well as the Vision for each Plan Element will continue to 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, this Action Plan is structured to outline the strategy the City and community can take to implement *Plan Manitou* in an incremental, strategic manner. The Plan divides the recommended actions into three categories:

- **Short-term, Strategic Priorities** that should be implemented over the next one to three years,
- **Ongoing Priorities** that will be a mix of mid-to-longer-term continuous efforts, and a set of
- **Long-Term Actions** that can be shifted to Ongoing or Strategic Priorities as part of future updates to this Action Plan (*recommended to occur every 2 years*).

Actions may be implemented sooner than the timeframes identified in those categories if the opportunity to do so arises (e.g., grant funding or staff capacity becomes available) or as community priorities change over the planning horizon. Similarly, as the City of Manitou Springs evolves and conditions change, additional Long-Term Actions and Ongoing Priorities may be added during updates to this Action Plan.

Although *Plan Manitou* is focused around eleven distinct planning elements, many of the key issues facing the community are “cross-cutting,” meaning the goals and policies under one element directly or indirectly support other elements. The Strategic Priorities in this Action Plan have been identified through extensive engagement with the community, Staff, elected and appointed officials. An emphasis in that engagement has been to efficiently leverage available resources and ensure that the implementation strategy is a coordinated one. In this way, while making progress on, or completing a Strategic Priority may not drive completion on specific Ongoing Priorities or Long-Term Actions, it is highly likely that is propelling the implementation of those items forward.

Focused implementation of this Action Plan will help to see existing efforts through to completion. Importantly, as Action Plan efforts are completed, the City should take the time to communicate those successes to the public and point back to the direction provided by *Plan Manitou* and this Action Plan as critical drivers in that progress. In this way, community members can more clearly see a return on the investment of time they so generously gave to the process of creating *Plan Manitou* and this Action Plan.

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. In the years between updates to this Action Plan, 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.

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 (CC)
- Historic Preservation Commission (HPC)
- Housing Advisory Board (HAB)
- Manitou Springs Arts, Culture, and Heritage Board (MACH)
- Mobility and Parking Board (MAP)
- Open Space Advisory Committee (OSAC)
- Parks & Recreation Advisory Board (PARAB)
- Planning Commission (PC)
- Urban Renewal Authority Board (URA)

CITY DEPARTMENTS/SPECIALISTS

- Administration (ADMIN)
- Communications (COMS)
- City Attorney
- City Clerk
- Finance
- Fire
- Geographic Information Systems Technician (GIS)
- Human Resources (HR)
- Planning
- Police
- Pool and Fitness Center
- Public Services
 - Mobility and Parking (M&P)

- Parks, Recreation, Open Space, and Trails (Parks)
- Public Works (PW)
- Utilities (e.g., water, wastewater, trash)

NON-GOVERNMENTAL BOARDS AND DISTRICTS

- Business Improvement District (BID)
- Creative Alliance Manitou Springs (CRANE)
- Manitou Arts Center (MAC)
- Manitou Springs Chamber of Commerce & Visitors Bureau Board
- Manitou Springs Historical Society
- Mineral Springs Foundation

LOCAL & REGIONAL GOVERNMENTAL PARTNERS

- Colorado Springs Mountain Metro Transit (MMT)
- City of Colorado Springs (COS)
- Colorado Springs Utilities (CSU)
- El Paso County
- Fountain Creek Watershed Flood Control and Greenway District
- Manitou Springs Arts Council (MSAC)
- Manitou Springs School District #14 (MSSD14)
- Manitou Springs Chamber of Commerce & Visitors Bureau (MSCCVB)
- Metropolitan Parking District (METRO)

- Pikes Peak Area Agency on Aging
- Pikes Peak Area Council of Governments
- Pikes Peak Library District (PPLD)
- Pikes Peak Regional Building Department (PPRBD)
- Pikes Peak Regional Office of Emergency Management (PPROEM)

STATE PARTNERS

- Colorado Department of Local Affairs (DOLA)
- Colorado Department of Transportation (CDOT)
- Colorado State Forest Service (CSFS)

- History Colorado/State Historic Fund

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

In addition to the many governmental and quasi-governmental partners listed above, a diverse array of other community partners will serve important roles 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. An important consideration in identifying which actions are categorized as Strategic Priorities, Ongoing Priorities, or Long-Term Actions is an acknowledgement that while Community Partners can help to reduce the Staff Capacity and resources needed for the City to implement an action, there are instances where that partnership can also create increased demand for Staff capacity.

SUPPORTING INFORMATION

The following information is provided for each action to help inform ongoing implementation.

ACTION

A description of the action(s) toward implementation that should be undertaken.

RESPONSIBILITY

A listing of the City department or organization that is responsible for initiating and overseeing completion of the action. (See Roles and Responsibilities above for a list of groups that will be involved in the implementation of *Plan Manitou*.)

PARTNERS

A listing of the City department, partner organizations, and/or community organizations that are key collaborators in overseeing completion of the action.

RELEVANT GOALS

Cross-reference to the *Plan Manitou* goal(s) that the action directly supports.

RESOURCES

The types of resources needed to implement each of the strategies listed in this chapter are listed to inform preparation, planning, and budgeting for implementing the strategies as well as to help City staff and elected officials identify needs and gaps in the resources currently available. Types of required resources include:

Staff time. Many strategies will require City staff time for completion or ongoing administration. Some build on City initiatives and efforts currently underway, while others will require staff to allocate time in addition to their current work plans. Where hours are not available to be allocated toward implementation of the Master Plan, hiring additional staff may be needed.

Outside Support/Funding. Some strategies will require outside support or other specialized services to supplement staff time and expertise. Funding will be needed to hire and pay for such services as part of the implementation of the strategy. This could be achieved either through outside grants or other sources of funding or through the dedication of City resources.

Regional Collaboration. Some of the strategies will be implemented in partnership with others in the region, (e.g., the City of Colorado Springs or El Paso County). In some cases, strategies will be initiated by the City. In other cases, strategies reflect ongoing partnerships or initiatives that the City is already engaged in.

General Fund. General Fund expenditures help to fund many of the programs and services typically associated with local government. The General Fund is also used to pay employee salaries, wages, and benefits. Generally, revenue that is not required to be accounted for in another fund contributes to the General Fund.

Capital Improvement. Revenues from all of the City's funds are used to support capital projects and the implementation of the City's Capital Improvement Plan (CIP). Funding for the CIP comes from a range of City funds with varying levels of restrictions or requirements governing the types of capital improvement projects they can fund.

City Grant. Relevant if a project is eligible to apply for a PARAB grant or a MACH Grant.

CATEGORIZATION OF *PLAN MANITOU* STRATEGIC PRIORITIES

As mentioned in the “About this Section” narrative, the Strategic Priorities in this Action Plan have been identified through a robust engagement process. In order to align those priorities with available and projected City capacity and resources to complete them, an objective means of prioritization is also included in this Action Plan, through the screening criteria articulated below. In this way, during future updates to this Action Plan, the City can once again engage the community in identifying the broader list of potential Strategic Priorities (using the Long-Term Actions as a starting point, and incorporating any new or emerging priorities), and then can employ the screening criteria to more accurately identify what is accomplishable in the next one to three years. Importantly, Staff Capacity is not the most heavily weighted criterion, as there may be some instances where a Strategic Priority may require the addition of new City Staff.

The second portion of the table, below, provides a “bonus” to support the prioritization of community values as established in *Plan Manitou*. The Communities Values Bonus provides up to two additional points for actions that align with a Hazard Mitigation Plan priority, a Community Sustainability Goal, or it is determined that it provides a significant community benefit relative to the level of effort and cost required. An additional bonus of five points is awarded for efforts directed by City Council to reflect the need to be responsive to the direction of the elected officials in response to public feedback and unexpected circumstances.

STRATEGIC PRIORITY SCREENING CRITERIA

Criterion	Considerations	Weight	Notes
Action Lead	City-led effort	5-6	Reflective of level of control City has over Strategic Priority as part of Work Program
	Community-led effort	3-4	
	Partner-led effort	1-2	
Fiscal Impact	Already funded through grants or on next year's CIP	7-8	Reflective of burden on City budget & work needed to be done to secure funding
	Already funded through City budget or on CIP (after next year)	5-6	
	Eligible for grant funding	3-4	
	Requires funding through loan, lease purchase, or other	1-2	
Staff Capacity	Accounted for in current department work program(s)	5-6	Reflective of whether Strategic Priority will

Criterion	Considerations	Weight	Notes
	Not accounted for in current department work program(s) – Low Level of Support Needed	3-4	come along with increased Staffing needs
	Not accounted for in current department work program(s) – High Level of Support Needed	1-2	
Community Values Bonus	Considerations	Weight	Notes
Hazard Mitigation/Resilience	Aligns with HMP priority	0-2	Additional Points for Alignment
Sustainability	Aligns with Community Sustainability Goals	0-2	Additional Points for Alignment
Bang for the Buck/Social Impact	Provides a significant community benefit relative to level of effort and cost	0-2	Additional Points for Alignment
Total		3-26	<i>Only items over 15 warrant consideration as Strategic Priorities</i>
Additional Bonus	Considerations	Weight	Notes
City Council-directed	City Council-directed effort	+5	<i>Additional Points for high-priority Council initiatives</i>

STRATEGIC PRIORITIES

Table 1 lists priorities that have been identified to help achieve *Plan Manitou* 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 to fully implement them. Others are already underway. Strategic Priorities are not listed in any particular order of importance or of suggested implementation, and many may be undertaken concurrently. Intentionally, the Actions listed in this table are not listed by Plan Element, as they are intended to illustrate the more immediate priorities of the community, rather than attempting to provide any sort of equal distribution by Plan Element.

Table 1: Strategic Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
SP-1: Review City commitments and involvement in organizing, coordinating, and hosting community events and explore a strategic review or policy to focus City resources on fewer, higher priority events.	Lead: REC	Partners: ADMIN, MSCCVB, CRANE, MAC	AC-2	Staff Time
SP-2: Improve communication and coordination on event scheduling and advertising to avoid competing events and duplicative programming that may dilute participation in individual events.	Lead: REC	Partners: CRANE, MSCCVB, MAC	AC-3	Staff time, Regional Collaboration
SP-3: Develop and implement a Destination Management Plan that balances the needs of residents and visitors; establishes a brand/identity for marketing; focuses on a diverse, year-round economy; clarifies organizational roles, responsibilities, coordination, and communication between the City, Chamber, URA, BID, and other community partners; and promotes a regenerative and community-focused approach to tourism.	Lead: MSCCVB	Partners: ADMIN, URA, BID, CRANE	ED-1, ED-2	Staff time, General Fund, Outside Grant, Regional Collaboration
SP-4: Design and install street signs demarcating the boundaries of the City's historic district and sub-districts.	Lead: PW	Partners: Planning, HPC	EDT-2, EDU-2, HN- 4, HC-1	Staff time, Capital Improvement
SP-5: Explore ways the City and emergency responders can help businesses and residents prepare	Lead: PW	Partners: ADMIN, Planning, Police,	EDT-4	Staff time, Regional Collaboration

Table 1: Strategic Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
for hazard risks and reduce insurance costs. This may include creating a central location for information such as a website and/or hosting training events.		Fire, MSCCVB, Finance		
SP-6: Increase the prominence of the calendar of public meetings or meeting announcements on the City's website (e.g., add link to community page or another prominent location).	Lead: City Clerk	Partners: COMS, ADMIN	GC-1	Staff time
SP-7: Revisit Title 2 of the Code of Ordinances and establish an internal framework for coordinating volunteer groups, external partners, and 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). Align with Plan Manitou topic areas to support plan implementation.	Lead: ADMIN	Partners: CC, all Departments, Community Partners, MSSD 14, PPLD	GC -2	Staff time
SP-8: Explore the feasibility of reestablishing walk-in support at the police station outside of regular business hours.	Lead: Police	Partners: ADMIN, CC	HW-2	Staff time, General Fund
SP-9: Complete historic resource inventories for the City's Historic District and sub-districts.	Lead: Planning	Partners: HPC	HC-2, EDT-2	Staff time Outside support/funding
SP-10: Adopt resolution in recognition of UN Declaration on Rights of Indigenous People.	Lead: ADMIN	Partners: CC	HC-2	Staff time

Table 1: Strategic Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
SP-11: Conduct a cultural resources survey to identify sites of historical, cultural, or archaeological importance within the City or on City-owned lands or open space.	Lead: ADMIN	Partners: Planning, PARAB, OSAC, HPC	HC-2	Staff time Outside support/funding
SP-12: Review and update regulations pertaining to long-term lodging in hotels and motels (Ordinance 2315), as appropriate, to provide more flexibility in conjunction with length-of-stay limits and compliance with applicable building and fire codes.	Lead: HAB	Partners: Planning, Fire, Neighborhood Services, Police	HN-2	Staff time
SP-13: Review and update LUDC as needed to comply with HB24-1152 (Accessory Dwelling Units) and other recent state legislation regarding housing and land use, as applicable.	Lead: Planning	Partners: PW, HAB, Fire	HN-1	Staff Time
SP-14: Complete master plan to design and build Manitou Springs Overlook Park at Higginbotham Flats and secure funding for construction.	Lead: Parks	Partners: PARAB, PW, ADMIN, CC	IP-3	Staff time, General Fund, Outside Grants
SP-15: Complete Phase 2 and identify funding source to complete Phase 3 of Soda Springs Park Remodel.	Lead: Parks	Partners: PARAB, PW, ADMIN, CC	IP-3	Staff time, General Fund, Outside Grants
SP-16: Identify partners and funding for Englemann Canyon wildfire mitigation pilot project. HMP	Lead: Fire	Partners: PW, CSU, El Paso County, Broadmoor, COS	LU-5, NE-4	Staff time and Outside funding/support

Table 1: Strategic Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
SP-17: Assess vulnerability of structures along Fountain Creek. HMP	Lead: Planning	Partners: PPRBD, HPC, MSCCVB, Fire, Community Partners	LU-5, HN-2	Staff time and Outside funding/support
SP-18: Explore strategies to help incentivize wildfire mitigation efforts (e.g., Potential "offset" to insurance premiums for homes that opt into the mitigation program; "Mitigation Month" or educational series).	Lead: Fire	Partners: COMS, CC	NE-4, LU-5	Staff time, dedicated funding (General Fund)
SP-19: Work to establish a required parking reservation system that correlates to required Manitou Incline reservations (possibly at a remote lot with shuttle access).	Lead: P&M	Partners: MMT, COS	TM-1, TM-4	Staff time, regional collaboration
SP-20: Identify funding to complete the Creek Walk Trail. Develop a strategy for providing increased connectivity between the trail and street network.	Lead: Planning	Partners: PW, PC, PARAB, BID	TM-2	Staff time, outside support/funding
SP-21: Develop a multimodal transit hub at Hiawatha Gardens.	Lead: Planning	Partners: PPACG, MMT, PW, P&M, CC	TM-3	Staff time, outside support/funding
SP-22: Secure additional funding needed (to supplement PPRTA contribution) to support construction of multimodal transit hub at Hiawatha Gardens.	Lead: Planning	Partners: PPACG, MMT, PW, P&M, CC	TM-3	Staff time, outside support/funding

Table 1: Strategic Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
SP-23: Implement 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.	Lead: PW	Partners: REC, P&M, Planning, Police	TM-4	Staff time, outside support/funding

ONGOING PRIORITIES

Table 2 lists strategies that will be (or are already being) carried out through the day-to-day efforts of City staff and others on an ongoing basis. Over time, or in future updates to *Plan Manitou*, it may be determined that some of these Ongoing Priorities should be “elevated” to Strategic Priorities in order to allocate additional resources – financial, staff capacity, etc. – to the effort in order to expedite its completion.

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
ARTS AND CULTURE				
AC-1.1: Continue empowering the community to organize, promote, and run events and projects that advance the community's arts, culture, and heritage goals through the MACH initiative.	Lead: MACH	Partners: CC, MSCCVB, CRANE, Manitou Art Center	AC-2	Staff time, Regional collaboration, General Fund
AC-1.2: Install a unified, coherent set of wayfinding signs, maps, and other elements to increase public awareness of the City's arts and culture offerings.	Lead: Planning	Partners: PW, CRANE, MSCCVB	AC-1	Staff time, Capital improvement
AC-1.3: Encourage the next generation to transition into leadership roles for arts organizations and events.	Lead: CRANE	Partners: MACH, MSCCVB, MAC,	AC-3	Staff time

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
		Community Partners		
AC-1.4: Maintain a list of spaces or venues available in the community for hosting arts and culture events of various sizes, as well as a list of fees/resident incentives, and applicable rules and regulations for City venues.	Lead: REC	Partners: MAC, CRANE	AC-3	Staff time
ECONOMIC DEVELOPMENT AND TOURISM				
EDT-1.1: Explore options for providing guided tours to complement self-guided walking tours of unique or interesting elements of the City's history	Lead: Planning	Partners: HPC, Heritage Center, MSCCVB	EDT-2, EDU-2, HC-1	Staff time, Regional Collaboration
EDT-1.2: 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.	Lead: Planning	Partners: MSCCVB, REC	EDT-1	Staff time, Regional Collaboration
EDT-1.3: 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.	Lead: Planning	Partners: BID, MSAC, CRANE, MSCCVB	EDT-1, EDT-2, AC-3	Staff time, Regional Collaboration
EDT-1.4: Provide the MSCCVB and BID a platform to encourage property owners and new businesses to maintain and preserve use-	Lead: MSCCVB	Partners: Planning, ADMIN	EDT-1, EDT-3	Staff time, Regional Collaboration

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
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.				
EDT-1.5: 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.	Lead: ADMIN	Partners: Planning, MSCCVB, BID	EDT-1, EDT-3	Staff time, Regional Collaboration
EDT-1.6: 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.	Lead: MSVCCB	Partners: Planning, BID	EDT-1, EDT-3	Staff time, Regional Collaboration
EDT-1.7: Enhance communication about events and resources to businesses and residents.	Lead: MSVCCB	Partners: REC	EDT-1, EDT-3	Staff time, Regional Collaboration
EDT-1.8: Improve coordination, communication, and data sharing between City, Chamber, URA, BID, and other economic development organizations.	Lead: ADMIN	Partners: MSCCVB, BID, URA	EDT-1, EDT-3	Staff time, Regional Collaboration
EDUCATION				
EDU-1.1: 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.	Lead: Police	Partners: MSSD 14, Fire, PPLD, PPROEM	EDU-1, GC-3	Staff time, Regional collaboration

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
EDU-1.2: Periodically survey residents on current educational offerings and events in Manitou Springs to identify gaps in current offerings, or new topics in which residents are interested.	Lead: REC	Partners: PPLD	EDU-2	Staff time
MUNICIPAL GOVERNANCE AND COMMUNITY ENGAGEMENT				
GC-1.1: Expand city-wide capacity dedicated to long-range planning and implementation of Plan Manitou. Prioritize FTEs for Plan Implementation and Long-Range Planning to support strategic priorities.	Lead: ADMIN	Partners: CC	GC-1	Staff time, General Fund
GC-1.2: Improve GIS data, analysis capabilities, and maps for hazard and risk information for City decision-making and public education.	Lead: Planning	Partners: PW, GIS, PPRBD	GC-3, GC-4, IP-3	Staff time
GC-1.3: Maintain updated emergency plans including the Emergency Operations Plan (EOP), Emergency Alert/Warning Plan, Evacuation Plan, and Crisis Communications Plan. HMP	Lead: Fire/Police	Partners: All departments, PPROEM, DHSEM, USGS	GC-3, IP-1	Staff time
GC-1.4: Clearly communicate and celebrate implementation successes and link those to Plan Manitou Strategic Priorities/Action Items. Explore the possibility of doing so at the Day of Friendship, or other really well-attended community events, in addition to over social media and through the City Administrator's weekly report.	Lead: ADMIN	Partners: CC	GC-1	Staff time

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
GC-1.5: Continue to survey citizen satisfaction level with City services, governance, and other issues annually and to publish the results.	Lead: ADMIN	Partners: CC	GC-1	Staff time, Outside support
GC-1.6: Continue to use the Public Engagement Plan (PEP) as a tool to guide public engagement, facilitation, issue framing, meeting design/organization across all City departments. Conduct periodic staff trainings to promote consistent implementation of PEP goals.	Lead: ADMIN	Partners: Planning, CC	GC-1	Staff time
GC-1.7: Continue to maintain a consolidated, community-wide events calendar of community events that take place in Manitou Springs.	Lead: MSCCVB	Partners: REC, City Clerk, COPPeR, MSAC	GC-1	Staff time
GC-1.8: Continue to support periodic events in which residents and other community members can participate in volunteer or community service projects identified by the City in collaboration with other community organizations (e.g., Creek Week, Great American Clean-up, Hazard waste drop off).	Lead: REC	Partners: ADMIN, City Attorney, all departments	GC-1	Staff time
GC-1.9: Continue to support the MACH and PARAB grant programs as a way to provide funding and other tools to empower residents to complete community projects	Lead: PARAB, MACH Board	Partners: ADMIN, CC	GC-1	Staff time, General Fund

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
HEALTH, HUMAN SERVICES, LOCAL FOOD & WELL-BEING				
HW-1.1: Improve public safety by establishing a permanent mental health unit - Manitou Crisis Response 1 (MCR-1) to respond to individuals experiencing a mental health crisis.	Lead: Police	Partners: ADMIN, CC	HW-2	Staff time
HW-1.2: 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.	Lead: Planning	Partners: El Paso County Public Health, MSSD 14	HW-1	Staff time, outside support/funding
HW-1.3: Come to a common understanding of who composes the Manitou Springs community (e.g., renters, workers, families with students that attend MSSD-14 from outside the district) and how their needs may differ, how they might engage with the City, etc.	Lead: Planning	Partners: COMS	HW-1	Staff time
HW-1.4: Provide alternative methods of communication for seniors or other individuals that may not use internet.	Lead: COMS	Partners: ADMIN	HW-2	Staff time
HISTORIC & CULTURAL RESOURCES				
HC-1.1: Continue to explore and implement events and activities that celebrate the pre-settler history of the community (e.g., Indigenous Peoples Weekend Celebration) and	Lead: HPC	Partners: History Colorado/SH PO	HC-2	Staff time, Regional Collaboration

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
create more interactive methods of presenting the community's history.				
HC-1.2: Continue to work with the CDPHE and property owners to keep artisan springs open and accessible to the public.	Lead: Planning	Partners: ADMIN, PW, Community Partners	HC-1	Staff time, Outside Grant
HC-1.3: Provide training and information to City staff, members of the City Council and those who serve on an advisory board or commission about the City's cultural and historic resources and historic preservation regulations.	Lead: Planning	Partners: HPC, Manitou Springs Heritage Center, Manitou Springs Historical Society	HC-1	Staff time
HC-1.4: Work with the Manitou Springs Historical Society to digitize and make available online the records, maps, surveys, photos, and other historic documents held in their collection.	Lead: Planning	Partners: Manitou Springs Historical Society, City Clerk	HC-1	Staff time
HC-1.5: Provide guidelines, best practices, and approaches for mitigating flood impacts on historic structures – beyond what is completed for Community Rating System (CRS) renewal. HMP	Lead: Planning	Partners: PW, HPC	HC-3	Staff time
HOUSING AND NEIGHBORHOODS				
HN-1.1: Continue to enforce regulations that improve the safety and quality of rental housing.	Lead: Neighborhood Services	Partners: Planning, HAB, Fire	HN-2	Staff time

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
HN-1.2: Continue to support the efforts of the Housing Advisory Board as a way to advance strategic housing priorities in Manitou Springs. Periodically review and update the Housing Advisory Board Strategic Plan.	Lead: CC	Partners: HAB, Planning	HN-2	Staff time
HN-1.3: Continue to seek opportunities to construct “small footprint” attainable housing (e.g. redevelopment of Green Willow Motel site that has been donated to the City, ADUs(?)).	Lead: HAB	Partners: CC, PC	HN-3	Staff time; General Fund; Outside Grants
HN-1.4: Identify/partner with regional housing providers that are interested in investing in Manitou Springs.	Lead: HAB	Partners: Planning	HN-3, LU-3	Staff time
HN-1.5: Continue to work with the Pikes Peak Regional Building Department to enforce work completed without permits, dangerous buildings, and other building code violations.	Lead: Neighborhood Services	Partners: PPRB, Planning	HN-1, HN-3, HC-3, IP-1, LU-5	Staff time
HN-1.6: Improve coordination and communication about resources and tax benefits for energy efficiency improvements from recent federal legislation.	Lead: Neighborhood Services	Partners: Planning, HAB	HN-1	Staff time
HN-1.7: Explore opportunities to support affordable workspace housing for artists.	Lead: HAB	Partners: CRANE, Planning, HAB	AC-1, HN-1	Staff time, Outside Grants, Regional Collaboration
HN-1.8: Continue to monitor the City’s Short-Term Rental	Lead: Planning	Partners: PC,	HN-4	Staff time

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
Operations and update approach as needed.		CC		
INFRASTRUCTURE & PUBLIC SERVICES				
IP-1.1: Update procurement guidelines for products and services purchased by the City, including vehicles in the City's fleet, to ensure that energy or environmental impacts are considered in procurement decisions.	Lead: Finance	Partners: ADMIN, PW	IP-4	Staff time, General Fund
IP-1.2: Periodically conduct energy audits of City facilities to assess whether the energy efficiency of these facilities could be improved. Priority should be given to measures that would reduce operating expenses. Consider the impacts of energy generation systems, like solar panels, wind turbines, or micro-hydro generators on the natural and historic qualities of the City.	Lead: Planning	Partners: PW, CSU	IP-4	Staff time; Capital Improvement
IP-1.3: 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.	Lead: Police	Partners: ADMIN, CC, MSSD 14, PPLD, Community Partners	IP-1, GC-2	Staff time, regional collaboration
IP-1.4: Continue identify and prioritize repairs and maintenance to the City's water distribution and sanitary system in accordance with Capital Improvement Plan.	Lead: PW	Partners: ADMIN	IP-4	Staff time, Capital Improvement

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
IP-1.5: Review the City's tiered water rates schedule and revise as needed to incentivize water conservation for both residential and commercial users. Explore additional water conservation approaches for residential and commercial users.	Lead: PW	Partners: ADMIN	IP-4	Staff time
IP-1.6: Continue to work with Colorado Springs Utilities (CSU) to identify vulnerabilities and needed improvements in the electrical system and to improve coordination on the tree trimming program to protect power lines. HMP	Lead: PW	Partners: CSU	IP-5	Staff time, General Fund
IP-1.7: Develop a method for periodically gauging citizen satisfaction with recreational programs, facilities, and amenities provided or maintained by the City (such as parks, trails, and the Pools and Fitness Center). Use the results to prioritize new programming and/or upgrades to facilities or amenities.	Lead: Recreation Director	Partners: Planning	IP-3	Staff time
LAND USE AND BUILT ENVIRONMENT				
LU-1.1: Monitor the function and efficacy of the redesigned Schryver Parking lot as a green infrastructure and Low Impact Development (LID) techniques and stormwater best practices pilot project. Consider adding additional pilot projects as part of other public improvements.	Lead: Planning	Partners: PW, Community Partners, MSSD 14, PPLD	LU-4, LU-5, NE-2, NE-3	Staff time

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
LU-1.2: Maintain and continue to distribute Green Infrastructure brochure.	Lead: Planning	Partners: PW, Community Partners, MSSD 14, PPLD	LU-4, LU-5, NE-2, NE-3	Staff time
LU-1.3: Conduct training for City staff and boards on how to use Plan Manitou, Hazard Mitigation Plan, and Future Land Use Plan as part of new staff and planning commissioner onboarding.	Lead: Planning	Partners: Other departments, boards and commissions	LU-1, LU-5	Staff time
LU-1.4: Continue to pursue sustainability and energy efficiency improvements as part of City practices and buildings and maintain a list of improvements completed on the City's website.	Lead: Planning	Partners: COMS, Other departments	LU-4	Staff time, General Fund, Outside Grants

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
NATURAL ENVIRONMENT				
NE-1.1: Convene a Fountain Creek Task Force to assist with the Fountain Creek Linear Park planning and restoration activities.	Lead: Parks	Partners: PW, Community Partners, PARAB, OSAC, FCFCGWD, Fountain Creek Restoration Project	NE-2	Staff time
NE-1.2: Develop a defensible space along the south side of the City.	Lead: Fire	Partners: PW, Mile High Youth Corps	NE-4, LU-5	Staff time, dedicated funding (Grants)
NE-1.3: Continue to support the implementation of Resolution 1919 (which outlines 17 sustainability initiatives that were adopted by the City in Sept. 2019) and report progress to community partners and the community at large via the sustainability page on the City's website (or other mechanisms).	Lead: Planning	Partners: All departments, ADMIN	NE-3	Staff time
NE-1.4: Continue to purchase and assign bear-proof trash and recycling bins for residents.	Lead: PW	Partners: ADMIN, City's trash/recycling contractor	NE-5	Staff time, dedicated funding (General Fund)
NE-1.5: Acquire easements or rights-of-way of creeks.	Lead: Planning	Partners: PW, URA, CC, PARAB	NE-2	Staff time
NE-1.6: Continue to implement "bee safe" practices in City-managed parks, open space, rights-	Lead: Parks	Partners: Manitou Pollinators,	NE-1, NE-3	Staff time, dedicated funding

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
of-way, or other public spaces, consistent with the City's designation as a Certified Municipal Pollinator District.		PARAB, CC, Planning		(General Fund)
NE-1.7: Install more pet waste bag dispensers and trash bins at trailheads, parking lots, parks, trails, or other areas, as appropriate, addressing sites that are most heavily used by residents and visitors first.	Lead: Parks	Partners: PARAB, OSAC	NE-3	Staff time
TRANSPORTATION & MOBILITY				
TM-1.1: Continue On-Street Parking “Calibration” Efforts.	Lead: P&M	Partners: PW	TM-1, TM-4	Staff time
TM-1.2: Continue to explore parking management options that would increase the use of City parking lots and shuttle service for Engelmann Canyon/Ruxton Ave. visitors.	Lead: P&M	Partners: CC, METRO, Community Partners	TM-1, TM-4	Staff time
TM-1.3: Continue to facilitate regular meetings (annually, or as needed) between tourism attraction operators/owners, the MSCCVB, and neighborhood organizations to develop strategies to address negative impacts, assess the success of implemented strategies, and collectively develop mitigation plans for major events.	Lead: Planning	Partners: Tourism attraction operators/owners, MSCCVB, REC, Community Partners	TM-4, TM-1	Staff time
TM-1.4: Evaluate opportunities to implement pedestrian and bicycle facility enhancements and improve community wayfinding as part of planned maintenance or improvement projects, with an	Lead: PW	Partners: Planning, P&M, BID, Neighborhood organizations,	TM-2	Staff time, Capital Improvements, outside support/funding

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
emphasis on implementing improvements identified as part of the Transportation & Mobility Master Plan.		Community Partners, MSSD 14		
TM-1.5: 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.	Lead: Planning	Partners: PW, P&M, MMT	TM-2, TM-3	Staff time, regional collaboration
TM-1.6: Continue to expand electric car charging stations in municipal parking lots.	Lead: Planning	Partners: PW, P&M, CC	IP-4	Staff time, outside support/funding
TM-1.7: Apply for Community Development Block Grants to fund the implementation of non-motorized transportation projects.	Lead: ADMIN	Partners: PW, P&M	TM-2	Staff time
TM-1.8: Develop strategies to raise awareness of Mountain Metro service, free shuttles, and resident parking permits.	Lead: COMS	Partners: PW, P&M	TM-3	Staff time
TM-1.9: Explore opportunities to reduce traffic congestion using sustainable alternatives (e.g., expand sidewalk network, bike lanes, shuttle services, expanded transit).	Lead: PW	Partners: P&M, MMT	TM-2	Staff time, outside support/funding
TM-1.10: Explore opportunities for public/private partnerships for transportation improvements.	Lead: PW	Partners: P&M, ADMIN, CC	TM-5	Staff time
TM-1.11: Continue to coordinate with the School District and students to identify and prioritize needed improvements to the City's streets for Safe Routes to School facilities, or to address other safety	Lead: PW	Partners: MSSD 14, P&M, Planning, Community Partners	TM-2	Staff time, external grants

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
issues or concerns for students walking, biking, or driving to school.				
TM-1.12: Identify and address hazard-related ingress/egress issues on City's west side at US Highway 24 Business and Serpentine Drive. HMP	Lead: PW	Partners: CDOT, Planning, ADMIN, El Paso County	TM-6	Staff time, outside support/funding, Regional Collaboration
TM-1.13: In collaboration with residents, monitor and periodically review the City's Residential Parking Permit program to assess whether any changes or amendments to the program are required to address unforeseen issues or improve the effectiveness of the program. Possible changes could include the number of permits available, the boundaries of the established parking zones, or the hours residential parking restrictions are in place.	Lead: Planning	Partners: PW, PAB, CC, P&M	TM-4	Staff time
TM-1.14: Explore strategies to increase transit service frequency, including maintaining summer service hours into the winter season.	Lead: P&M	Partners: PW, ADMIN, PPACG, MMT, COS	TM-3	Staff time

LONG-TERM ACTIONS

Table 3 lists strategies that will be completed beyond the three-year horizon of the Strategic Priorities completion target. Similar to the Ongoing Priorities, as future updates to *Plan Manitou* occur, it may be determined that some of these actions should be “elevated” to Strategic Priorities (or Ongoing Priorities) in order to allocate additional resources – financial, staff capacity, etc. – to the effort in order to expedite its completion.

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
ARTS AND CULTURE				
AC-2.1: Look for opportunities to attract permanent arts installations and amenities that will be a regional draw.	Lead: CRANE	Partners: MSCCVB, MAC	AC-1	Staff time, City grant
AC-2.2: Inventory and create maps, brochures, or other marketing materials that provide information on the location of public art installations in the City, as well as information about the art and artist.	Lead: Planning	Partners: GIS Technician, CRANE, MSCCVB	AC-1	Staff time, Regional collaboration
AC-2.3: Conduct a market study, visitor survey, or similar, to understand how Manitou Springs is perceived as an arts and culture destination, and how it compares to other arts and culture destinations in the region and/or state.	Lead: MSCCVB	Partners: ADMIN, Planning, REC	AC-1	Staff time, General Fund

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
AC-2.4: Conduct an annual survey of arts and culture providers, businesses, and organizations regarding attendance, outreach activities, revenues, expenses, and other activities in order to better quantify and monitor participation in arts and culture activities available in the community. Support providers in collecting this information by providing training, guidelines, informational materials or similar guidance on methods or approaches.	Lead: MSAC	Partners: Planning, MSCCVB, COPPeR	AC-1	Staff time, Regional collaboration, General Fund
AC-2.5: Explore opportunities to use public art to raise awareness about the City's flood risks. Projects might include identifying the boundaries of the 1% chance annual flood hazard area or flood depth with markers depicting the depths experienced during past floods in a particular area of the City.	Lead: Planning	Partners: PW, MSAC, Community Partners	GC-3	Staff time, General Fund
ECONOMIC DEVELOPMENT AND TOURISM				
EDT-2.1: Explore partnerships and plans for the beautification and maintenance of public spaces along the length of	Lead: PW	Partners: MSCCVB, BID, URA, Planning	EDT-2	Staff time, Capital Improvement, Regional Collaboration

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
Manitou Avenue - "arch to arch."				
EDT-2.2: Explore opportunities to support downtown businesses to offer extended operating hours in the evenings, especially on weekends and later in the week.	Lead: MSCCVB	Partners: BID, URA, REC, Planning	EDT-2	Staff time, Regional Collaboration
EDT-2.3: Support hospitality training opportunities for City staff, volunteers, and local businesses.	Lead: MSCCVB	Partners: BID, URA, REC	EDT-2	Staff time, Regional Collaboration
EDT-2.4: Prioritize projects and programs that provide benefits to residents and visitors alike, including public restrooms, wayfinding/signage, transit service, parking, and attracting businesses that have historically struggled but provide necessary goods or services (grocery store, hardware store, pharmacy, etc.).	Lead: ADMIN	Partners: MSCCVB, BID, URA, Planning, PW	EDT-2	Staff time, General Fund, Capital Improvement, Regional Collaboration
EDT-2.5: Review the role and effectiveness of the URA to support redevelopment of Western Gateway.	Lead: ADMIN	Partners: Planning, MSCCVB, BID, URA	EDT-2	Staff time, Regional Collaboration
EDT-2.6: Identify improvements and businesses that could help turn the Urban Renewal	Lead: URA	Partners: Planning, ADMIN, MSCCVB	EDT-2	Regional Collaboration

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
Area into a hub for recreational activities and businesses.				
EDT-2.7: Inventory existing assets and businesses involved in outdoor recreation; identify possible gaps in services and supporting infrastructure; and make recommendations to improve attraction of recreation-oriented businesses to the City.	Lead: MSCCVB	Partners: Planning, ADMIN	EDT-2	Staff time, Regional Collaboration
EDT-2.8: Explore potential programs and funding sources to support the rehabilitation of commercial businesses to facilitate the re-use of buildings. Build awareness of the new state historic preservation tax credit for commercial properties.	Lead: Planning	Partners: MSCCVB, BID, HPC	EDT-1	Staff time
EDT-2.9: Inventory existing commercial building stock, promote availability to businesses considering locating in Manitou Springs, and explore the creation of a business incubator.	Lead: MSCCVB	Partners: BID, Property/Business Owners, Planning	EDT-1	Staff time
EDT-2.10: Conduct a visitor survey in partnership with the MSCCVB to assess the types of businesses, attractions, and/or amenities	Lead: MSCCVB	Partners: ADMIN, BID	EDT-1	Staff time, outside support

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
visitors would like to see in Manitou Springs.				
EDT-2.11: Publicize, advertise, and build awareness of programs, training, and events that provide support to small businesses, such as those offered by the Pikes Peak Small Business Development Center. Consider creating a consolidated calendar of such events in cooperation with the MSCCVB.	Lead: MSCCVB	Partners: ADMIN, BID, City Clerk	EDT-1	Staff time
EDT-2.12: Develop promotional materials aimed at sole proprietors that highlight the attractiveness of living and working in Manitou Springs.	Lead: ADMIN	Partners: MSCCVB	EDT-2	Staff time
EDT-2.13: Work with the community, local businesses, and other local and regional groups to periodically identify and inventory community assets that contribute to the City's health and well-being economy. Develop and promote a clear, coordinated brand and message around the health and wellbeing assets of our community.	Lead: ADMIN	Partners: MSCCVB, BID	EDT-2	Staff time
EDUCATION				

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
EDU-2.1: 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.	Lead: ADMIN	Partners: MSSD 14, PPLD, All Departments	EDU-1, GC-2	Staff time
EDU-2.2: Collaborate with educational partners in the community, such as the School District and Manitou Springs Library, to develop a comprehensive list of existing educational programs and make the results available to all members of the community. Establish a mechanism for keeping the list up to date.	Lead: Planning	Partners: MSSD 14, PPLD	EDU-2	Staff time, Regional collaboration
EDU-2.3: Work with the Manitou Springs Library, neighborhood groups, and arts organizations to maintain, expand, and register additional Little Free Libraries in the City. Create and make available maps showing the location of existing Little Free Libraries in the City.	Lead: Planning	Partners: GIS, PPLD	EDU-2	Staff time, Regional collaboration
EDU-2.4: Work with the Manitou Springs Library and Pikes Peak Library District to increase the offering of technology-related courses	Lead: Planning	Partners: MSSD 14, PPLD	EDU-2	Staff time, Regional collaboration

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
and learning opportunities for seniors.				
EDU-2.5: Evaluate the feasibility of creating an ongoing funding source for a competitive grant or sponsorship program to provide financial assistance to educational organizations and providers or events that provide learning and/or educational opportunities to residents.	Lead: REC	Partners: ADMIN, City Council	EDU-2	Staff time, Regional collaboration

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
MUNICIPAL GOVERNANCE AND COMMUNITY ENGAGEMENT				
GC-2.1: Explore the use of crowdfunding, crowd-sourcing, and other tools or approaches to empower residents to brainstorm, organize, and complete community projects or address community issues.	Lead: Planning	Partners: ADMIN, MSSD 14, PPLD	GC-1	Staff time
GC-2.2: 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.	Lead: ADMIN	Partners: Council, Community Partners, MSSD 14, PPLD	GC-1	Staff time
GC-2.3: Develop a survey form for public meetings to obtain feedback on the meeting for City staff. Use feedback to assess the effectiveness of the approach, the diversity of views represented at the meeting, and whether attendees felt like their opinions were heard and respected.	Lead: Planning	Partners: PW, ADMIN	GC-1	Staff time
GC-2.4: Evaluate and identify opportunities to introduce more participatory or deliberative processes,	Lead: Planning	Partners: Boards and Commissions, CC	GC-1	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
such as community dialogues, small-group meetings, or online discussion groups, into existing decision-making procedures to increase the number of ways and approaches taken by the City to engage with the public.				
GC-2.5: Develop a framework for creating citizen task forces comprised of interested residents or residents with backgrounds 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).	Lead: ADMIN	Partners: CC, all departments	GC-1	Staff time
GC-2.6: Continue efforts to reach out to vulnerable populations and develop programs, activities, or events through which individuals can contribute to the betterment of the community.	Lead: ADMIN	Partners: Police, CC	GC-2	Staff time
GC-2.7: Explore support among business owners, event organizers, residents, and other key stakeholders for closing off Manitou Avenue as an “events district” during specific time	Lead: REC	Partners: PW, Police, BID, MSCCVB, Fire	GC-2	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
periods. Consider implementing this as a pilot project in collaboration with an interested event organizer. HMP				
GC-2.8: Ensure that the role of Public Information Officer (PIO) is clearly established in the City's emergency response and operations plans, and that the PIO has the skills, experience, and/or training necessary to prepare that individual for the role. HMP	Lead: Police	Partners: COMS, ADMIN	GC-3	Staff time
GC-2.9: In consultation with relevant populations, develop alternative methods for communicating with vulnerable or at-risk residents before, during, and after a major event or disaster. HMP	Lead: Police	Partners: Fire, COMS, PW	GC-3	Staff time
GC-2.10: Develop a traffic management plan to identify evacuation routes within the City for disaster events based on the type and scale of event. HMP	Lead: Police	Partners: PW, Planning	GC-3	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
HEALTH, HUMAN SERVICES, LOCAL FOOD & WELL-BEING				
HW-2.1: Establish a Food Board to guide creation of a local food system – supporting local producers, connecting residents with healthy food, etc. Place an early focus on connecting residents with/educating them about local food producers.	Lead: Planning	Partners: Community Partners, El Paso County Public Health, MSSD 14	HW-1	Staff time
HW-2.2: 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.	Lead: PW	Partners: Planning, Community Partners, MSSD 14, PPLD	HW-1	Staff time
HW-2.3: Using the inventory of City-owned land and City parks, identify parcels that might be suitable for a community garden. Consider the amount of sunshine the site receives daily, access to water for irrigation, the slope of the site, among other considerations.	Lead: Planning	Partners: PW, Community Partners	HW-1	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
HW-2.4: Investigate the opportunity to become a blue zone certified community (designation awarded to communities that offer healthy alternatives in food, transportation, recreation, and other areas).	Lead: Community Partners	Partners: El Paso County Public Health, Planning	HW-3	Staff time
HW-2.5: Explore opportunities to improve services, information sharing, and support for community members that are housing and/or food insecure as existing resources are limited to going away (e.g. Care and Share).	Lead: Community Partners	Partners: ADMIN	HW-1	Staff time
HW-2.6: Explore the feasibility of efforts to capture waste streams to support local food production.	Lead: PW	Partners: Planning	HW-1	Staff time
HW-2.7: Work with organizers of the Manitou Community Market (or Manitou Farmers Market) to assist them in becoming authorized to accept SNAP benefits.	Lead: REC	Partners: Community Partners	HW-1	Staff time
HW-2.8: Work with CSAs in the region to increase the number of farms with drop-off points in Manitou Springs.	Lead: Planning	Partners: Community Partners	HW-1	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
HW-2.9: Explore innovative food production approaches, such as “vertical green.”	Lead: Planning	Partners: PW, Community Partners	HW-1	Staff time
HW-2.10: Conduct an inventory of programs that enhance the physical and emotional health and well-being of residents available in community and the region, and make the results available to the public. To the extent possible, programs that cater to youth or seniors should be identified.	Lead: Planning	Partners: El Paso County Public Health, Non-profit organizations	HW-3	Staff time
HW-2.11: Organize a community forum, open house, or similar event that brings together local, regional, and state organizations working on issues related to health and well-being in order to build awareness among residents on ways in which they can lead more active and healthy lifestyles. Ensure such event includes information tailored to seniors and other vulnerable or underserved residents.	Lead: Planning	Partners: El Paso County Public Health, COMS	HW-3	Staff time
HW-2.12: Create and advertise a consolidated list of health- and wellness-related events in Manitou Springs and the wider region	Lead: REC	Partners: MSCCVB, Planning, City Clerk	HW-3	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
HW-2.13: Conduct an inventory of CSA's operating in the region and provide residents with information about each CSA, such as on costs, location of drop-off/pick-up points, season.	Lead: Community Partners	Partners: GIS, Planning	HW-1	Staff time
HW-2.14: Conduct an inventory of the available physical and mental health services available in the region. Make the results of this survey available to residents, including through the City's website.	Lead: Community Partners	Partners: Planning, City Clerk, El Paso County Public Health	HW-2	Staff time
HW-2.15: Based on identified needs, work with relevant local, regional, or state organizations to address gaps or deficiencies in services provided to residents of Manitou Springs.	Lead: Community Partners	Partners: Planning, El Paso County Public Health	HW-2	Staff time
HW-2.16: Approach local and regional providers of health and human services to provide outreach events regarding the types of services available to residents in Manitou Springs on a regular basis.	Lead: Community Partners	Partners: Planning, El Paso County Public Health, Aspen Pointe	HW-2	Staff time
HW-2.17: Establish a program with local restaurants, the School District, and residents to	Lead: Community Partners	Partners: ADMIN, CC, MSCCVB	HW-1	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
save and transport excess food to organizations who will distribute rescued food to those in need.				
HW-2.18: Establish a pilot project to engage veterans, homeless and/or collaborate with restorative justice programs on local food production initiatives.	Lead: Community Partners	Partners: ADMIN, Police, PW	HW-1	Staff time
HW-2.19: Host a forum, community gathering, or similar event to provide information to residents on techniques, practices, and approaches to growing food in Manitou Springs. Invite local farmers, garden clubs, or other related organizations to participate and share their knowledge and expertise.	Lead: Community Partners	Partners: Planning	HW-1	Staff time
HISTORIC & CULTURAL RESOURCES				
HC-2.1: Identify historic buildings and structures and culturally significant archaeological sites most vulnerable to hazards and develop strategies to protect and retrofit.	Lead: Planning	Partners: HPC, History Colorado/SHPO	HC-3, LU-5	Staff time, Outside support/funding
HC-2.2: Develop a standard operating procedure for collecting, inventorying, storing, and reusing materials recovered from historic structures that are	Lead: PW	Partners: Planning, HPC	HC-4, HC-1	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
beyond repair, including Manitou greenstone.				
HC-2.3: Improve education about the costs and benefits of owning and maintaining historic homes, including potential funding sources.	Lead: HPC	Partners: Planning, History Colorado/SHPO	HC-1	Staff time, Regional Collaboration
HC-2.4: Work with landowners to improve public access to important historic and cultural sites (e.g. Rainbow Falls area).	Lead: Planning	Partners: ADMIN	HC-1	Staff time
HC-2.5: Provide regular workshops, seminars, and other educational opportunities for property owners to learn about how to best maintain and repair their historic properties, as well as to learn about City, state, or federal programs available for funding maintenance and repairs.	Lead: Planning	Partners: HPC, Community Partners	HC-1	Staff time
HC-2.6: Create opportunities for residents and visitors to record oral history accounts of sites, structures, areas or eras in the City's history as a way to collect, share, and preserve personal connections with Manitou Springs' past	Lead: Planning	Partners: HPC, Manitou Springs Historical Society	HC-1	Staff time
HC-2.7: Create on-going outreach initiatives that promote the benefits of historic preservation	Lead: Planning	Partners: HPC	HC-1	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
(including economic-, environmental-, or sustainability-related benefits).				
HC-2.8: Document and track the monetary value of improvements made to designated historic structures in the City as a way to assess the economic impact of historic preservation activities in the City.	Lead: Planning	Partners: HPC	HC-1	Staff time
HC-2.9: Track annual appreciation in the value of properties located within the City's Historic District compared to appreciation of properties located elsewhere in the City.	Lead: Planning	Partners: HPC	HC-1	Staff time
HC-2.10: Based on current conditions, or the results of future historic surveys, develop a prioritized list of historic properties that are in need of historic designation, maintenance, rehabilitation, or repairs. Work with relevant property owners to develop plans for addressing identified issues.	Lead: Planning	Partners: HPC	HC-2	Staff time
HC-2.11: Maintain, and make public, a list of properties that have been withdrawn from the Historic District but are still subject	Lead: Planning	Partners: HPC	HC-2	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
to the maintenance requirements of the City's Historic Preservation Ordinance (Title 17 of Municipal Code).				
HC-2.12: Maintain and make public, a list of contributing significant, contributing altered, noncontributing compatible, and noncontributing intrusive structures and features present within the City's local Historic District.	Lead: Planning	Partners: HPC	HC-2	Staff time
HC-2.13: Establish a mechanism or process, such as a short online survey, through which property owners can provide feedback on the application of the Historic District Design Guidelines and/or the MCAC review process. Use feedback to identify opportunities to clarify, strengthen, or revise the Guidelines and/or to make the review process more effective, consistent, and transparent.	Lead: Planning	Partners: HPC	HC-3	Staff time
HC-2.14: Develop a follow-up process to ensure compliance with the Historic District Guidelines following the issuance of a MCAC.	Lead: Planning	Partners: HPC	HC-3	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
HC-2.15: Identify funding sources for low-interest loans to owners of historic structures.	Lead: Planning	Partners: HPC, CC, Finance	HC-3	Staff time
HC-2.16: Create a handbook or similar document compiling local case studies that illustrate projects that successfully and appropriately applied the Historic District Design Guidelines. Ensure that case studies include projects that illustrate the application of frequently referenced design guidelines or guidelines that are frequently misinterpreted by applicants.	Lead: Planning	Partners: HPC	HC-3	Staff time
HC-2.17: Evaluate the City's historic bridges and retaining walls to assess eligibility and desirability of designating these structures as historic landmarks or including them as contributing structures in the City's local Historic District.	Lead: Planning	Partners: PW, HPC	HC-4	Staff time
HC-2.18: Provide training to City staff, contractors, volunteers, or others working in areas that may contain cultural resources, so that they are aware of the types of cultural resources commonly found in the area, how to identify them and	Lead: PW	Partners: Planning, HPC	HC-4	Staff time, Outside support

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
report them if encountered, and how to comply with local, state and federal criteria regarding cultural resources.				
HOUSING AND NEIGHBORHOODS				
HN-2.1: Identify potential revenue sources that could be created or leveraged to develop an affordable housing fund.	Lead: Planning	Partners: HAB, ADMIN	HN-3	Staff time
HN-2.2: Develop an approach in regard to non-conforming rental units and the conversion of seasonal rental units to address building code and zoning code requirements.	Lead: Planning	Partners: PPRBD, CSU	HN-2	Staff time
HN-2.3: Consider partnering with local developers and property owners to develop a demonstration pilot project for the redevelopment of a seasonal rental project into permanent affordable housing.	Lead: Planning	Partners: HAB, ADMIN, Local Developers, Property Owners	HN-2	Staff time
HN-2.4: Establish a framework for the creation of neighborhood groups and organizations, as well as for how these groups can work collaboratively with City staff, elected officials, and citizen advisory boards to address issues and	Lead: Planning	Partners: ADMIN, PC	HN-4	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
opportunities facing their neighborhood.				
HN-2.5: Work with residents and property owners in the Narrows and Canon Ave neighborhood adjacent the Williams Canyon flood control channel to identify aesthetic improvements that could be made to the exterior wall, such as rock veneer or community art.	Lead: PW	Partners: ADMIN, CC, Planning	HN-4	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
INFRASTRUCTURE & PUBLIC SERVICES				
IP-2.1: Continue to work with residents and Downtown business owners to resolve public safety issues and concerns in Downtown Manitou Springs.	Lead: Police	Partners: BID, ADMIN, PW, Planning	IP-1	Staff time
IP-2.2: Develop a system through City departments can identify specific projects or tasks in which interested members of the community can volunteer time to assist, such as maintenance of City parks and trails.	Lead: REC	Partners: PW, ADMIN, City Attorney	IP-2	Staff time
IP-2.3: Prepare and implement a management plan for Memorial Park to identify and implement improvements that will make the park more durable, so it continues to be an efficient venue for hosting large events in Manitou Springs.	Lead: PW	Partners: REC, PARAB	IP-2	Staff time
IP-2.4: Explore methods for incorporating crowdsourcing into the development of the City's GIS data, for example, as a means to identify wildlife habitat and nursery areas.	Lead: GIS	Partners: Planning, PW	IP-3	Staff time
LAND USE AND BUILT ENVIRONMENT				
LU-2.1: Adopt an ordinance that codifies the City's annexation process and procedures, including model	Lead: Planning	Partners: PC, CC	LU-1	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
annexation petitions and agreements, as well as the requirements for City annexation reports authored by staff.				
LU-2.2: Review City's preferred planting list in collaboration with Manitou Pollinators and update as appropriate to include low-water or xeric planting options and landscape design that approaches homeowners or developers could use on their properties to reduce water consumption while also supporting pollinators.	Lead: Parks	Partners: Planning, PC, CC	LU-4	Staff time
LU-2.3: Review the City's Municipal Code, Zoning Ordinance, and Historic Preservation Guidelines to identify and remove barriers to on-site renewable energy systems. Identified barriers should be considered against the other goals and policies of the Community Master Plan and other adopted plans or guidelines.	Lead: Planning	Partners: PC, CC	LU-4	Staff time
LU-2.4: Develop a system for tracking and recording the location of opportunity sites in the City. Include vacant parcels as well as parcels suitable for redevelopment or infill.	Lead: Planning	Partners: GIS	LU-1	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
Update as new opportunities arise, or as opportunity sites are developed.				
LU-2.5: Explore the possibility of creating a façade improvement program and sustainable funding source, such as a revolving loan or through the existing Business Improvement District.	Lead: Planning	Partners: BID, ADMIN, MSCCVB	LU-2	Staff time, General Fund
LU-2.6: Consider participation in the Colorado Main Street program.	Lead: Planning	Partners: BID, ADMIN, MSCCVB	LU-2	Staff time
LU-2.7: Develop small area plans for the West End and Becker's Lane/El Paso Boulevard	Lead: Planning	Partners: PW, Community Partners, MSCCVB, HPC	LU-3	Staff time
LU-2.8: Develop a package of funding mechanisms for seed money to fund flood mitigation projects. HMP	Lead: Planning	Partners: PW, HPC, CSU	LU-5	Staff time, outside support/grants
LU-2.9: Develop a stronger floodplain management program and regulations beyond the State's minimum requirements.	Lead: Planning	Partners: PW, ADMIN, CC, PPRBD, HPC	LU-5	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
NATURAL ENVIRONMENT				
NE-2.1: Conduct an update to the 2010 greenhouse gas emission inventory and assess progress towards achieving the City's climate action targets. Reassess the City's climate action targets and adjust greenhouse gas reduction targets or set new targets beyond 2030, as necessary.	Lead: Planning	Partners: ADMIN	NE-3	Staff time
NE-2.2: Coordinate with State of Colorado on identifying and protecting Beaver habitat.	Lead: Parks	Partners: CPW, Indigenous tribes	NE-5	Staff time
NE-2.3: Develop educational materials that encourage preservation and restoration of existing stream bank and riparian areas.	Lead: Planning	Partners: PW, Community Partners	NE-3	Staff time
NE-2.4: Map the existing top of bank of Fountain Creek, and develop approaches to restore and preserve the bank, such as a buffer.	Lead: Planning	Partners: PW, PPACG, Fountain Creek Flood Control and Greenway District	NE-2	Staff time, outside support/funding
NE-2.5: In collaboration with the Mineral Springs Foundation, develop a strategic plan for monitoring and maintaining the City's Mineral Springs. Include possible steps for identifying and restoring "Lost Springs."	Lead: PW	Partners: Mineral Springs Foundation	NE-6	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
NE-2.6: Assess opportunities for incorporating information on the City's Mineral Springs into existing or future wayfinding elements.	Lead: Planning	Partners: PW	NE-6	Staff time
NE-2.7: Develop a set of guidelines for the creation of open space management plans, stewardship plans, or similar to ensure each is consistent in the topics considered and provides a similar level of detail in terms of management actions and approaches. Flexibility to address unique considerations should be retained.	Lead: Planning	Partners: PARAB, OSAC, PW	NE-1	Staff time
NE-2.8: Develop informational and educational materials, such as brochures, posted signs, maps, and other media, to promote awareness of sensitive wildlife areas in and around Manitou Springs. Include information regarding the types of species present, the times of the year when the species is present or most vulnerable to human disturbance, and tips or signs for spotting potential dens, nesting areas, breeding areas, etc.	Lead: Planning	Partners: PW, PARAB, OSAC	NE-1	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
NE-2.9: Assess the feasibility of completing a constructed wetlands pilot project along Fountain Creek (such as at Schryver Park) as a means to manage stormwater runoff, improve water quality, and create wildlife habitat.	Lead: PW	Partners: PARAB, ADMIN, CC	NE-2	Staff time
NE-2.10: Encourage Colorado Parks and Wildlife to stock Fountain Creek with fish on a regular schedule	Lead: Planning	Partners: ADMIN, CC	NE-2	Staff time
NE-2.11: Convene a forum or similar event in order to explore potential approaches for including area herbalists and other interested stakeholders in the development of approaches to managing noxious weeds.	Lead: REC	Partners: PW, OSAC	NE-4	Staff time
NE-2.12: Encourage residents to harvest rainwater through educational materials and state and federal grant programs	Lead: PW	Partners: Planning	NE-4	Staff time
NE-2.13: Apply for EPA Section 319 watershed restoration funding.	Lead: PW	Partners: Planning	NE-4	Staff time
NE-2.14: Expand partnerships with state (Colorado Department of Public and Environment) and federal agencies (such	Lead: PW	Partners: Planning	NE-4	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
as ACOE, EPA, ESDA and FEMA) to implement stormwater management best practices.				
NE-2.15: Develop an approach for raising awareness of the types of wildlife common in the area and factors that commonly lead to human-wildlife conflicts. Include methods residents and business can adopt to facilitate the peaceful coexistence of humans and wildlife. Explore partnering with Department of Wildlife, National Wildlife Federation staff, and local wildlife rehabilitators on forums or educational material.	Lead: PW	Partners: Planning, PARAB, OSAC	NE-5	Staff time
NE-2.16: Increase awareness of the ways in which residents and businesses can respond to and report encounters with potentially dangerous wildlife, and how the City can track such encounters. Consider crowdsourcing as a method for collecting such data. Review trends in encounters or occurrences of conflicts to identify “hot spots” in order to better target possible awareness or prevention approaches.	Lead: Police	Partners: City Clerk, GIS, Planning	NE-5	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
TRANSPORTATION & MOBILITY				
TM-2.1: Review alternatives to a parking structure to address parking needs.	Lead: P&M	Partners: PW	TM-4	Staff time, outside support/funding
TM-2.2: Expand code enforcement/outreach to downtown businesses and vendors to ensure sidewalk accessibility is not impeded by signage, outdoor displays/dining areas.	Lead: Neighborhood Services	Partners: PW, Planning	TM-2	Staff time
TM-2.3: Update City engineering standards to incorporate current ADA guidelines and standards for the design and implementation of pedestrian facilities.	Lead: PW	Partners: Neighborhood Services, Planning	TM-2	Staff time
TM-2.4: Verify ownership of and map the location of public staircases in the City. Develop plans to maintain these rights-of-way; identify “lost” staircases that have been vacated by the City, and explore the feasibility of restoring easements for public access along these stairways	Lead: PW	Partners: Planning, Neighborhood Services, ADMIN, GIS, HPC	TM-2	Staff time
TM-2.5: Develop methods to conduct on-board counts of overall ridership and user types.	Lead: Planning	Partners: PPACG, MMT	TM-3	Staff time
TM-2.6: Develop methods, such as a survey, to assess	Lead: Planning	Partners: PPACG, MMT	TM-3	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
the satisfaction of transit riders, and to identify issues or possible improvements to transit services.				
TM-2.7: Develop standards for transit stops and facilities in order to meet ADA requirements.	Lead: PW	Partners: Neighborhood Services, PPACG, MMT	TM-3	Staff time
TM-2.8: Provide real-time travel information at bus stops, such as when the next bus will arrive. Consider sharing this information to develop through transit service app or similar approach.	Lead: Planning	Partners: PW, PPACG, MMT	TM-3	Staff time
TM-2.9: Review long-range transportation plans and identify projects that are priorities for the City or help to implement the goals and policies of Plan Manitou or other adopted community plans. Coordinate with CDOT and PPACG to move identified projects from the long-range transportation plan to the 6-year Transportation Improvement Plan (TIP).	Lead: Planning	Partners: PW, ADMIN, CDOT, PPACG	TM-5	Staff time
TM-2.10: Engage with CDOT, PPACG, and federal partners to identify ways in which transportation funds and grants available to the City might be used to	Lead: PW	Partners: ADMIN, CDOT, PPACG, Planning	TM-5	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
support the development of alternative transportation systems, such as a gondola.				
TM-2.11: Undertake a comprehensive inventory of retaining walls that support vehicular rights-of-way. HMP	Lead: PW	Partners: GIS	TM-6	Staff time, outside support/funding
TM-2.12: Coordinate with CDOT to promote and support mitigation of slope failure, rockfall, drainage, and erosion issues along US Highway 24. HMP	Lead: PW	Partners: CDOT, Police	TM-6	Staff time, regional collaboration