



MANITOU SPRINGS CITY PLANNING COMMISSION REGULAR MEETING AGENDA

All upcoming CPC meetings are scheduled to be hybrid,
Zoom (remote) or in-person at Memorial Hall.

In Person: Memorial Hall

606 Manitou Avenue

Manitou Springs, CO 80829

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

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

March 12, 2025

5:30 PM

A. CALL TO ORDER

B. APPROVAL OF MINUTES

1. January 8, 2025
2. February 12, 2025

C. UNFINISHED BUSINESS

D. PUBLIC COMMENT ON NON-AGENDA ITEMS

E. NEW BUSINESS

ITEM 1. City-Owned Parcel Rezoning

2. Plan Manitou 2.0 Certification

F. OTHER BUSINESS

1. Annual Legal Training
2. CPC Standard Operating Procedures

G. NOTICE OF COUNCIL ACTION AND UPDATES

H. ADJOURNMENT

Commissioners:

Alan Delwiche, Chair (12/31/2026)
Justin Wilson, Vice Chair (12/31/2025)
Mike Casey (12/31/2027)
Stephen Graybill (12/31/2026)
Gloria Latimer (12/31/2025)
Carey Storm (12/31/2028)
Megan Day, Alternate Commissioner (12/31/2027)
Roy Rosenthal, Alternate Commissioner (12/31/2028)

City Council Liaison: Julie Wolfe

Staff:

Fred Rollenhagen, Planning Director
Chelsea Royston, Senior Planner
Erin Ringsred, Planner and Landscape Architect II
Zachary Davison, Planner I

1 regular position and 1 alternate position available

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**MANITOU SPRINGS
CITY PLANNING COMMISSION
REGULAR MEETING MINUTES
January 8, 2025**

I. CALL TO ORDER

A Regular Meeting of the Manitou Springs City Planning Commission was held at Manitou Springs Memorial Hall, 606 Manitou Avenue. Chair Delwiche called the meeting to order at 5:35 PM and declared a quorum present. The following Commission members attended:

PRESENT:

Chair Alan Delwiche
Commissioner Mike Casey
Commissioner Carey Storm
Commissioner Justin Wilson
Commissioner Roy Rosenthal
Commissioner Gloria Latimer
Commissioner Meghan Day

ABSENT: Commissioner Stephen Graybill
Commissioner David Armstrong

STAFF: Planning Director Frederick Rollenhagen
Senior Planner Chelsea Royston

GUESTS: Kunal Parikh, Planning Commission Attorney

II. APPROVAL OF MINUTES

ITEM 1. No Minutes to Approve

III. PUBLIC COMMENT ON NON-AGENDA ITEMS

John Maynard, 1320 Indian Oaks Place, Manitou Springs, CO 80829. Mr. Maynard states he is here to speak about what he believes are irregularities at last month's Planning Commission Meeting. He stated that Chair Delwiche did not disclose that he is a member of the URA Board for item 123 Manitou Avenue Density Variance. Mr. Maynard also stated that Chair Delwiche did not introduce the action that was taken by the URA Board supporting that item. He noted that based on Chair Delwiche's previous comments on the property, he believes there was bias involved and that Chair Delwiche should have recused himself. Mr. Maynard stated that the bias he is referring to is covered in Colorado Case Law Mountain States Telephone and Telegraph Company vs. Public Utilities Commission. Mr. Maynard stated he would read the citation if anyone was interested, and the case was

a 1988 case. Mr. Maynard stated that additionally, the selection of alternatives was done outside of the public process. It is his understanding that one commissioner asked if she was needed days before the hearing and was told she was not, and a different alternative was seated. That leads Mr. Maynard to believe that the decision was made outside of the public process. If the tape of the meeting is reviewed, the alternate commissioner was in place with name tag in place before the meeting even started. Mr. Maynard stated he believes this is inappropriate or at least appears to be inappropriate. Mr. Maynard then stated that he has three recommendations as to how to proceed. First, he suggests adopting standard operating procedures for how this board operates as required by the City Code. His understanding is that there are none currently. Secondly, Mr. Maynard strongly recommends that the board annually has the City Attorney provide ethics training to all of the board members. Lastly, because of the appearance of impropriety at the hearing for 123 Manitou Avenue, he suggests the board vote to reconsider and rehear that item.

Rich Block, Paragon Realty, 8700 North Street, Suite 310, Fishers, Indiana. Mr. Block states that with him listening in is his son, John Block. He notes they both participated in the meeting last month. This is regarding the former La Fon property that they had the variance hearing with the Commission last month. Mr. Block stated he did write a letter to the Commission, but he did want to make a few quick points. The first is that they have decided not to appeal the decision as they felt as though a better approach is to work cooperatively with the City. Mr. Block stated that they presented at the Public Comments section last night during the City Council meeting requesting that Council or Staff or whomever the appropriate group is open up and work through a decision related to changing the code. Mr. Block stated it seemed to him that this was the matter that seemed to be at the heart of the decision by the Planning Commission. Clearly, they tried to present the case as to why it was necessary to increase the density for the number of units being proposed at this site. He believes the problem had to do with the existing code. Therefore, what they have asked for from Council is for the city to review the current code to address this matter. Mr. Block noted it is understood that it may take some time to do that, however, that is their desire, and they felt it is better done working in collaboration with Council, Planning Commission, and Planning Staff rather than appealing the decision.

Note for the Record: Chair Delwiche stated that both items in public comment are tangential issues, and there are two items on the agenda that will address both of those issues.

Chair Delwiche explained the process for New Business items. There were no conflicts or ex-parte contacts to disclose.

IV. NEW BUSINESS

ITEM 2. MJT 2404 Major Temporary Use Permit for Unpaved Parking Lot

Senior Planner Royston presented MJT 2404 to allow an unpaved parking in the commercial zone district at 132, 134, and 142 Manitou Avenue, formerly developed with the Dillon Motel. The City of Manitou Springs purchased this property in December 2023 with the intent to develop a surface parking lot and office space. All but two of the existing buildings were demolished for this purpose and the city is pursuing a phased approach to expedite the project. While the intent is to eventually develop a paved parking lot that conforms to code requirements the city is requesting a temporary use permit to allow a gravel or dirt parking lot to exist there. The reason for this is that while a parking lot is permitted in the commercial zone district, our development standards require it to be hard surface. The city is in a situation where to facilitate the timeline for another project, for the Hiawatha Gardens parking lot, that parking lot needs to be closed to work on that project this summer. To offset the loss of parking space in Hiawatha Gardens, the city is asking to have a dirt parking lot at the Dillon Motel temporarily with the intent that once design and permitting is in place and the Hiawatha lot is open again, the final construction of the Dillon parking lot can be completed.

Senior Planner Royston presented the proposed location. On the Easternmost lot, there are two preexisting buildings that are going to be rehabilitated for office spaces and restrooms. The two western lots are the focus of the dirt parking lot.

Senior Planner Royston presented the site plan. There are several improvements that are proposed to take place during this phase. There will be concrete ADA parking spaces, and these will be on the Easternmost lot, adjacent to the structures. Those are being designed and will remain and be the final condition, so the ADA compliance is never jeopardized through the process. There will also be curb stops to delineate the spaces as well as a split rail fence that will guide traffic through the property. There will also be electrical conduit for lighting and security that is going to be installed with the intent that it will facilitate the final condition which will be reviewed under the major development plan. The photometric plan will be part of that submittal that you will see at that point.

Senior Planner Royston presented the findings and review criteria for temporary use permits. Criterion one is that the use will not be detrimental to the health, safety, and general welfare of the zone district. Staff does not believe that it will be offensive in any of those manners. This is in the commercial zone district being developed in conjunction with a bus stop for Mountain Metro and the intent is to direct longer term (Four hours or more) to use the Dillon lot and then access public transit to get further into town or eventually access the Creekwalk Trail through a pedestrian bridge at the north of the site. All these improvements will be outlined in the Major Development Plan.

Senior Planner Royston continued with the second review item, stating if located outside the downtown zone district, adequate off-street parking meeting with standards provided in the code are available. This criterion is not applicable as this is a parking lot. Staff has

used this mechanism to review other temporary surfaced parking lots in commercial zoned districts so while this isn't explicitly permitted in the code, staff finds there is adequate precedent in the code to utilize this mechanism for this purpose.

Senior Planner Royston presented the Motion Language Options which are: Approve the Major Temporary Use Permit with Staff's conditions as outlined; Approve the Major Temporary Use Permit with an alteration to Staff's conditions as follows; Deny the Major Temporary Use Permit; Postpone the Major Temporary Use Permit to February 12, 2025.

Chair Delwiche opened the discussion for public comment.

There being no public comment, Chair Delwiche closed the public comment hearing portion of the item.

Commissioner Day stated that she does believe that adding more parking, temporary or permanent, will endanger the public health, safety, and welfare of the people of Manitou and the visitors. Commissioner Day stated that she would like to recognize the lives lost in Los Angeles today. She would also like to recognize that in at least one instance public safety officers in the Los Angeles region instructed people who were in their cars trying to evacuate to abandon their cars and walk toward the ocean instead of being overtaken and burned alive in their cars because of the wildfires. The more parking built in Manitou the more lives are put at risk in the event of an emergency evacuation and those of visitors. Commissioner Day stated that for this reason she believes this project has a major impact on the health, safety and welfare of the community and she will be voting no.

MOTION:

Commissioner Storm made a motion to approve the Major Temporary Use Permit MJT 2404 as submitted and outlined with the Staff's conditions.

SECOND:

Commissioner Rosenthal seconded the motion.

Chair Delwiche asked Commissioner Storm to restate the motion without the conditions as there are none.

MOTION:

Commissioner Storm made a motion to approve Major Temporary Use Permit MJT 2404 as submitted.

SECOND:

Commissioner Rosenthal again seconded the motion.

VOTE:

Motion carries 6-1.

V. OTHER BUSINESS

ITEM 3: Election of Officers

Chair Delwiche opened discussion for nomination of Chair.

MOTION:

Commissioner Storm made a motion to nominate Alan Delwiche as Chair.

SECOND:

Commissioner Casey seconded the motion.

VOTE:

Motion carries.

Chair Delwiche opened the discussion for nomination of Vice Chair.

MOTION:

Commissioner Day made a motion to nominate Mike Casey.

SECOND:

Chair Delwiche seconded the motion.

Commissioner Casey stated that he appreciates the nomination, but he thinks this should be a rotating position so that other people get to experience the “thrill and the joy”.

Commissioner Day asked if Commissioner Casey believed only the Vice Chair should be rotating and not the Chair.

Commissioner Casey confirmed that is correct.

MOTION:

Commissioner Casey made a motion to nominate Justin Wilson for Vice Chair.

SECOND:

Chair Delwiche seconded the motion.

Commissioner Casey asked if there were any other nominations.

Chair Delwiche asked Commissioner Casey if he was withdrawing his nomination.

Commissioner Casey stated that yes, he is withdrawing his nomination and respectfully declines the nomination in hopes for the rotation theory.

VOTE:

The Motion for Justin Wilson for Vice Chair carries.

Note for the Record: Chair Delwiche noted that if the Chair and/or Vice Chair are not present the most senior person would take part in the meeting.

ITEM 4: Expectations for Alternate Commissioners

Chair Delwiche stated that he asked Staff to add this item to the agenda. This came up from last month and while it has never been formally articulated, it has been the policy in the long time that he has been on the Commission that in those rare instances where more alternates are in attendance than spots to seat, the Commission rotates. Chair Delwiche stated that when he was first an alternate, there were two alternates, and they always showed up and they would take turns. The idea was to get everybody to gain experience. It was his thought at the time that it was an expectation that alternates show up at every meeting. In reviewing the code, it states that it is recommended but not required. Chair Delwiche stated he wanted to present this and find out if there are any suggestions on if the policy should be changed.

Commissioner Day stated that she believes the challenge is that it is not formalized and not a policy. It should be written down somewhere so that alternates would know when they might be seated and when they wouldn't be.

Chair Delwiche stated that since he is the chair again, he will take on the responsibility of putting that in writing. He noted that a draft had been worked on.

Senior Planner Royston noted that she did find a draft from 2021 that had not been formalized. She stated that the code does grant the authority to the chair to seat an alternate. It does not give guidelines for how that is chosen. The draft SOP that had previously indicated seniority but that was redlined and brought before this commission to indicate that it would be alternating alternates. If that is the will of the commission, staff can work on formalizing the SOPs.

Chair Delwiche requested that Senior Planner Royston share the document with himself and the Vice Chair and put it on the agenda for next month to review.

Commissioner Latimer asked if this indicates that all alternates would attend every meeting for training and getting to know the procedures of the Planning Commission or will Chair Delwiche have one alternate attend each meeting rotating between alternates.

Chair Delwiche stated what he was suggesting that when multiple alternates attend and there are fewer seats than alternates, the alternates will just rotate so that everyone gets exposure and experience.

Commissioner Day advised that Municipal Code states that “Alternates are invited and requested to attend all meetings of the board or commission but are not required to do so. They may take part in the discussion of any matter that comes before the board except quasi-judicial matters in which they may not participate unless they have been appointed in the place of an absent member.” Commissioner Day noted that this is a bit of greater clarification that maybe all alternates are always seated but the vote would fall to whomever is seated to vote.

Chair Delwiche replied that the way he has interpreted it and the way that he has seen on other boards, for things that are not quasi-judicial, all participate, but do not deliberate and discuss. It is only the seven that are seated. However, on items such as these, if all seven commissioners are here, and the alternates were present, everybody would sit and discuss.

Commissioner Casey asked Commissioner Day if there if she had any orientation or teaching.

Commissioner Day replied, “My Planning degree and certification as a planner.”

Chair Delwiche stated that to be fair, he did meet with Commissioner Day when she started and advised that she could contact him with any questions and provided her with his phone number and email. He noted that is how it has generally been done. He did note that they had discussed an orientation process and there has been a lot of churning and other things that have driven the conversation. Two years ago they were in the process of

the code update and did not want to add more work for the staff, as they were already overwhelmed.

Commissioner Casey stated that Chair Delwiche did not give him his phone number.

Chair Delwiche stated that was not true and he has texts that will prove otherwise.

Senior Planner Royston stated that it is her understanding that it is typically the Chair that does the orientation and initiation so she will seek clarification from the City Clerk, as she is the individual who guides how staff interacts with boards.

Chair Delwiche added that they have always had a more informal method of orientation.

Commissioner Day stated that the American Planning Association must have some video or course so as not to create a burden on staff or other members of the commission.

Senior Planner Royston noted that there are plenty of resources through CML and DOLA and APA. How it relates to Manitou Code is the area of clarification needed.

Chair Delwiche added that he believes there is a CML document that is an introduction to quasi-judicial boards, and they had discussed getting access to that.

ITEM 5: LUDC Updates

Chair Delwiche stated that individuals have informally mentioned this, and he brought this up when he met with Denise last month. One of the things that is found in the Municipal Code is that Boards and Commissions do not direct staff. The Commission can put together a request and then it will go to Council, as it is the prerogative of Council to decide if and when they want Commission to work on the code. There are some items that need to be addressed. If the ADU ordinance is not addressed by the 30th of June, DOLA will provide one, and one size does not fit all communities in Colorado. He also noted that the Commission needs to work on the variance procedures. The criteria are like a “straight-jacket” in some instances. It is very difficult to argue there is not reasonable use without a variance in most cases. He suggests that the Commission think about ways to clarify the criteria and clarify definitions such as hardship. Chair Delwiche noted that in reviewing codes for other municipalities along the Front Range, for example, some explicitly state that economic reality is not a hardship that justifies a variance. The current variance language contains some ambiguity that he feels can be further clarified.

Chair Delwiche also noted that a second area of the code that may be presented to Council for an update is Density. There has been some feeling in the community that they are outdated and not addressing reality.

Commissioner Rosenthal asked for clarification from Chair Delwiche, inquiring if Chair Delwiche is implying that the Commission must hear from City Council in order to move forward with suggestions or can the Commission make suggestions and then the City Council consider them.

Chair Delwiche advised that the Commission can present to City Council areas that are pressing, and recommend those items be addressed this year. Chair Delwiche reiterated that the Commission does not have the authority to tell Staff to do something. The process is to respectfully ask Council for direction to do the things they would like to do.

Commissioner Rosenthal asked if the Commission recommends that the variance be reconsidered, and the Council agrees, does the Commission then come up with recommendations for Council?

Chair Delwiche clarified that generally the way it works is that if there are specific things, or the Commission has a work session item at the end of a meeting and it gets kicked over to staff, on their schedule and timeline, they will come back and say this is where we want to go.

Planning Director Rollenhagen noted that it is always helpful for Boards and Commissions as well as Staff to get direction from City Council. It gives support and gives some cover to do what City Council wants done. All the departments will provide a work plan through the City Administrator that is vetted through City Council. If there is something in particular commission wants to look at, that's when it is helpful for the Commission to advise City Council and let City Council provide direction to Staff and to the Planning Commission.

Commissioner Rosenthal stated that his question is whether the Commission can agree to make the recommendation to City Council regarding the variances tonight.

Chair Delwiche stated they can make a recommendation to City Council for whatever they want and what he is suggesting making the recommendations. He has identified three things that he thinks are of interest that he has heard from various individuals, and he is opening it up to other items the Commission should be considering.

Commissioner Casey stated that he noticed that short term rentals have come to screeching halt and asked Senior Planner Royston if that is the case.

Senior Planner Royston confirmed and stated that short term rentals are almost at capacity and there are very few properties remaining outside of buffers that are developed with eligible residences.

Commissioner Casey then stated, “Geographically vs Quantity” meaning they were capped at 52 so the 500 circle is maxed out.

Senior Planner Royston confirmed that it is not the quantity but the geography. She noted that the quantity cap is close as well, but it is buffers setting the restrictions. Senior Planner Royston presented a map of the short-term rentals and explained the blue properties are the properties that are eligible in terms of buffers. Many of them do not have residential structures on them, or they are not zoned residential so that is why there has been the natural decline of those applications.

Commissioner Casey asked if Staff are getting applications that they are simply denying.

Senior Planner Royston stated that Staff do not get full applications, they just get inquiries and individuals are told, based on the map, they are ineligible.

Chair Delwiche noted that there was a discussion when Austin was still the city attorney. Austin was asked if the City could just stop doing short term rentals. Chair Delwiche believes that Austin stated that there is legal justification to stop doing short term rentals. The existing short-term rentals would be grandfathered in, because again, this is a housing issue.

Commissioner Wilson had a clarifying question. He stated that there was an application roughly a year ago that started some discussion about if a short-term rental owner ceased using the property for short term rentals there is a certain period in which it would lapse. Commissioner Wilson asked if that is indeed true and if it has happened recently.

Senior Planner Royston replied that there is theory and there is practice. In theory, there is software that goes through the short-term rentals in town and notes which don't have active business licenses haven't been actively used recently, and so these are being flagged. The enforcement part of it is lacking due to a capacity issue. Also, the software can only do so much, as some have short-term rentals, some have conditional use permits, some are just motel units because they are in commercial zones, but they are all using the same software to host the permitting and rentals. Senior Planner Royston stated that she believes they are being filtered out but not at any rapid rate.

Commissioner Latimer asked Senior Planner Royston if they must renew then business license on an annual basis, so if the business license did not renew, would that not make them ineligible to continue a short-term rental.

Senior Planner Royston confirmed that this is the case. She noted that many individuals, once they have a short-term rental, do not let it lapse. That is not something seen on a regular basis, as individuals know how valuable they are. Senior Planner Royston stated

that Staff has seen a few that have transferred hands through sales but those are under very specific guidelines so there is not a lot of attrition on those.

Chair Delwiche then asked if there is still an interest in having that topic updated and discussed in a work session.

Commissioner Latimer asked Senior Planner Royston if she had any sense of how many short term rental inquiries that the Planning Department received per month.

Senior Planner Royston stated that the amount is probably under 5.

Commissioner Casey inquired Chair Delwiche if he is suggesting having the conversation about banning short-term rentals.

Chair Delwiche responded that yes, if there is that interest. He stated that when the subject was brought up a year or two ago, there was a general agreement that short term rentals are the most frustrating thing they do and everyone in the neighborhood hates them, and they undermine the housing. He inquired with the Commission if this is an item they would like to add to address with City Council.

Commissioner Day stated that she believes that the risk legal challenges if they ban all short-term rentals and one of the things the former city attorney stated is lawsuits against other communities from people who wanted more short-term rentals and the city ordinances restricting short term rentals were being challenged and undermined and that the law may “come for us too”. Commissioner Day stated she believes there is a good plan going. It’s capped and they should not bring it up because it is the most controversial item that could be addressed.

Chair Delwiche stated that it is a good point, and along those lines, he is aware that ordinance in Woodland Park has already been challenged.

Senior Planner Royston noted that Staff has also noticed a few items that could be potential conversations. She stated that she would agree that focusing on just ADUs instead of ADUs and short-term rentals at the same time, because the two oftentimes tend to get muddled, it may be beneficial to figure out one before the other. She noted that with the regulations on ADUs and Land Use regulations that were passed, she believes there are 5 total, but only 3 or 4 apply to Manitou Springs, so they would be pursuing those amendments as well. Items such as off-street parking and family definitions that are “clean-up” definitions. The other item that Planning Director and Senior Planner Chelsea Royston have spoken about a bit, is renewals for temporary uses and she would like some clarity or some administrative provisions to allow a certain amount of extension on that, or not allow it, however that issue seems to take up a lot of time.

Chair Delwiche clarified that Senior Planner Royston meant that they had to be renewed every 12 months.

Senior Planner Royston stated yes and noted that there is not actually a provision for extending them in the code.

Chair Delwiche again clarified that Senior Planner Royston was referring to the fact that the extension had to be done administratively.

Senior Planner Royston noted yes, but also through the Planning Commission but that has been the practice so it was determined a couple of years ago once the new code was in place that Staff could uphold what they had been previously doing in that regard. She noted that this item is a murky area that could use some clarity.

Chair Delwiche again clarified that Senior Planner Royston was stating the Temporary Use Code needed to be reviewed.

Senior Planner Royston confirmed Temporary Use but also Temporary Development Standards. Planning Staff also gets, for example, the dirt parking lot, which is not technically a temporary use. The use is permanent; however, the development standards are waived or modified temporarily. She believes that this is an item that can be discussed.

Commissioner Day stated that she believes the current Land Use Development Code makes the Historic Environment in Manitou illegal in many cases. Anybody who has an older house must come before the Commission if they need to do any work on their house. She believes items such as parking minimums should be eliminated; the minimum lot frontage should be dropped in the general residential zone from 50 feet to 25 feet.

Chair Delwiche stated that Commissioner Day is now getting into detail. He believes that category she is referring to is existing nonconforming.

Commissioner Day stated that is not what she is referring to. The category is the setbacks and minimum standards that require a sprawling single family detached garage expensive home development and cap densities including in the commercial zone. She stated that there is suburban sprawling zoning code requirement and many minimum standards; setbacks, frontage, lot size and dwelling units per acre all require sprawling development forms and make the historic built environment in Manitou illegal.

Chair Delwiche stated that he must take issue with saying it is illegal. None of the properties that were done prior to the zoning code have been made illegal.

Commissioner Day then stated that any new building that looks the historic building environment in Manitou illegal.

Commissioner Storm stated that part of the reason for that is safety because the built environment from the 1890's; 1920's where they did not have to have the setbacks to allow fire protection to come through, and to pull hoses, etc. is now required. Commissioner Storm asked Commissioner Day if she is saying that it is a bad thing.

Commissioner Day stated that she is saying that they can develop with safety requirements and accommodations, but there should be a zero front setback, and a smaller side setback. She believes they are currently 7 feet. She recommends 3 feet.

Chair Delwiche interjected stating that the current setback is 7.5 feet. He also noted that the sense he gets from speaking with the people knows on Counsel, there is not an appetite to open up the entire Land Use Code at this time. He believes they would be better served by focusing on things that are attainable such as ADUs, definition of family, temporary uses. He is not in favor of opening the issue of dimensional standards currently. After the work that was accomplished by the task force and the work sessions with Commission and Council, he does not believe it makes sense to open this issue up at this time.

Commissioner Day stated that she suggests they open the dwelling units per acre.

Senior Planner Royston asked if it would make sense for Staff to compile a list if Commissioners could email, and Staff could bring back a list to discuss strategically as opposed to debating.

Chair Delwiche asked Senior Planner Royston if she is suggesting they do not make a recommendation now and Staff comes back with a draft recommendation.

Senior Planner Royston stated that her suggestion is for Commissioners to email Staff with items that they would like to review, and during the next Planning Commission Meeting, there will be more of a work session set up in which the entire list is compiled.

Director Rollenhagen stated that either way can be done, depending on what the Planning Commission wants. He believes that by utilizing Senior Planner Royston's plan, the Commissioners are provided with more time to think about the issues before the Planning Commission acts. On the other hand, if the Planning Commission believes it has a complete list tonight, they can choose to send it on to City Council.

Chair Delwiche stated that he was hoping to prevent tasking any of the Planning Staff with the work without guidance from Council or guidance from the City Administrator. He does not want to get into the position of the Commission asking Staff to do work.

Senior Planner Royston commented that it would just be a matter of preparing meeting materials, but there is always time if City Council directs Staff to pursue these changes, for work sessions.

Chair Delwiche noted that he is comfortable with the list but asked for input from the rest of the Commission.

Commissioner Casey stated that he would like to hear the list, but perhaps instead of a list, Council should be given one or two top priorities.

Commissioner Rosenthal stated he agrees to go forward with the three chosen and bring those to City Council.

Chair Delwiche reviewed the three items: Variance Criteria; Density; and ADUs.

Commissioner Storm noted that ADUs have a deadline.

Commissioner Delwiche confirmed and Senior Planner Royston noted that ADUs are coming regardless of what City Council directs.

Chair Delwiche then restated the items as Variance Criteria, Density, and Clarification of Temporary Uses.

Senior Planner Royston stated the other Land Use Regulations that are coming from DOLA are in the same vein as ADUs. She noted there are about five bills that were passed in that session. One of them was ADU's and then minimum off-street parking, and then family definition, and several other new acts that apply to Manitou Springs.

Once again, Chair Delwiche confirmed the items that would be passed on to City Council are Variance Criteria; Density; and State mandated updates.

There was a brief discussion regarding how updates on Staff Mandates to Council would be provided.

Planning Director noted that he has had a conversation with legal counsel about some of the legislation that has passed, and City Council is going to be getting legal advice on how to respond to that legislation and that will undoubtedly effect what the planning commission does with those items.

MOTION:

Chair Delwiche made a motion to ask City Council to consider reviewing Variance Criteria, Density, and State Mandated Criteria updates to the Land Use Code.

SECOND:

Commissioner Casey seconded the motion.

VOTE:

The motion carried.

Commissioner Wilson stated he would like to interject and noted that he suggested that it may be meritorious to have a work session at the next meeting. All the Commissioners and alternates could be present, and a discussion can be had regarding the topics raised. The items can be prioritized. He noted that memories fade and, in a year, they may forget they wanted to discuss these items, and if the Commission decides there are specific items that they do not want to prioritize right now, they can be revisited later. This may help formalize and prioritize the thoughts.

Chair Delwiche inquired if Commissioner Casey wanted another motion.

Commissioner Casey stated that no, he did not want another motion, he was simply asking if there could be an agenda item added to the next meeting to schedule a work session after the quasi-judicial meeting. All the commissioners would be available, and they could do more brainstorming and create a priority list of items that they would like to raise. This list would act as a living, working document that assists in focusing efforts.

Chair Delwiche confirmed that this would be just a work session for the Commission's benefit, and not for staff or Council. He agreed that this is a good plan and noted that it will not take Staff preparation.

Senior Planner Royston reminded the Commission that the annual legal training is also on the agenda for next month.

VI. NOTICE OF COUNCIL ACTION AND UPDATES

Planning Director Rollenhagen had a few updates. He stated that anyone who was on the Plan Manitou 2.0 Working Groups should have received an email before the holidays indicating that a draft is out and available for public review. It is available on the Plan

Manitou web page, and Director Rollenhagen stated that he will send all Planning Commissioners a link. The next round of public engagement working groups, Tuesday, January 21, 2025. There will be a public meeting on Wednesday, January 22, 2025. Planning Director Rollenhagen stated he is still working with Denise in scheduling another joint working session between the Planning Commission and City Council scheduled. The hope is to do that in February, however, dates are still being reviewed. The joint work session may not occur until the last week of February.

Commissioner Casey wanted to confirm that Commissioners are encouraged not to attend public meetings.

Planning Director Rollenhagen stated that from his perspective, he is neutral on that. He noted that this is a legislative action and not quasi-judicial action. He has seen City Council members attend public meetings and so he believes it is fine for Planning Commissioners to attend public meetings. It can provide Commissioners and idea of what the public is thinking.

Senior Planner Royston did ask that any Commissioner who attends give staff advance notice so that it can be publicly noticed as a potential open meeting.

Planning Director confirmed, stating that if there is a quorum, it does have to be noticed. He stated that is what Staff has done in the past when a quorum of City Council members have attended a public meeting. Staff has made sure that they noticed it as a formal City Council meeting.

Chair Delwiche stated that an example would be last night's meeting to talk about Dillon mobility.

There was a brief discussion that when there is a quorum of commissioners attending, it should be noticed as a meeting.

Senior Planner Royston stated that she does believe that work sessions are different because there is not an opportunity for public engagement but posed the question to Attorney Parikh.

Attorney Parikh introduced himself as the new attorney for the Manitou Planning Commission. He noted that he needed to investigate the issue and get back to staff and commission but his first instinct was to say no, Commissioners would not be able to attend public engagement sessions for Plan Manitou update which would eventually be reviewed by the Planning Commission and recommended action would be sent to City Council. He states that if it is coming before the Commission, then going to a meeting beforehand, the

Commission is getting information that is not on the record and potentially not submitted for review.

Commissioner Casey stated that at the legal training next month, this could be an agenda item. He noted that his initial question was not necessarily for the upcoming meeting but for any meeting that the city holds that has public engagement.

Attorney Parikh stated that, as citizens of Manitou, attending a meeting with topics that are not coming in front of the Planning Commission is fine. However, there may be some conflict-of-interest issues that arise if a commission member goes to a meeting that raises an issue that will be coming before the Planning Commission later.

Commissioner Latimer stated that most times that do not know that. She stated that oftentimes at a public meeting an item is discussed and six months later, it comes before the Planning Commission. She stated that if they could get a more specific answer that would be helpful, because she has felt like she has had a limbo with wanting to attend and feeling that it may be inappropriate to do so.

Attorney Parikh stated he will get further clarification.

VII. ADJOURNMENT

There being no further business before the Commission, Chair Delwiche adjourned the meeting at 6:46 pm.

*Minutes prepared by Nicole Tankersley,
Senior Administrative Assistant*



**MANITOU SPRINGS
CITY PLANNING COMMISSION
REGULAR MEETING MINUTES
February 12, 2025**

I. CALL TO ORDER

A Regular Meeting of the Manitou Springs City Planning Commission was held at Manitou Springs Memorial Hall, 606 Manitou Avenue. Chair Presti called the meeting to order at 5:00 PM and declared a quorum present. The following Commission members attended:

PRESENT:

Chair Alan Delwiche
Vice Chair Justin Wilson
Commissioner Mike Casey
Commissioner Carey Storm
Commissioner Gloria Latimer
Commissioner Stephen Graybill
Commissioner Megan Day

ABSENT: Commissioner David Armstrong

STAFF: Planning Director Frederick Rollenhagen
Senior Planner Chelsea Royston

GUESTS: Kunal Parikh, Planning Commission Attorney

II. PUBLIC COMMENT ON NON-AGENDA ITEMS

Frank Delay, applied for an alternate position on the board. He stated he is observing the meeting.

III. APPROVAL OF MINUTES

ITEM 1. December 11, 2024, Minutes

MOTION:

Commissioner Storm made a motion to approve.

SECOND:

Vice Chair Wilson seconded the motion.

VOTE:

The motion was carried 5- 0 with two abstentions.

IV. NEW BUSINESS

ITEM 2. MJT 2501 Major Temporary Use Permit -101 Higginbotham Road

Chair Delwiche asked if there were any conflicts of interest or ex-parte contacts to disclose. There were none.

Senior Planner Royston presented this request, stating it is a request for a temporary parking lot on unimproved lots. It is zoned commercial, and the use has been previously permitted under Temporary Use Permits from 2018- February 14, 2025. This is a renewal of the previous temporary use permits. As a reminder, the use of parking lot is used in the commercial zone district, however the performance standards outlined in the LUDC do require a paved surface. This temporary use permit is to permit the condition of a gravel parking lot rather than the use itself. The applicant provided a site plan for the proposed development that may take place in the future. It is not intended that it will be paved any time during this cycle of the temporary use permit. Staff recommends the same conditions as last year. No grading shall be completed on site prior to the approval of a grading permit; Major Temporary Use Permit will expire one year from date of approval; No overnight parking shall be permitted; and Trash and recycling receptacles shall be made available prior to the implementation of the use.

Senior Planner Royston stated that she believes that these are all in place or were in place during the use last summer. She believes it was active for three days a week and several months over the summer. It is operating in conjunction with El Paso County, and it is a park and ride for Rainbow Falls. That is still the intended use and there are no major changes from last year's temporary use permit.

Senior Planner Royston presented the Motion Language Options which include: Approve the Major Temporary Use Permit at 101 Higginbotham Road with staff conditions as outlined; Approve the Major Temporary Use Permit with an alteration to staff's conditions; Deny the Major Temporary Use Permit; or Postpone the Major Temporary Use Permit until March 12, 2025.

Commissioner Latimer asked Planner Royston if this is for all the parking area at Higginbotham or just the section closest to the storage facility where the signage is. She noted there seems to be at least two different lots divided by boulders.

Senior Planner Royston stated that she is not sure and that they should ask the applicant. He said that it is the same application as last year, but she does not recall exactly where the delineation is.

Chair Delwiche invited the applicant to speak.

Greg Wellens, Adventures Out West, 925 S. 8th Street, Colorado Springs, CO 80905. Mr. Wellens stated that there are two lots on the property. They only used one last year. The drawing Senior Planner Royston put up was provided to show that there is parking for 40-50 cars up there. He believed that he had submitted additional drawings that depicted what it looked like when it was being used. He wants to renew the permit. The parking lot was not used until last year with the opening of Rainbow Falls. Mr. Wellens stated that he had been trying to get the program running, and last year that finally happened. It seemed to be a success, and the city seemed to have enjoyed it. They did not do a great, robust business from it, however, it did get Rainbow Falls open. The Park and Ride worked well three days a week. Mr. Wellens reiterated that he was going to try to get started a little earlier this year in May, and it is still signed up for just three days a week, scheduled to run until the end of the fall at the end of October. He noted that they do have two winter viewings that El Paso County wanted to do. That would start this weekend and the following weekend it will be just Saturday and it is cold out so the waterfall should be frozen. Mr. Wellens stated they are trying to generate more use for that area. It is not intended that it will be used as a parking area forever. He is open to the Commission's ideas on what can be done with Higginbotham Flats. He stated he has tried to build the Adventure Center, but it is all very costly. The lot is for sale, and if whoever buys it, the Park and Ride would remain through the contract season of this year. The few interested parties that he has had want to build houses and apartments; however, it is zoned commercial so there could be a combination of commercial on the bottom and apartments upstairs. Mr. Wellens noted that this is the direction he is going. This is a temporary use so that he can continue to generate revenue and make the mortgage, support the city, and El Paso County and get Rainbow Falls open. Mr. Wellens stated that he enjoys the partnership and would like to develop some more uses during the week, perhaps some showings like the winter waterfall. He continued that they only have one parking lot set up and does not think it was ever full. Reservations are taken for ten cars per hour, with three or four people per car. The cost is \$20.00 per car and they run them back and forth. It is still possible to walk up from town and still go into the park.

Commissioner Casey asked Mr. Wellens if there was any intention on his part to pave the parking lot.

Mr. Wellens stated that he does not see how they could pay for the paving or justify it. He stated that they would have to be making a couple hundred thousand dollars a year in parking to get to that condition. He noted that he could set parameters to state that when they are doing \$200,000.00 in parking and it is a robust business then he could justify doing a full parking lot development in that area. Otherwise, the best use of that area must be something else. He is open to ideas from the Planning Commission. In the meantime, he

believes this is what it is. They kept the area looking nice. They collected all the chippings from the city last Spring. He thinks they can keep using it as is, as it is a good use. He posed the question “Do we need to pave the whole world?” Perhaps it is a bit more environmental do just let the water go back into the dirt.

Chair Delwiche opened the item to public comment. There were no public comments and therefore Chair Delwiche closed the public comment portion of the item.

Commissioner Graybill stated that “It’s a little like Groundhog’s Day”. He asked if this is how it’s going to work from now on. Every year Mr. Wellens comes back.

Chair Delwiche stated that is Mr. Wellens’ choice and at the discretion of the Planning Department if and when they feel they need to do something more formal. Right now, since it is in flux, it seems like a reasonable thing to do.

MOTION:

Commissioner Storm made a motion to approve the Major Temporary Use Permit MJT 2501 as submitted and outlined with the Staff’s conditions.

SECOND:

Commissioner Graybill seconded the motion.

VOTE:

Motion carries 7-0.

ITEM 3: Sub 2501- Minor Subdivision and VAR 2501-Variances

Chair Delwiche noted that the applicant is Shelagh Kasinger, and the request is for 66 Minnehaha Avenue and 68 Minnehaha Avenue.

Senior Planner Royston noted that the applicants are online so when it is time she will unmute them.

Chair Delwiche then asked if they were on video. He asked if there was any way to rearrange the screen because it is kind of lame not to be able to see the person who is the applicant.

Senior Planner Royston stated that she can go through her presentation, and she thinks the visuals will be more helpful. She said she can unshare and the applicants will be able to speak, and they will be visible.

Senior Planner Royston presented Sub 2501 and Var 2501 at 66 and 68 Minnehaha Avenue. She noted that it is unconventional to present several addresses in one staff report. There is a request for a minor subdivision and a request for two variances for a 0-foot setback where 7'5" is required. The owners wish to legally split a lot that has two existing attached dwelling units so they can be sold independently. The other outcome of these applications is legalizing existing encroachment of neighbor's house and legally combining previously vacated right of way with private property.

Senior Planner Royston noted that at this time, no new development is proposed. She presented a photo of the units as well as their location. These units are single family, residential units at 68 Minnehaha, which was illustrated on the left. On the right, a garage apartment was presented. This is also a single household, residential dwelling unit. These two structures are owned by one family, and they wish to separate them to retain ownership of one of the structures and sell the other.

Senior Planner Royston presented the minor subdivision map with the existing one parcel and the proposed two parcels. The new property boundary is shown, and it would be drawn right between the two dwelling units.

The variance requests are made because the units are attached to one another via the deck. The deck exceeds 8 feet in height and therefore is considered a structure through the Pikes Peak Regional Building Department. The proposed new property line would be drawn right at the southwest exterior wall of 66 Minnehaha and the deck which spans the distance between the two structures, would be the 0-foot setback on the 68 Minnehaha side. There is a line in green on the 66 Minnehaha side showing the setback and in blue on the 68 Minnehaha side. Other outcomes would be the creation of Tract A, which would legalize an existing encroachment where the neighbor's house extends onto the subject property. Tract A would be conveyed to the adjoining property owner so that this encroachment essentially goes away. A second outcome combines a previously vacated right of way that was vacated in 1984 to allow these properties to exist. They were built in the right of way and a series of variances in that right of way vacation were approved in 1984 by the Planning Commission and City Council. However, the vacated right of way was never formally combined with the private property so through this minor subdivision, that would all be remedied and presented as the two private properties.

Senior Planner Royston provided a slide with a closer view of the setbacks with the deck that spans the two structures. There is about 8 feet that separates the two residential structures, however due to the deck that is considered a structure that setback would be 0

feet, 0 inches. Planner Royston presented another photo showing how the deck is situated with the two structures. 66 Minnehaha is solely accessed through the second-floor deck. As a result, staff recommend a condition that would require a formal access easement to be shared between the two properties should this be approved.

Senior Planner Royston stated that she believes this will require two separate motions for the applications. For the variance, Staff recommends a shared access easement shall be recorded with the plat to allow both properties use of the stairs and deck. For the minor subdivision, Staff recommends the access easement be recorded and approval of the minor subdivision shall be contingent upon the approval of the side setback variances for 66 Minnehaha Avenue and 68 Minnehaha Avenue.

Planner Royston noted she has motion language. She stopped sharing her screen to promote the applicants so they could speak.

Chair Delwiche stated that he was curious in the finding for the four criteria on pages 37 and 38, if the language was provided by the applicant or Staff.

Senior Planner Royston stated that if it is in the Staff report it is her wording.

Shelagh Kasinger, 105 Rock Road, Manitou Springs, CO 80829. She noted that she owns the property with one of her sisters and it has been in her family for over 70 years. The property was left to the two of them, so they are trying to make it work so that one of them can keep a portion of the property and the other can sell a portion of the property. Both houses have alternate access. There is a front door to the garage apartment and a downstairs entrance into the two-story apartment. She added the piece they are trying to keep is the garage apartment, which gives access to the right of way through Trestle Trail, which then gives access to 105 Rock Road. There is no other accessible way to that home without going up Trestle Trail, and this property connects to Trestle Trail.

Chair Delwiche asked Ms. Kasinger if without this transaction, she could not get to Trestle Trail. He inquired if there is an easement.

Ms. Kasinger stated that if she had to sell both properties, she would lose the connection to Trestle Trail, and she does not know if legally she would lose the easement up Trestle Trail.

Chair Delwiche stated that it is a private matter and if she owns both properties, she could create an easement between the two properties.

Chair Delwiche opened the item up for public comment. There was no public comment, so this portion of the item was closed.

Chair Delwiche stated he would start the discussion and that he is a bit confused. Chair Delwiche referred to Page 37 of the staff report and inquired about how staff interpreted the application to meet the variance criteria. Specifically, he asked staff if having a house and an ADU (Accessory Dwelling Unit) is considered to be “reasonable use” of the property and how the statement about there not being any new development is relevant. Planner Royston indicated that the criteria are somewhat subjective and that staff’s analysis that a property of that size, could support eight dwelling units and comply with density limitations. Since there are only two dwellings, it could be interpreted to mean that not allowing the properties to be split could prevent reasonable use of the property in terms of density. Chair Delwiche stated that the term “reasonable use” is straightforward and that much of the lot is unbuildable.

Chair Delwiche also questioned how this application is not a self-imposed hardship. Staff’s analysis is that the City’s imposition of a setback requirement onto structures that predate that requirement is not the result of the property owner’s actions. She offered that a separate conversation regarding staff analysis of variance applications would be more appropriate when not discussing an active application.

Chair Delwiche asked about the third criterion and analysis, his perception is that the existing configuration is permitted as a Legal Nonconforming Structure under the Land Use and Development Code. He stated that it would be difficult to support this application and not then need to allow every other property owner with an ADU to subdivide their property. Staff indicated that this property meets frontage and lot size minimums, whereas many in town would not meet the minimum dimensional requirements.

Commissioner Storm asked for Planning Director Rollenhagen’s opinion. Director Rollenhagen stated that staff is making observations in the staff report, not advocating for or against an application. Staff intentionally leaves the decision to the Planning Commission. Commissioners Casey and Graybill made statements about the Planning Commission’s role to decide the anomalies that aren’t clearly regulated by code. Commissioner Day stated that the LUDC superimposes restrictions on historic homes and creates a hardship.

MOTION:

Commissioner Casey moved to Approve the Variance at 66 Minnehaha Avenue and 68 Minnehaha Avenue, based upon the findings that the request meets the review criteria for granting a Variance, as set forth in City Code Section 18.06.4.2, with staff’s conditions as outlined.

1. A shared access easement shall be recorded with the plat to allow both properties use of the stairs and deck

SECOND:

Commissioner Graybill seconded the motion.

Discussion: Chair Delwiche asked Commissioner Casey specifically which of the six variance criteria he believes are met by the application. Commissioner Casey clarified that he agrees with staff's interpretation and analysis of the six variance criteria.

VOTE:

Motion carries 5-2 with Chair Delwiche and Commissioner Storm opposed.

MOTION:

Commissioner Storm moved to Approve the Minor Subdivision at 66 Minnehaha Avenue and 68 Minnehaha Avenue, based upon the findings that the request meets the review criteria for granting a Minor Subdivision, as set forth in City Code Section 18.06.4.14, with staff's conditions as outlined.

1. A shared access easement shall be recorded with the plat to allow both properties use of the stairs and deck
2. Approval of the minor subdivision shall be contingent upon the approval of the side setback variances for both, 66 Minnehaha Avenue and 68 Minnehaha Avenue

SECOND:

Commissioner Latimer seconded the motion.

VOTE:

Motion carries 6-1 with Chair Delwiche opposed.

V. OTHER BUSINESS

VI. NOTICE OF COUNCIL ACTION AND UPDATES

VII. ADJOURNMENT

There being no further business before the Commission, Chair Delwiche adjourned the meeting at 6:46 pm.

*Minutes prepared by Nicole Tankersley,
Senior Administrative Assistant*



Title: City-Owned Parcel Rezoning
From: Fred Rollenhagen
To: City Planning Commission
Address of Proposal: Various Locations
Applicant: City of Manitou Springs

March 12, 2025

Proposal:

The City of Manitou Springs is proposing the rezoning of 56 city-owned parcels to align with their current and intended use. These parcels are proposed to be designated as Open Space (OS), Public Facility (PF), or Park (P), as detailed. This city-initiated rezoning effort aims to update and clarify the Official Zoning Map, ensuring that each parcel is appropriately categorized to reflect its current function and future purpose.

Zone District:

Various

Background & Existing Conditions:

The City of Manitou Springs has acquired the parcels listed below to further the objectives of Plan Manitou and support the delivery of city services. Properly zoning these parcels ensures consistency with community planning efforts, protects the integrity of public spaces, and improves the accuracy of land use data. For instance, this rezoning process will support accurate metrics on city-owned open space acquisitions, and enable staff to evaluate the compatibility of future land use proposals more effectively by considering correct adjacent zone districts.

The following section of this report lists each parcel's current zoning designation, proposed rezoning classification, and present use. These parcels vary in topography, development status, and location within the City's jurisdiction. While most of the parcels are proposed for rezoning to Open Space (OS) to reflect their intended conservation, a few will be designated for Public Facility (PF) to accommodate drainage infrastructure and parking areas. Lastly, five parcels will be designated for park space-one currently has a split-zone, likely due to a past mapping error.

Application Detail:

The following table outlines the parcels proposed for rezoning. To facilitate clarity and organization within this report, each parcel has been assigned an identification number. These ID numbers correspond to an attached exhibit that visually depicts the location of each parcel within the City. Additionally, an overview exhibit is included to illustrate the City's jurisdictional boundary along with the general distribution of the parcels across Manitou Springs. This overview provides context for how these parcels are situated relative to one another and to the broader city landscape.

Zone District

Abbreviation



Hillside Low Density Residential HLDR
Low Density Residential LDR
General Residential GR
Commercial C
Open Space OS
Public Facility PF
Park P

ID	Assessor's Parcel Number	Current Zone District	Proposed Zone District	Current Use
1	7404413029	LDR	OS	Vacant
2	7409100003	LDR	OS	Vacant
3	7406100015	HLDR	OS	Serpentine Dr, Vacant
4	7405314005	HLDR	OS	Vacant
5	7405314019	HLDR	OS	Vacant
6	7405413026	GR	OS	Vacant
7	7405421001	HLDR	OS	Vacant
8	7405210003	HLDR	OS	Vacant
9	7405211006	HLDR	OS	Vacant
10	7405218001	HLDR	OS	Vacant
11	7405404022	GR	OS	Vacant
12	7405410010	GR	OS	Vacant
13	7405411025	GR	OS	Vacant
14	7405424003	HLDR	OS	Vacant
15	7405424035	HLDR	OS	Vacant
16	7405424036	HLDR	OS	Vacant
17	7405424010	GR	OS	Vacant
18	7405428008	C	OS	Fountain Creek, Vacant
19	7405428009	C	OS	Vacant
20	7405428026	C	OS	Vacant
21	7405435029	GR	OS	Vacant
22	7405435030	GR	OS	Vacant
23	7405435031	GR	OS	Vacant
24	7405435035	GR	OS	Vacant
25	7406101025	GR	OS	Vacant
26	7406105038	GR	OS	Vacant
27	7406108009	GR	OS	Vacant
28	7406200005	HLDR	OS	Vacant
29	7406200008	HLDR	OS	Vacant
30	7406302003	HLDR	OS	Barr Trail Restroom



ID	Assessor's Parcel Number	Current Zone District	Proposed Zone District	Current Use
31	7406403013	GR	OS	Vacant
32	7406423019	GR	OS	Vacant
33	7408216004	LDR	OS	Vacant
34	7409202039	HLDR	OS	Vacant
35	7405432011	GR	OS	Vacant
36	7405432019	GR	OS	Vacant
37	7405431003	GR	OS	Vacant
38	7405432010	GR	OS	Vacant
39	7404306075	C	PF	Chamber of Commerce
40	7404318008	GR	PF	Public Works Facility
41	7404321004	GR	PF	Public Works Facility
42	7404410024	C	PF	Vacant (Dillon Mobility Hub)
43	7404410035	C	PF	Vacant (Dillon Mobility Hub)
44	7404410036	C	PF	Vacant (Dillon Mobility Hub)
45	7404410048	C	PF	Fountain Creek, Drainage infrastructure
46	7405212010	GR	PF	Drainage infrastructure
47	7405212029	GR	PF	Drainage infrastructure
48	7405212032	GR	PF	Drainage infrastructure
49	7405213005	GR	PF	Drainage infrastructure
50	7405212040	GR	PF	Drainage infrastructure
51	7405325007	GR	PF	Prospect Parking Lot
52	7405203097	HLDR	P	Vacant
53	7405202016	HLDR	P	Vacant
54	7405203120	GR	P	Vacant
55	7405435025	GR / P	P	Seven Minute Spring Park
56	7404410050	C	P	Vacant

Public Involvement:

This city-initiated rezoning was publicly noticed through multiple channels. An official notice was published in the local newspaper, ensuring broad community awareness. Additionally, a notice was physically posted on each parcel to provide on-site visibility of the proposed changes. To directly inform nearby residents and stakeholders, property owners within a 300-foot radius of each parcel's boundaries received notification postcards detailing the proposed rezoning. As of the preparation of this report, staff has responded to approximately 20 inquiries about this



proposal. An update of the number of inquiries will be provided to the Planning Commission during the hearing.

Findings & Review Criteria:

According to Section 18.06.4.3 of the Land Use and Development Code, the Planning Commission and City Council must evaluate all rezoning applications based on the following criteria. Below, each criterion is listed along with staff's findings and analysis.

1. **General conformance with the goals and policies of the Comprehensive Plan and other plans and policies adopted by the City Council.** Plan Manitou provides overarching guidance that informs the City's decision to acquire each of these parcels. The proposed rezoning aligns with and supports multiple goals and policies outlined in Plan Manitou by ensuring that each parcel's zoning designation reflects its intended and/or actual use. Properly classifying these parcels reinforces the City's long-term vision for land use, environmental stewardship, and public infrastructure. By rezoning these properties in accordance with their current and future functions—whether as open space, public facilities, or parkland—the City is actively implementing the strategic objectives of Plan Manitou, promoting responsible land management, and enhancing community resources. For example:
 - Goal IP-2: Support continued investment in and ongoing maintenance of the City's infrastructure to ensure efficient and equitable provision of effective services.
 - Goal NE-1: Preserve, protect, connect, and manage natural habitats and ecosystems.
 - Policy NE 1.2 Open Space Acquisition: Continue to acquire open space

Additionally, rezoning 38 parcels to Open Space (OS) and five parcels to Park (P) aligns with the goals and recommendations outlined in the Manitou Springs Parks, Open Space, and Trails (POST) Master Plan. Many of these parcels are located within areas identified as potential open space in the plan, specifically referenced on pages 100–101. This rezoning effort directly supports the City's commitment to preserving natural landscapes, expanding recreational opportunities, and maintaining ecological resilience. Notable areas identified in the POST plan that overlap with these parcels include:

- Midland
- Incline North
- Serpentine Drive
- Higginbotham South
- Williams Canyon
- Highway North
- Crystal Hills



2. Compliance with applicable statutory provisions. The proposed rezoning complies with all relevant statutory provisions outlined in the City's Land Use and Development Code, as well as other applicable state and local regulations. The City's authority to rezone municipally owned parcels is well established, and this action is in accordance with adopted plans, including Plan Manitou and the Manitou Springs Parks, Open Space, and Trails (POST) Master Plan. These plans emphasize the importance of proper land classification to ensure effective resource management and strategic urban planning. Additionally, rezoning city-owned land to Open Space (OS), Public Facility (PF), or Park (P) ensures that public assets are correctly designated, reducing the risk of inconsistencies in land use policies.

3. Whether the rezoning will adversely impact or overburden public facilities and services. Rezoning these parcels will not adversely impact or overburden public facilities and services. Instead, it will provide greater clarity in land management, ensuring that existing infrastructure and services are planned and allocated efficiently.

- Parcels designated as Open Space (OS) will be preserved for conservation, recreation, and environmental protection, reducing the need for additional infrastructure.
- Parcels designated as Public Facility (PF) will support necessary city services, such as drainage infrastructure or parking areas, ensuring that these essential functions are properly integrated into the City's zoning framework.
- Parcels rezoned to Park (P) will enhance recreational opportunities and formalize public access, ensuring that city parks are accurately designated for maintenance and future improvements.

By properly classifying these parcels, the City can plan for future infrastructure needs and avoid potential conflicts between zoning designations and actual land use.

4. Whether the rezoning will result in a higher risk to natural hazards and geologic hazards. The proposed rezoning does not increase exposure to natural or geologic hazards. Many of the parcels in question are already undeveloped or intended for public use, meaning that the rezoning action will not introduce new risks.

- Parcels designated as Open Space (OS) often serve as natural buffers, reducing the impact of flooding, erosion, and landslides by maintaining vegetation and preventing development in sensitive areas.
- Public Facility (PF) parcels identified for infrastructure use, such as drainage systems, help mitigate risks by improving stormwater management and stabilizing land conditions.



- Rezoning a split-zoned parcel to Park (P) corrects inconsistencies and ensures appropriate land management practices.

By maintaining these areas for conservation, public facilities, and recreation, the City is proactively managing potential hazards and ensuring responsible land use.

5. Whether the proposed rezoning is compatible with the surrounding land uses. The proposed rezoning is compatible with surrounding land uses and supports existing zoning patterns throughout Manitou Springs.

- Open Space (OS) designations align with adjacent natural areas, parks, and residential neighborhoods that benefit from protected landscapes and recreational access.
- Public Facility (PF) designations reflect the current and intended use of infrastructure-related parcels, ensuring their zoning is consistent with nearby municipal and service-related properties.
- Park (P) rezoning ensures that public parkland is correctly identified and managed in harmony with nearby community spaces.

By aligning zoning with actual land use, this rezoning effort prevents potential conflicts and supports the City's long-term vision for sustainable land management and community development.

Staff Recommendation:

Staff recommends approval of the proposed rezoning of 56 city-owned parcels, as detailed in this report. Based on staff's analysis, this rezoning aligns with the goals and policies of Plan Manitou, complies with the Land Use and Development Code, and meets the established review criteria for rezoning. No conditions are proposed as part of this recommendation.

Motion Language Options:

Staff recommends approval of the proposed rezoning of 56 city-owned parcels, as detailed in this report. Based on staff's analysis, this rezoning aligns with the goals and policies of Plan Manitou, complies with the Land Use and Development Code, and meets the established review criteria for rezoning. No conditions are proposed as part of this recommendation.

City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 1

General Location:

South of the Crystal
Hill Road & Highway
24 underpass

Tax Schedule Number(s):

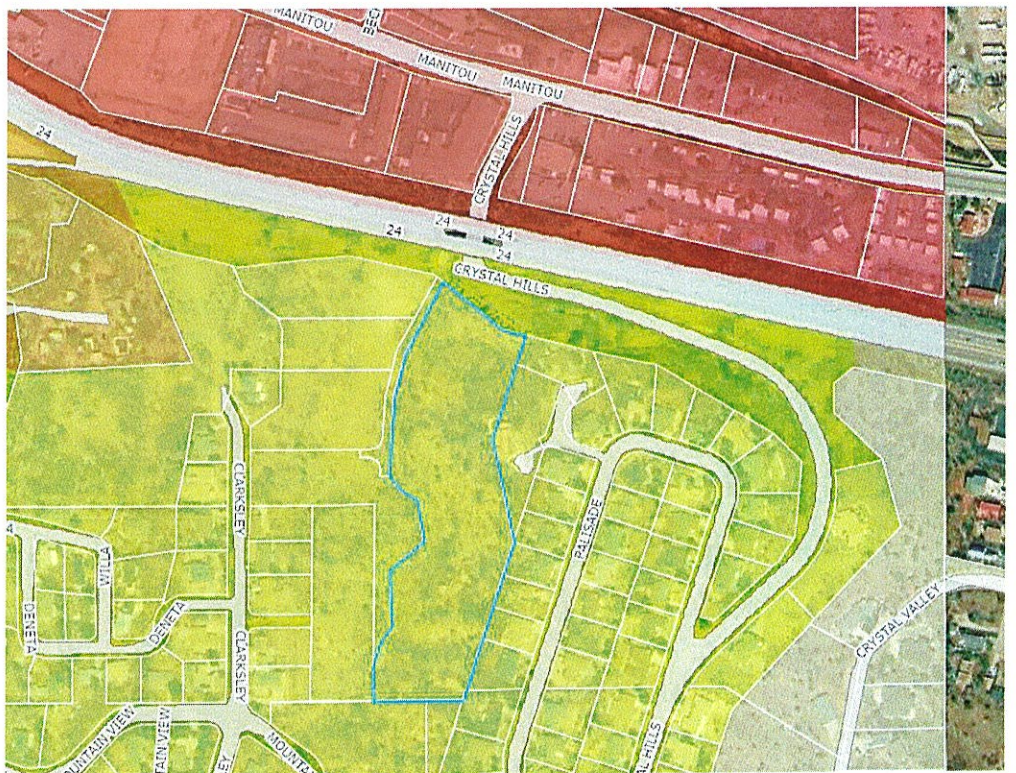
74044-13-029

Current Zone District:

Low Density
Residential
(LDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 2

General Location:

North of Sutherland
Road & West of
Crystal Hills
Boulevard

Tax Schedule Number(s):

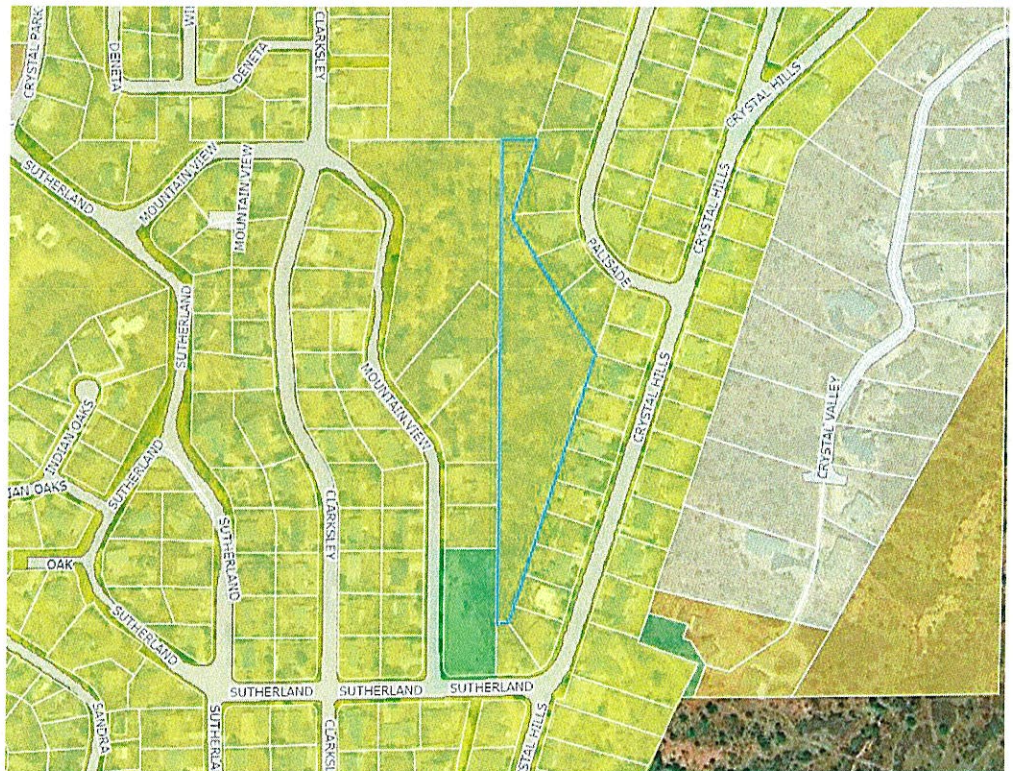
74091-00-003

Current Zone District:

Low Density
Residential
(LDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 3

General Location:

Through Serpentine Drive, West of Highway 24

Tax Schedule Number(s):

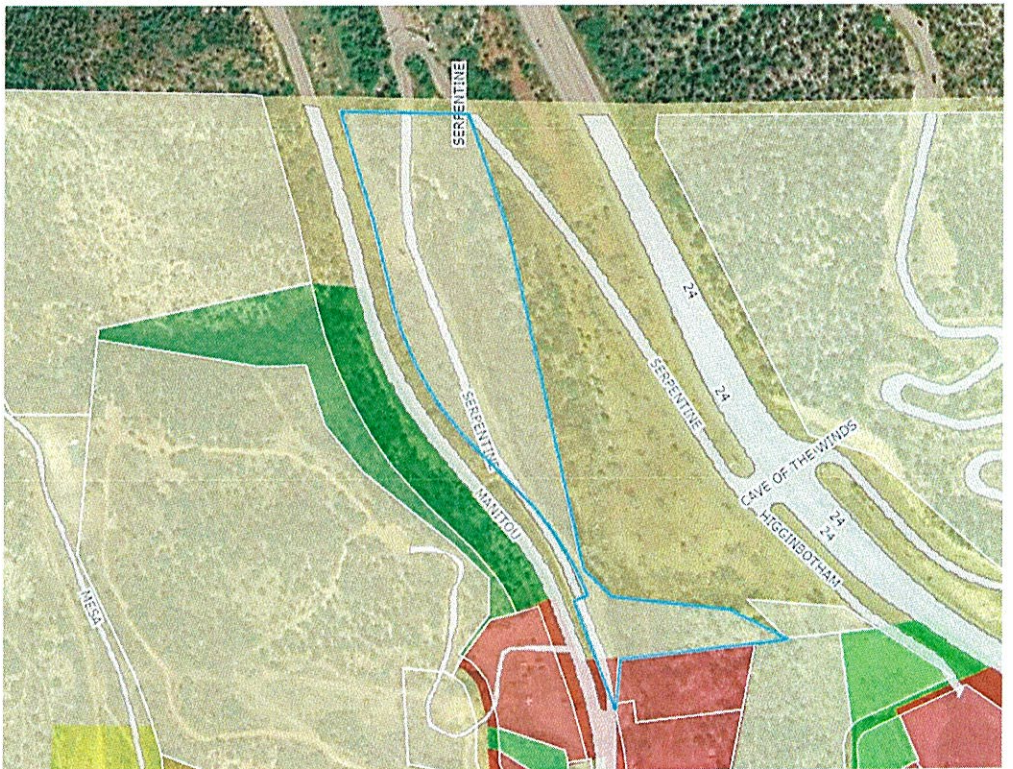
74061-00-015

Current Zone District:

Hillside Low Density Residential (HLDR)

Proposed Zone District:

Open Space (OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels

4, 5

General Location:

Southwest of Uinta
Road/Chipeta Road

Tax Schedule Number(s):

74053-14-005

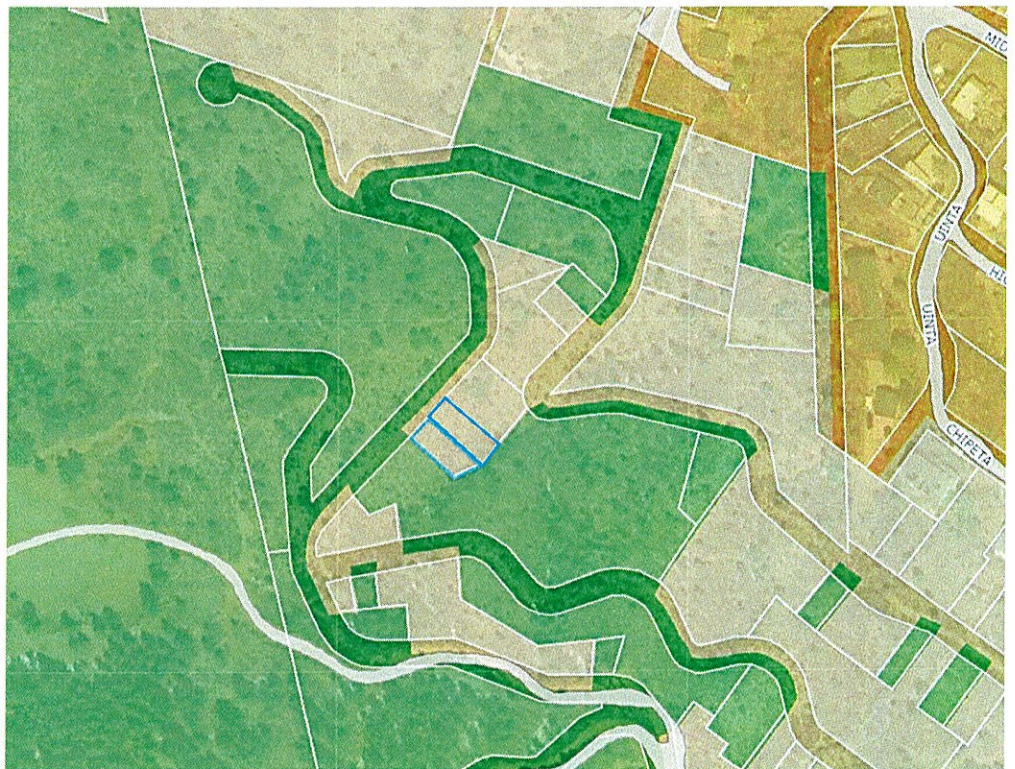
74053-14-019

Current Zone District:

Hillside Low Density
Residential (HLDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels

6, 7

General Location:

Southeast of the
intersection of South
Path & Peakview
Boulevard

Tax Schedule Number(s):

74054-13-026

74054-21-001

Current Zone District:

General Residential
(GR)

Hillside Low Density
Residential (HLDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
8, 9, 10

General Location:

North of Highway 24,
East of Canon
Avenue

Tax Schedule Number(s):

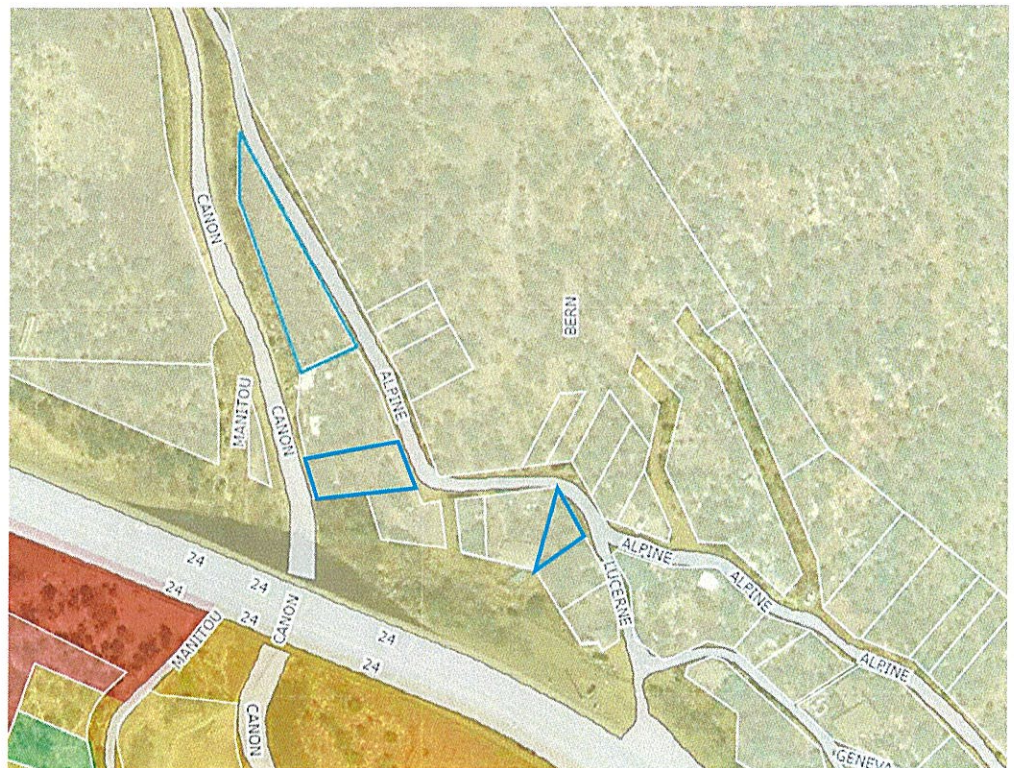
74052-10-003
74052-11-006
74052-18-001

Current Zone District:

Hillside Low-Density
Residential (HLDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 11

General Location:

Southeast of Pawnee
Avenue and Prospect
Place

Tax Schedule Number(s):

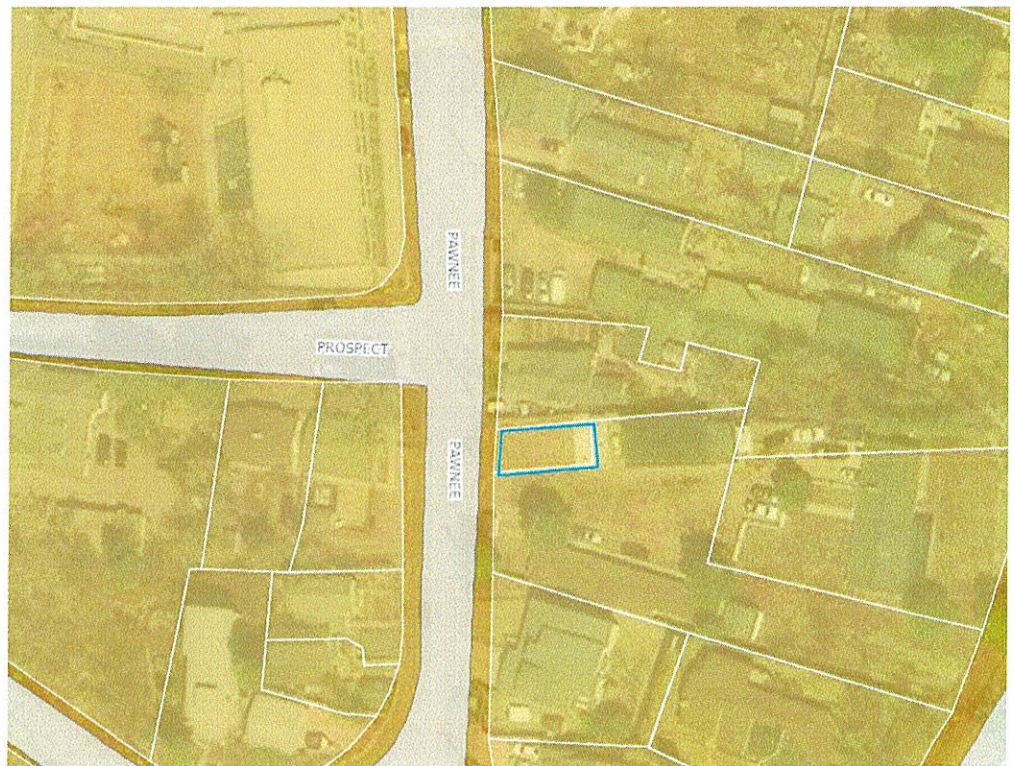
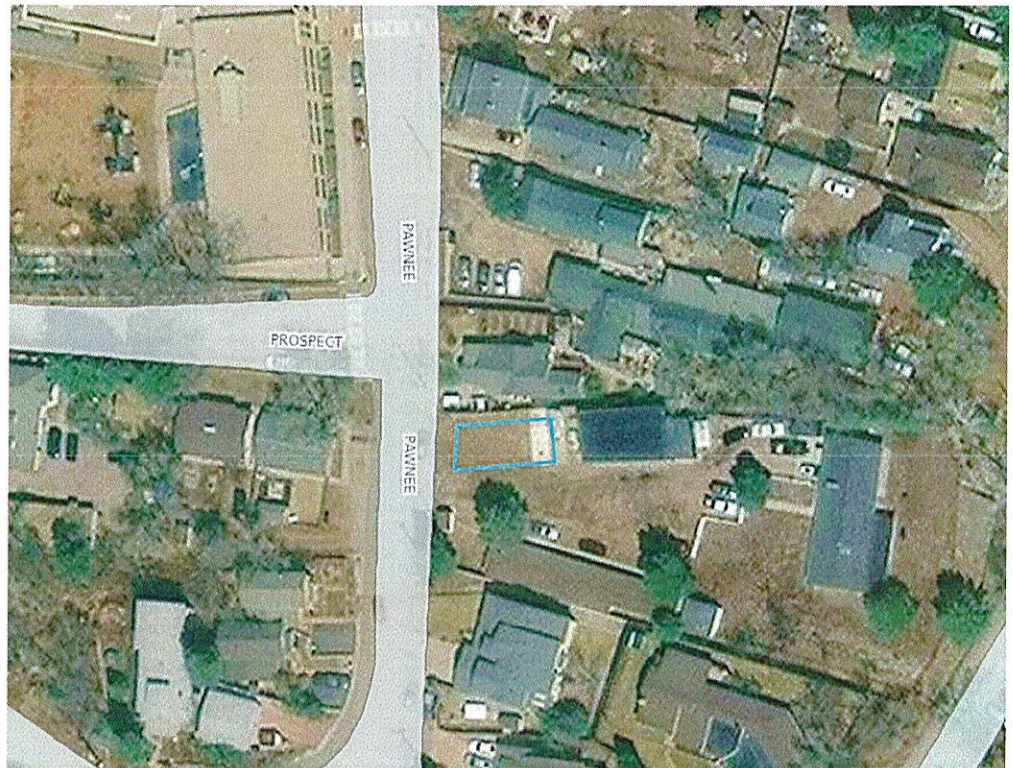
74054-04-022

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels

12, 13

General Location:

Southeast of Deer Path Avenue and Oklahoma Road

Tax Schedule Number(s):

74054-10-010

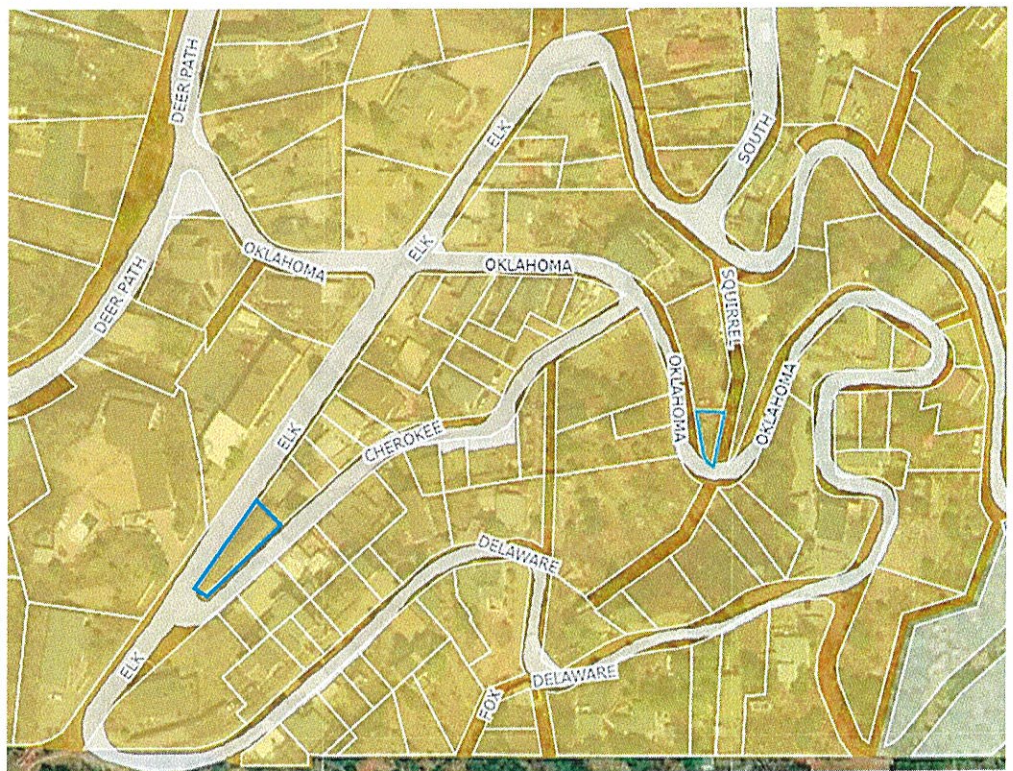
74054-11-025

Current Zone District:

General Residential (GR)

Proposed Zone District:

Open Space (OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels

14, 15,
16, 17

General Location:

North and South of
Highway 24, East of
Washington Avenue

Tax Schedule Number(s):

74054-24-003
74054-24-035
74054-24-036
74054-24-010

Current Zone District:

Hillside Low-Density
Residential (HLDR) &
General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
18, 19, 20

General Location:

North of Manitou
Avenue, East of Old
Mans Trail

Tax Schedule Number(s):

74054-28-008

74054-28-009

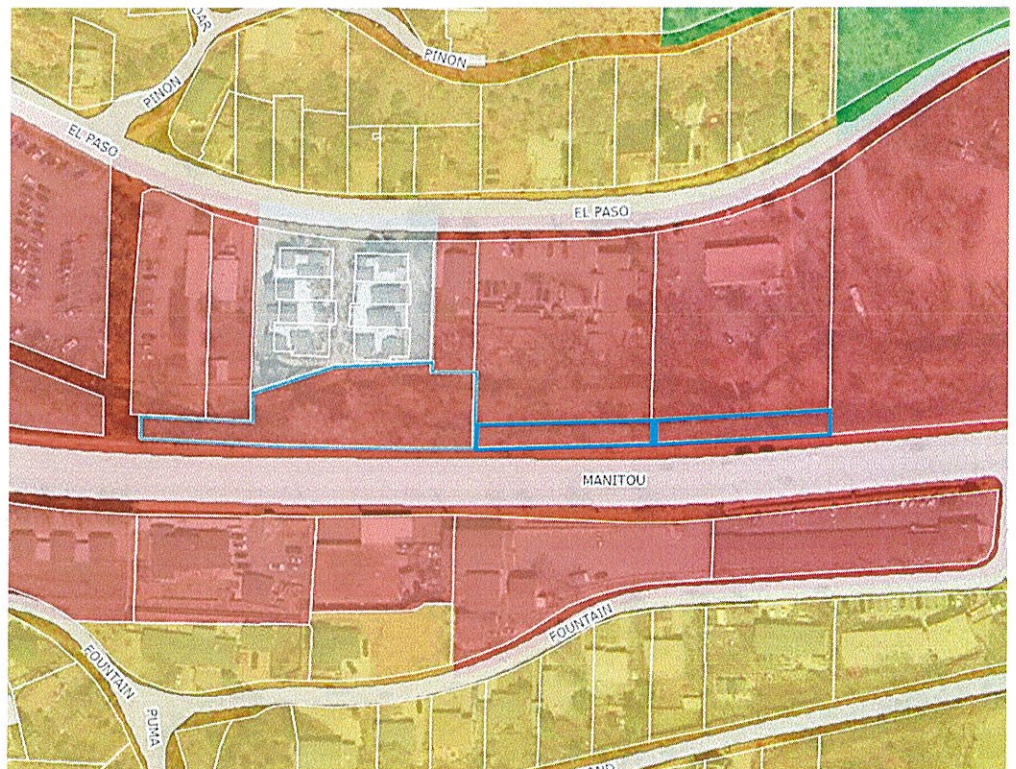
74054-28-026

Current Zone District:

Commercial (C)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
21, 22,
23, 24

General Location:

North of Lovers Lane,
West of Washington
Avenue

Tax Schedule Number(s):

74054-35-029
74054-35-030
74054-35-031
74054-35-035

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 25

General Location:

East of Minnehaha
and Rock Road
Intersection

Tax Schedule Number(s):

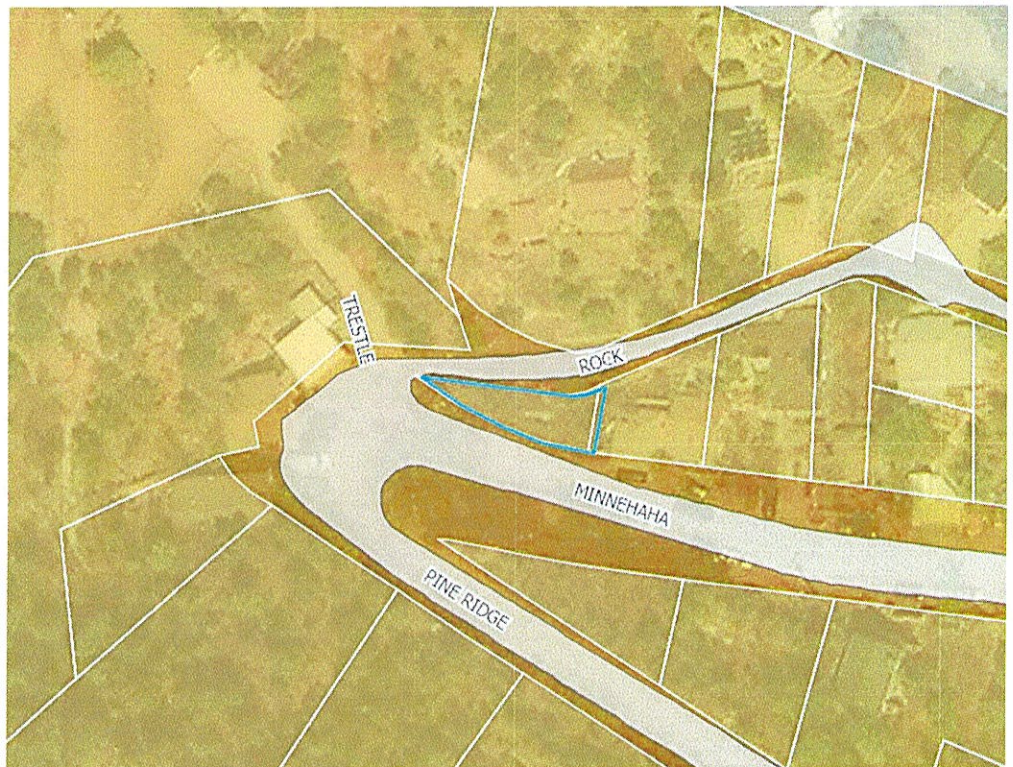
74061-01-025

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 26

General Location:

Northeast of Pine
Ridge and Duncan
Avenues

Tax Schedule Number(s):

74061-05-038

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 27

General Location:

Southwest of Illinois
and Mesa Avenue
Intersection

Tax Schedule Number(s):

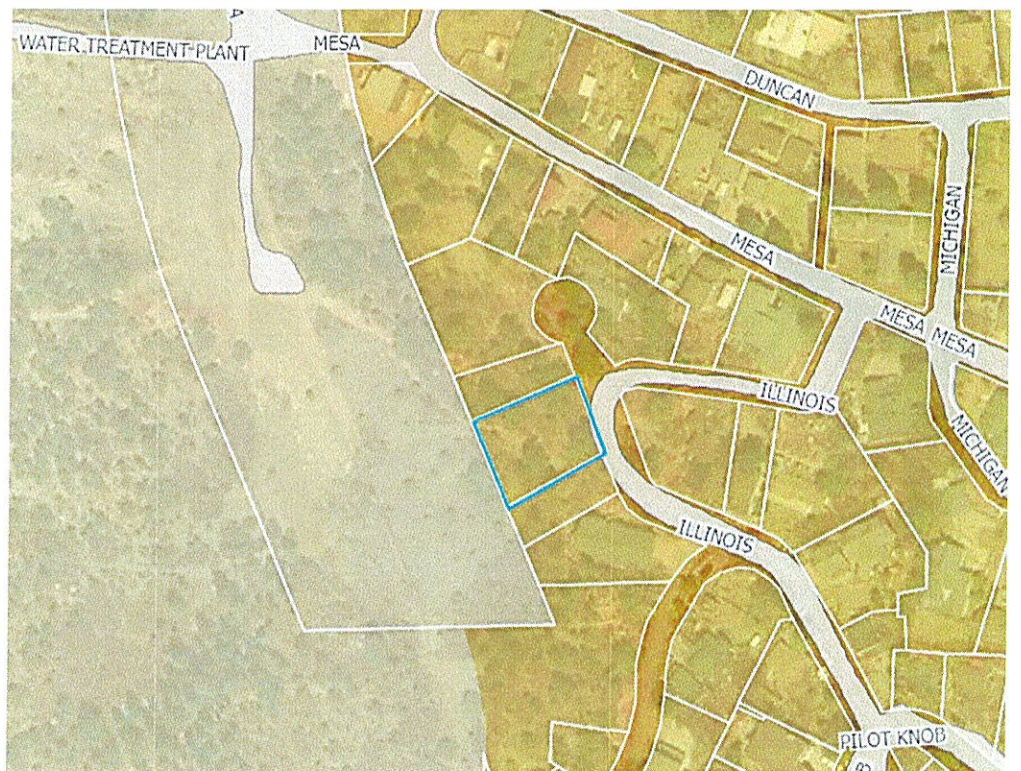
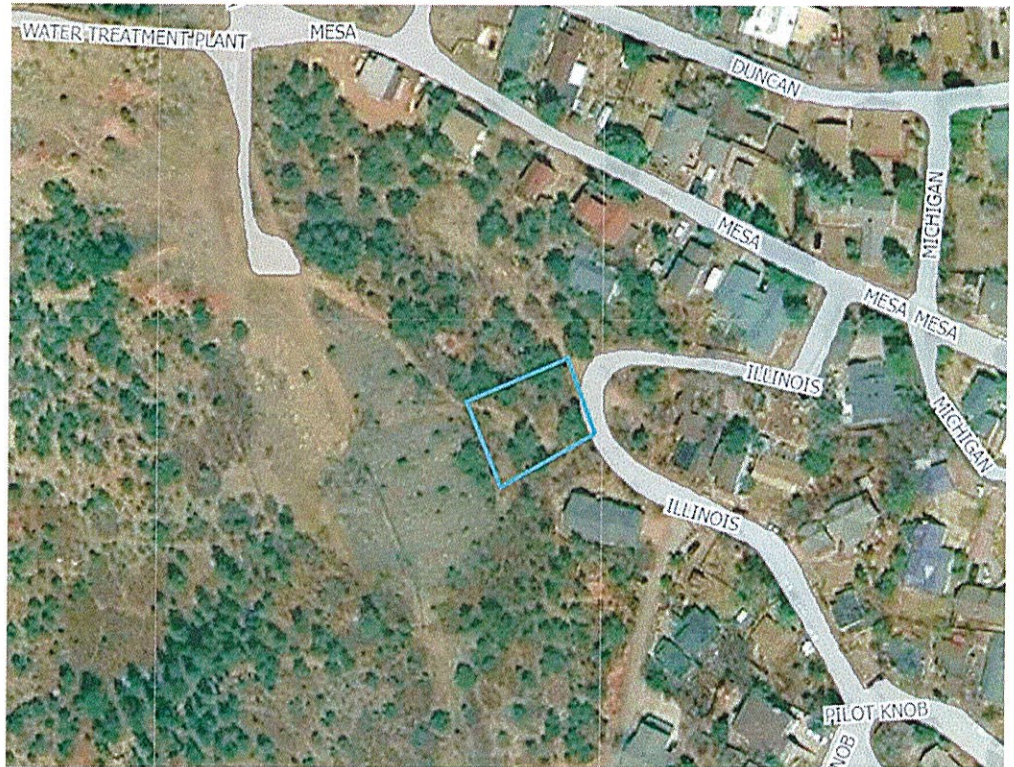
74061-08-009

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
28, 29

General Location:

West of the Water
Treatment Plant

Tax Schedule Number(s):

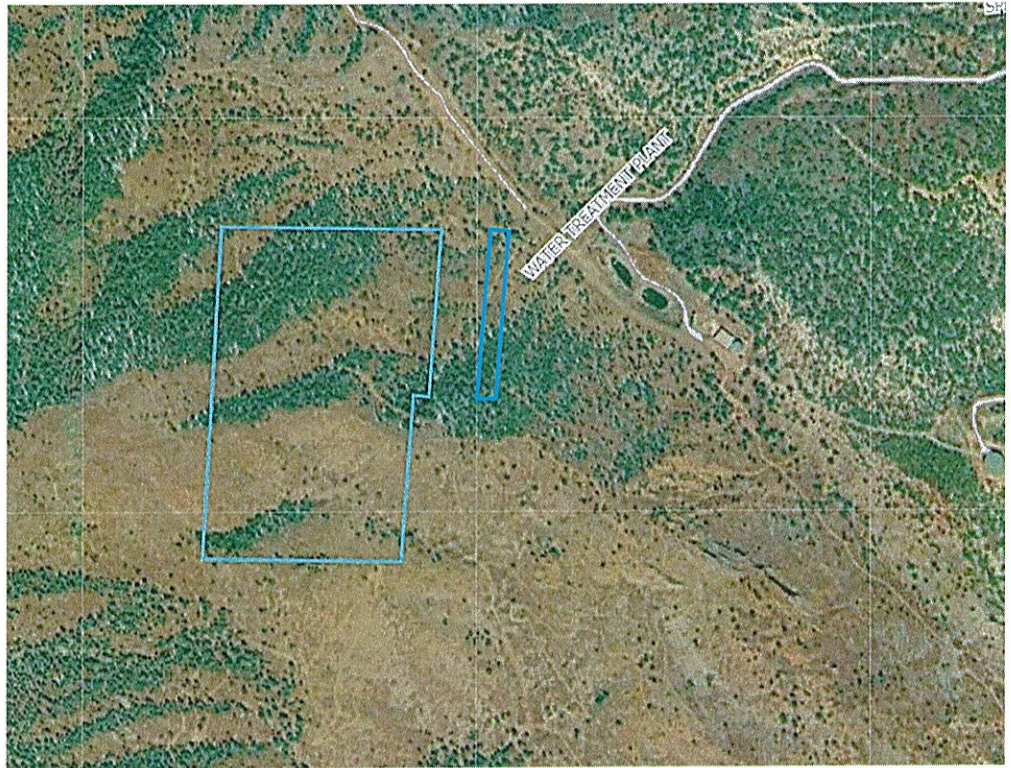
74062-00-005
74062-00-008

Current Zone District:

Hillside Low-Density
Residential (HLDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 30

General Location:

Northwest of Hydro
Street & Ruxton
Avenue Intersection

Tax Schedule Number(s):

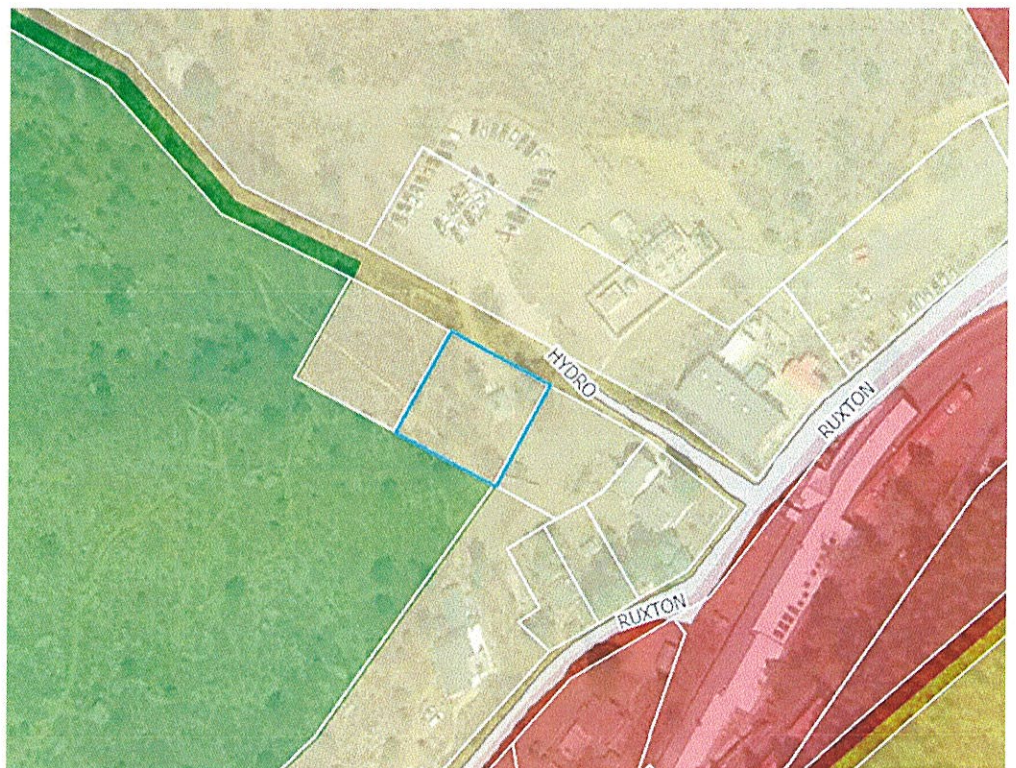
74063-02-003

Current Zone District:

Hillside Low-Density
Residential (HLDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 31

General Location:

North of Winter
Street

Tax Schedule Number(s):

74064-03-013

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 32

General Location:

Southwest of Ruxton
Avenue & Brook
Street Intersection

Tax Schedule Number(s):

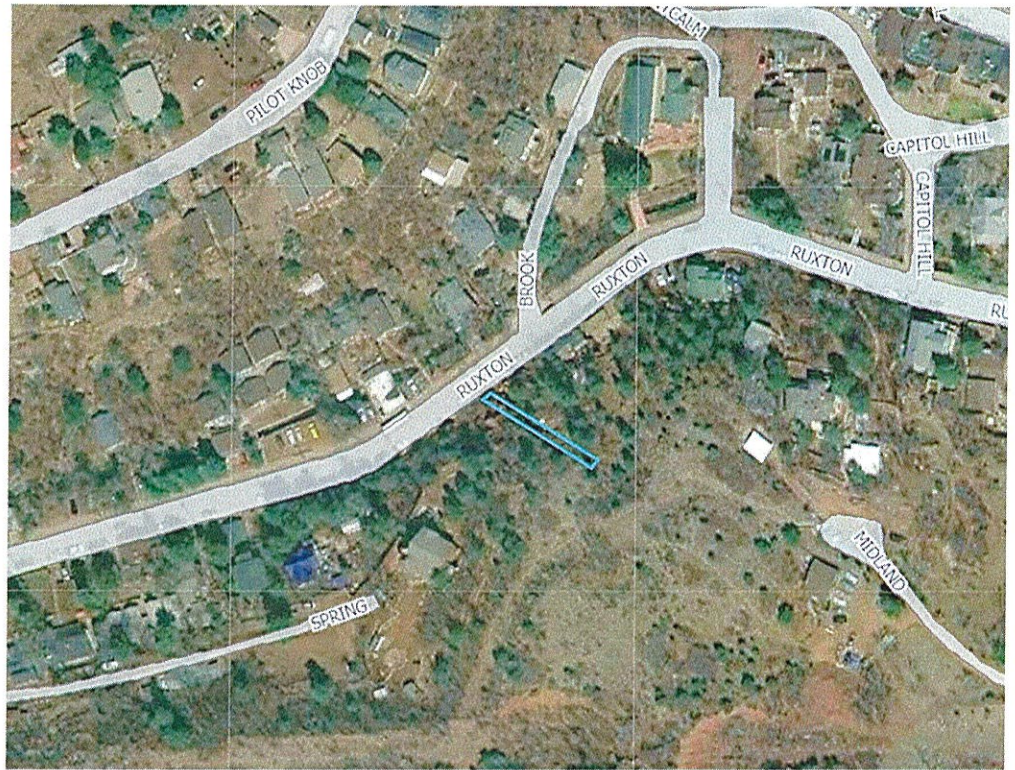
74064-23-019

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 33

General Location:

Southwest of
Pawnee & Eagle
Avenues

Tax Schedule Number(s):

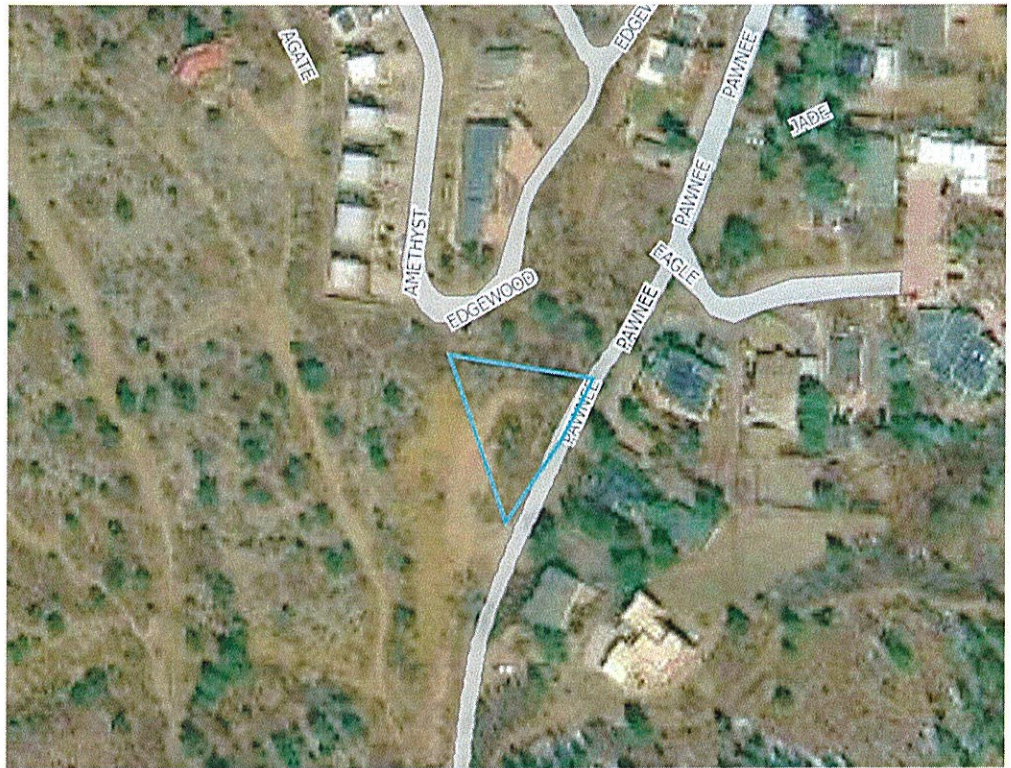
74082-16-004

Current Zone District:

Low-Density
Residential (LDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 34

General Location:

North of Oak Place &
Keithley Road

Tax Schedule Number(s):

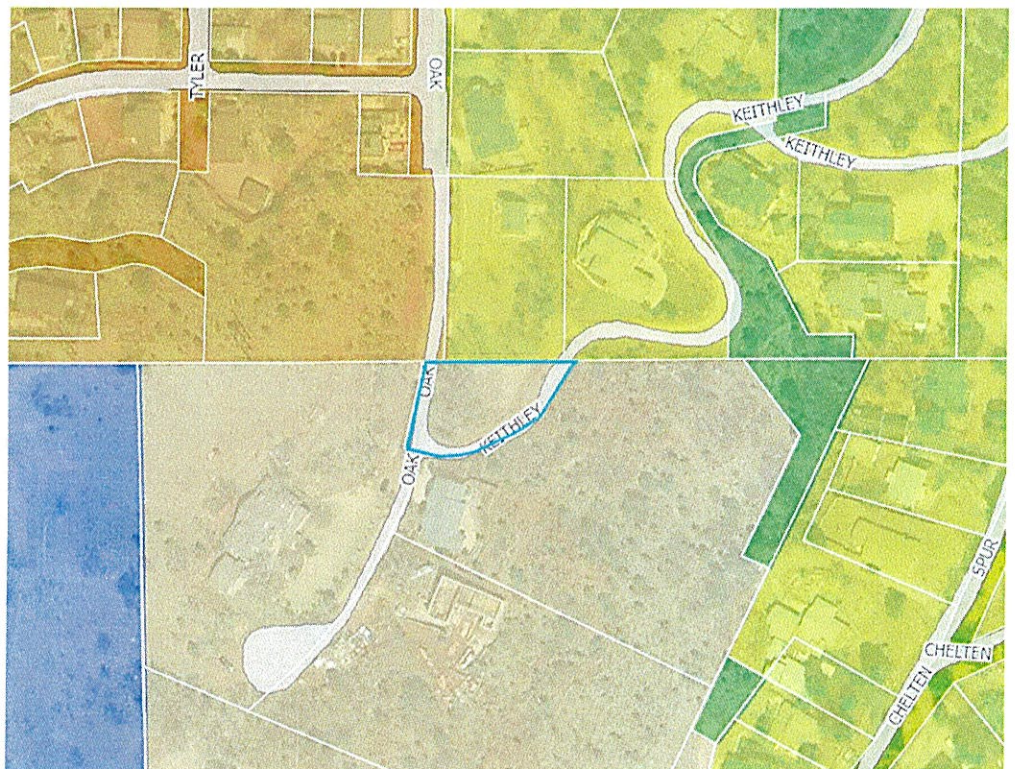
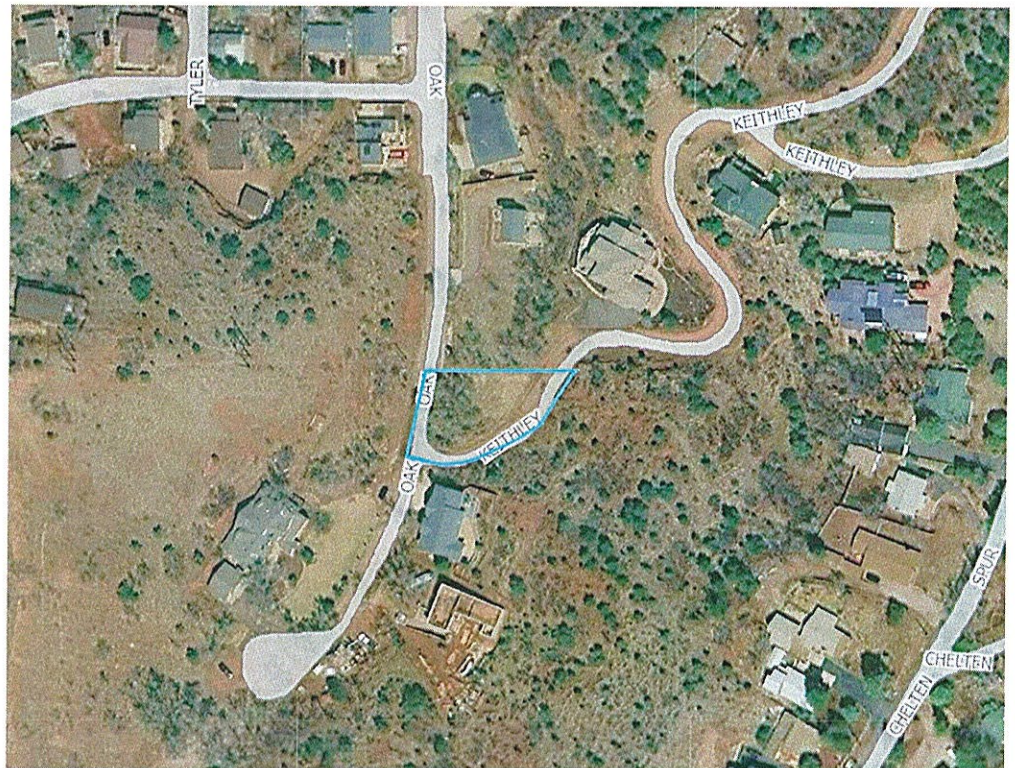
74092-02-039

Current Zone District:

Hillside Low-Density
Residential (HLDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
35, 36, 37

General Location:

South of Chipeta
Road

Tax Schedule Number(s):

74053-19-015
74053-19-013
74053-14-008

Current Zone District:

Hillside Low-Density
Residential (HLDR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
38, 39,
40, 41

General Location:

South of Highway 24,
Northeast of Burn
Road

Tax Schedule Number(s):

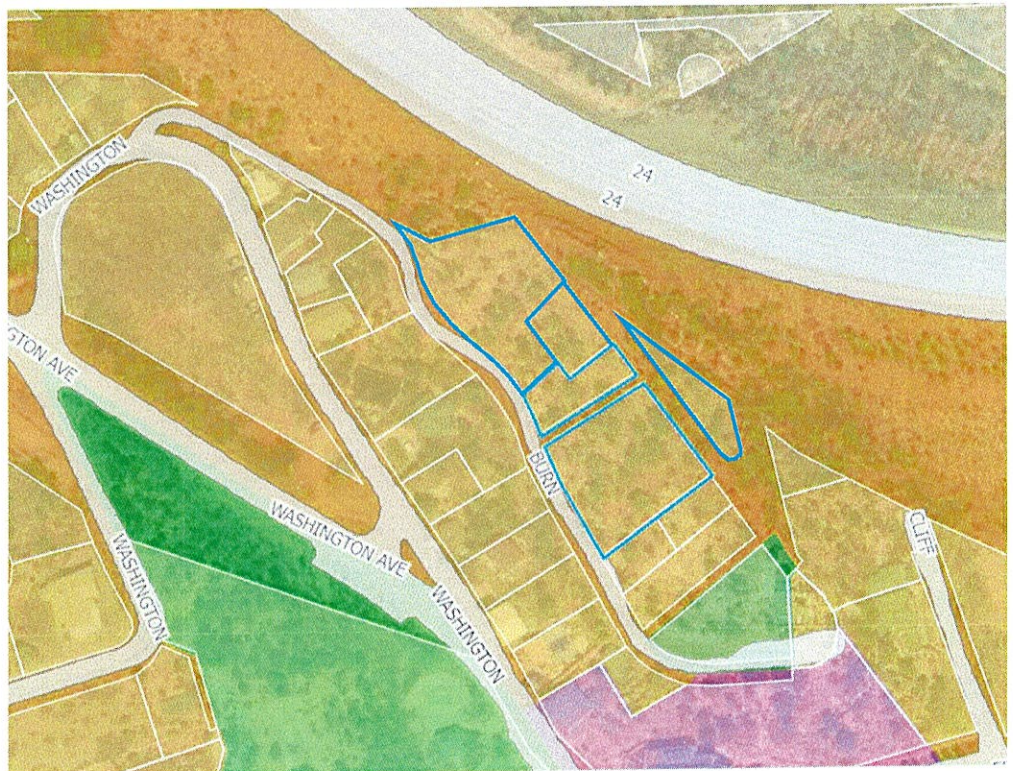
74054-32-011
74054-32-019
74054-31-003
74054-32-010

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Open Space
(OS)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 42

General Location:

Northeast corner of
Manitou and Mayfair
Avenues

Tax Schedule Number(s):

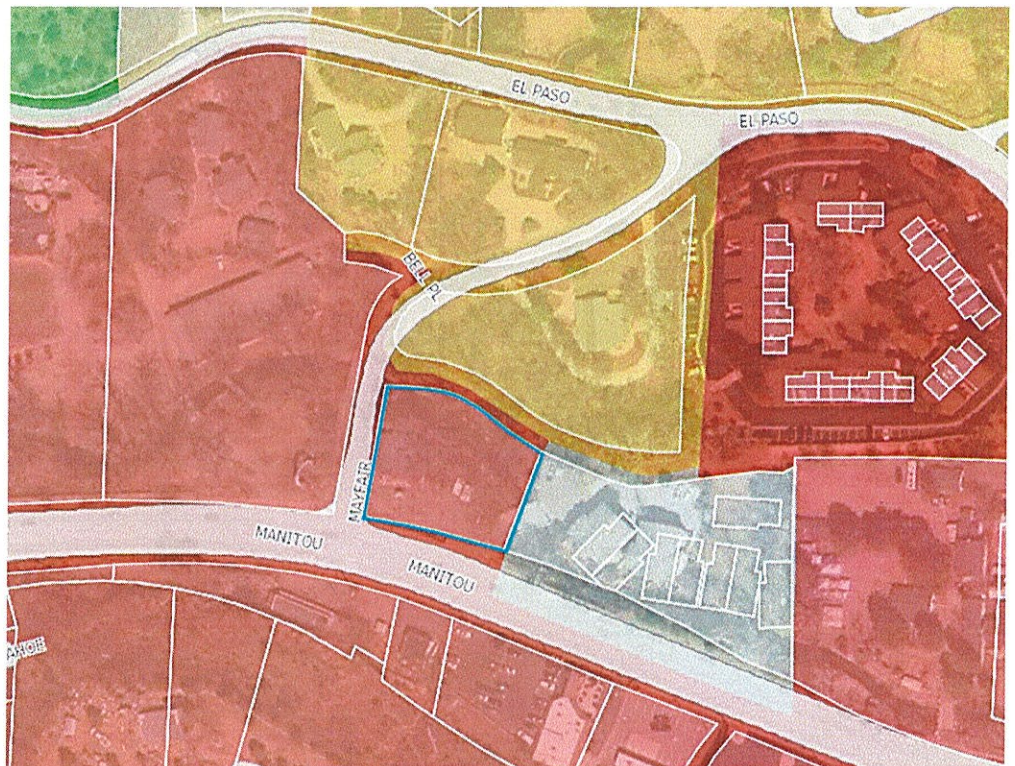
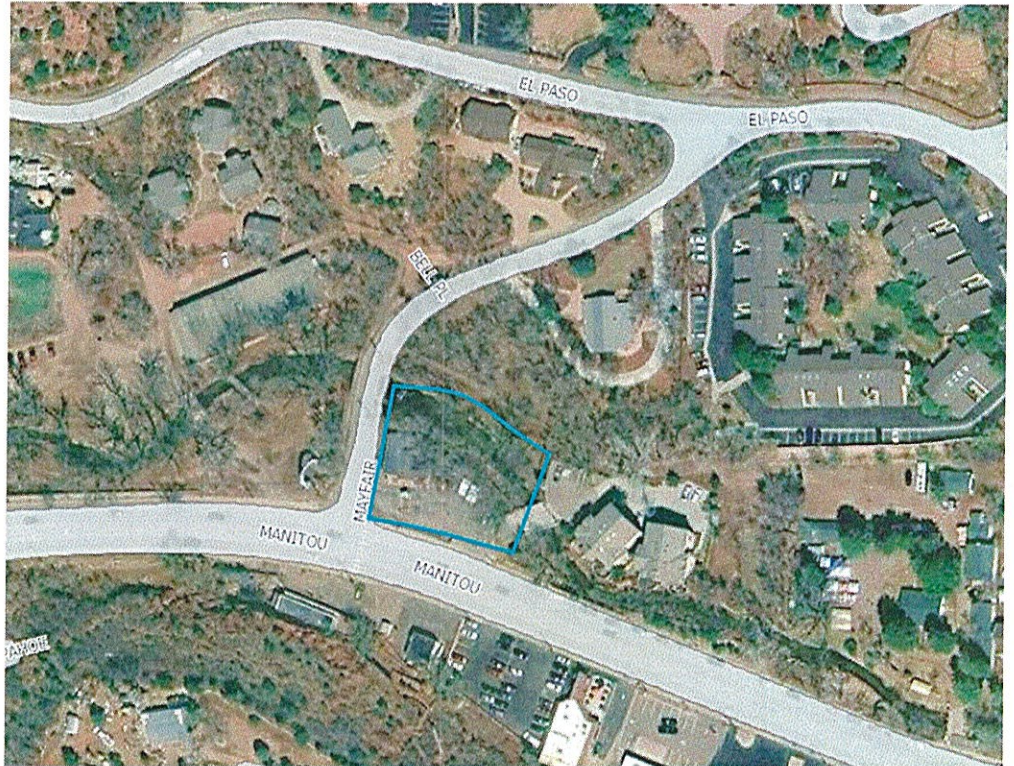
74043-06-075

Current Zone District:

Commercial (C)

Proposed Zone District:

Public Facility
(PF)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels

43, 44

General Location:

North of the City
Public Works Facility

Tax Schedule Number(s):

74043-18-008

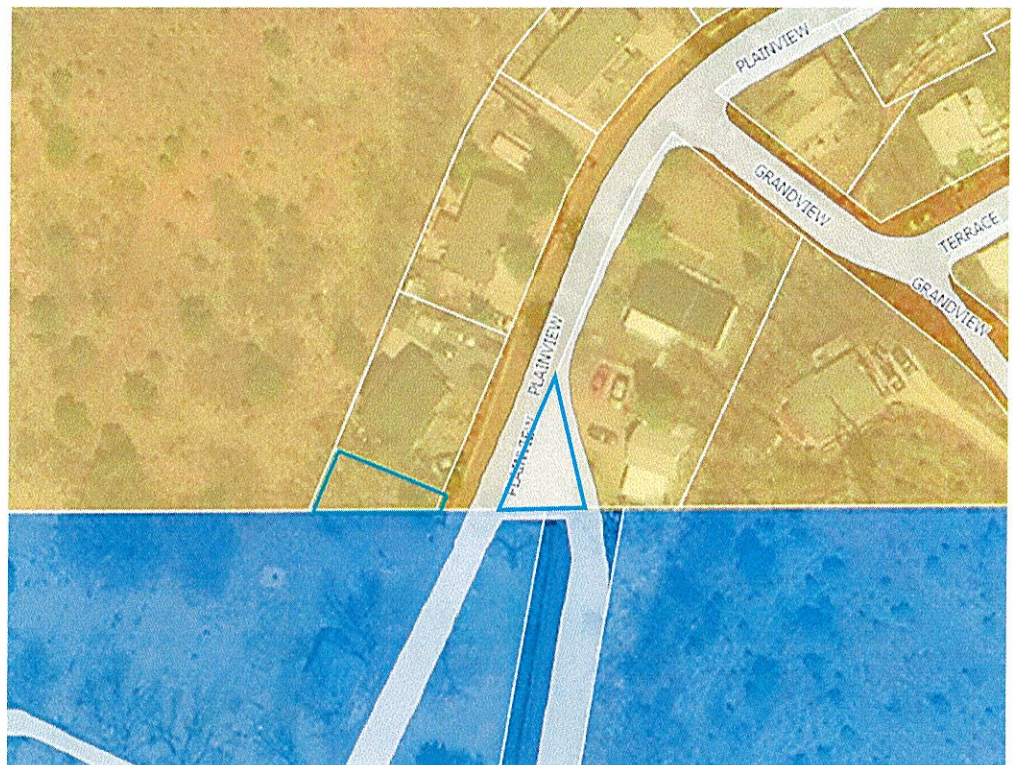
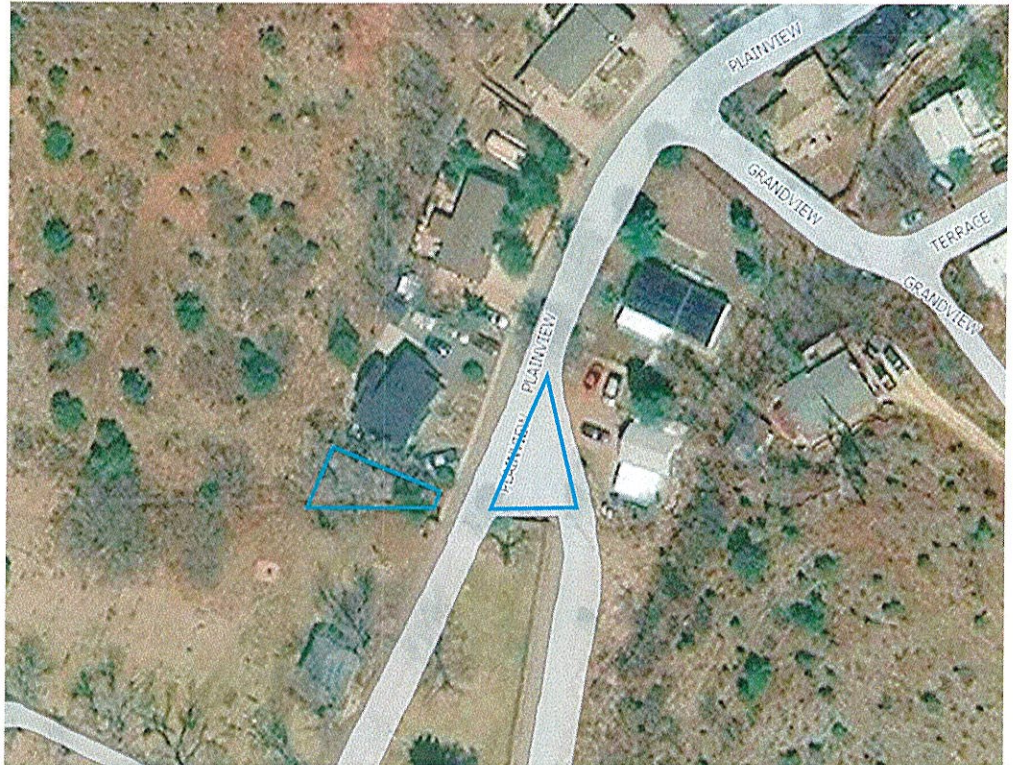
74043-21-004

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Public Facility
(PF)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
45, 46, 47

General Location:

Northeast of the
Manitou Avenue and
Highway 24
interchange

Tax Schedule Number(s):

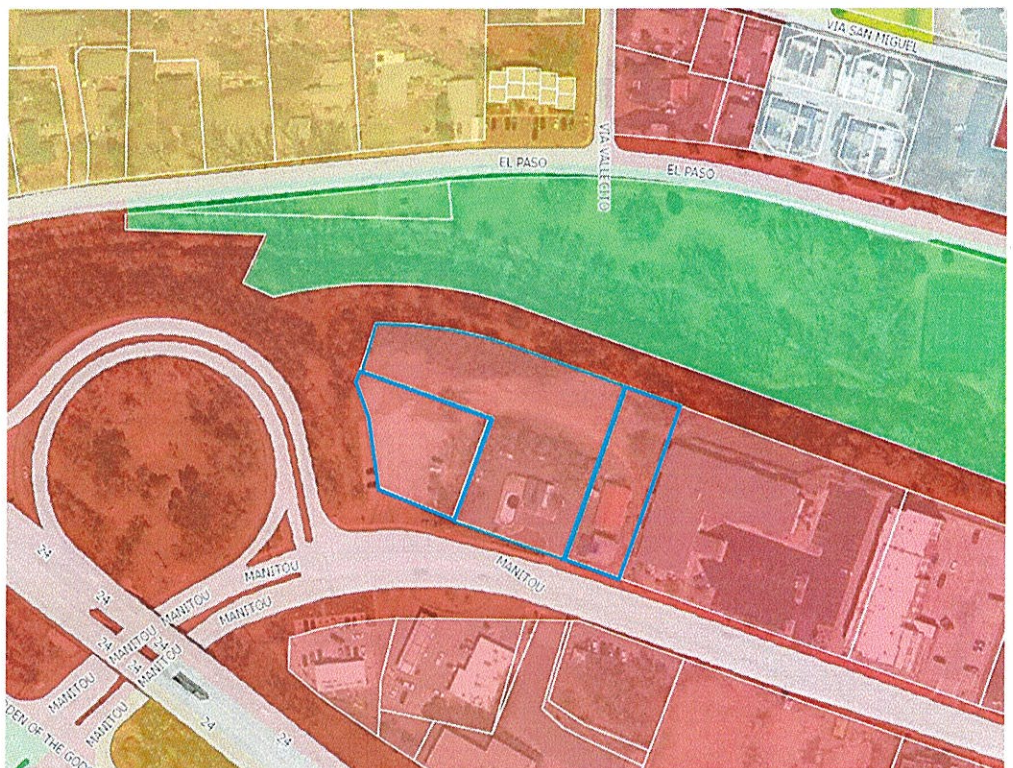
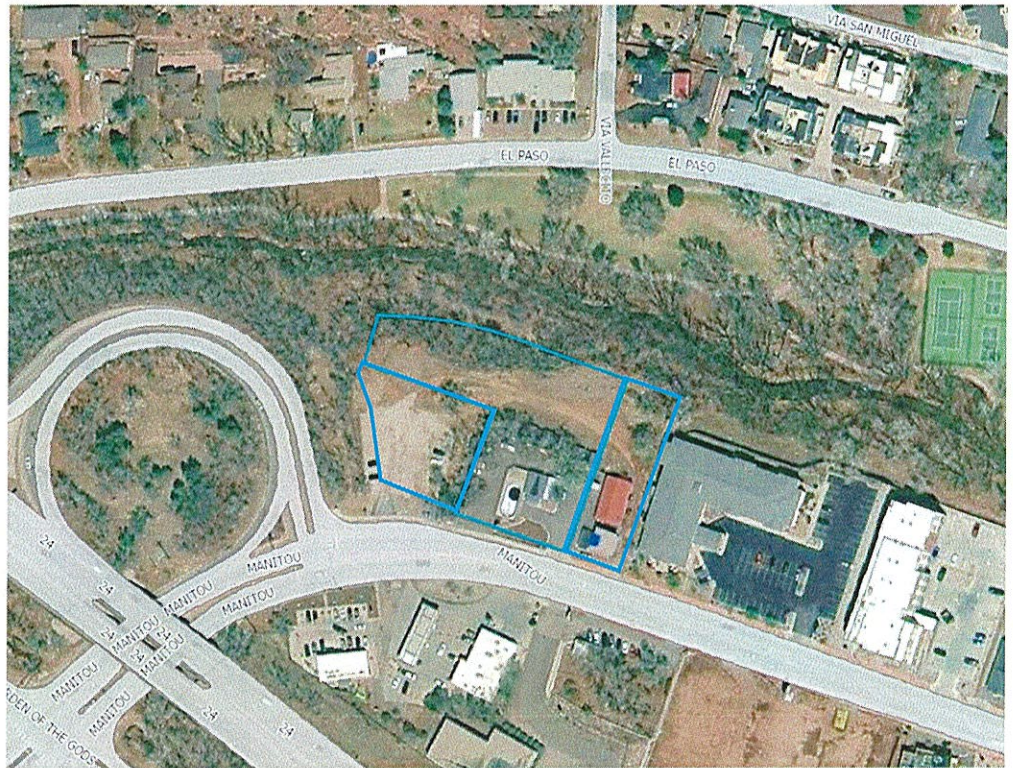
74044-10-024
74044-10-035
74044-10-036

Current Zone District:

Commercial (C)

Proposed Zone District:

Public Facility
(PF)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 48

General Location:

North of the Manitou
Avenue Eastern
Gateway Sign

Tax Schedule Number(s):

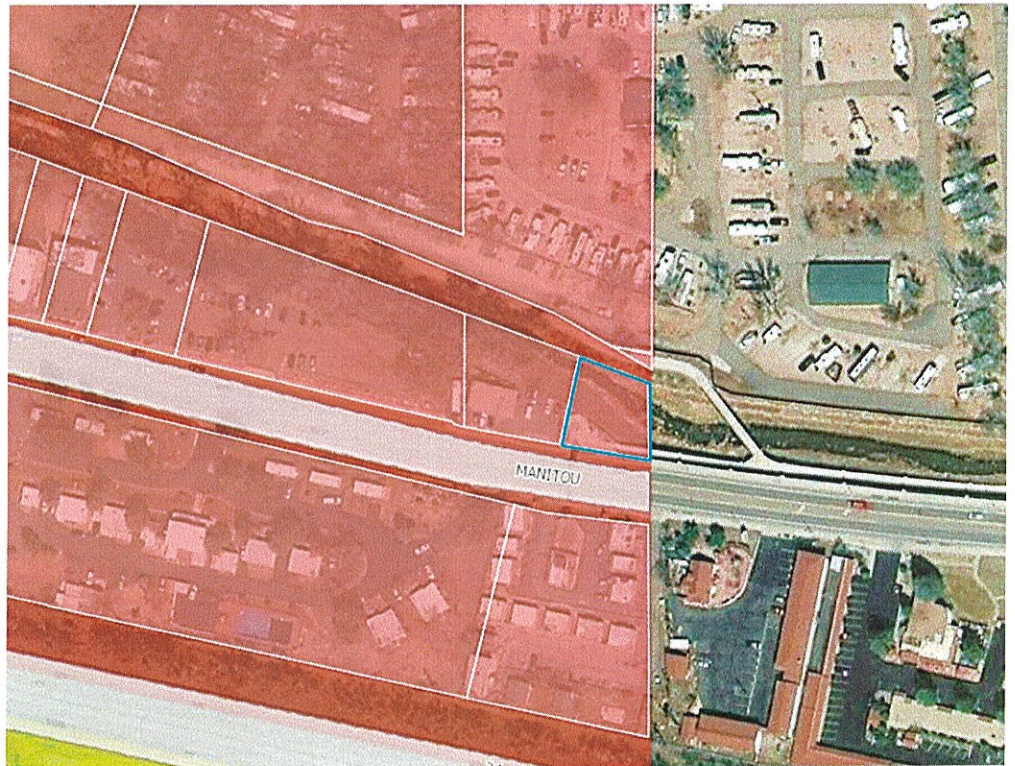
74044-10-048

Current Zone District:

Commercial (C)

Proposed Zone District:

Public Facility
(PF)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
49, 50, 51,
52, 53

General Location:

West of Canon
Avenue and South of
Highway 24

Tax Schedule Number(s):

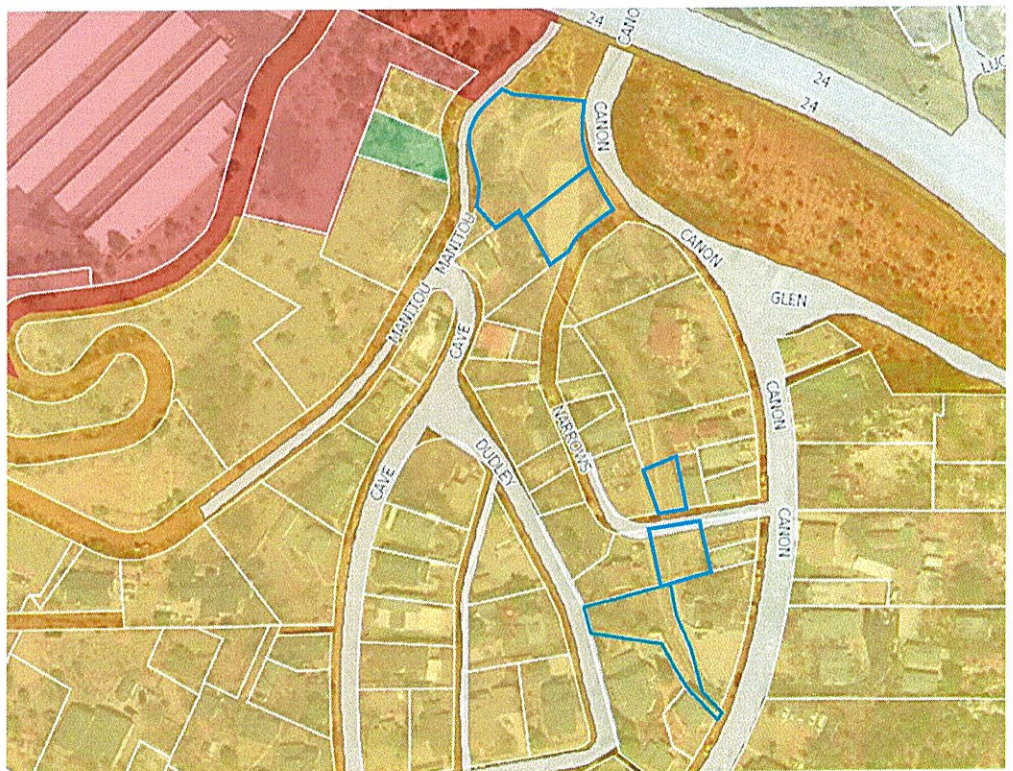
74052-12-010
74052-12-029
74052-12-032
74052-13-005
74052-12-040

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Public Facility
(PF)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 54

General Location:

South of the Prospect
and Modoc Place
Intersection

Tax Schedule Number(s):

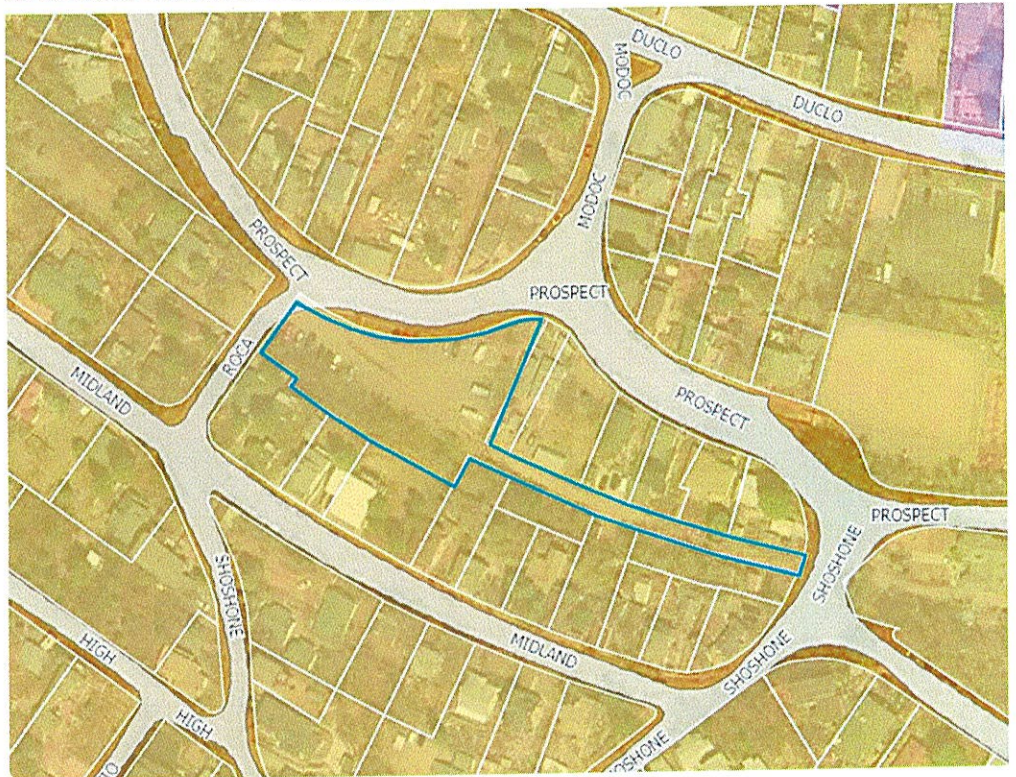
74053-25-007

Current Zone District:

General Residential
(GR)

Proposed Zone District:

Public Facility
(PF)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 55

General Location:

North of El Paso
Boulevard bordered
by Washington
Avenue

Tax Schedule Number(s):

74054-35-025

Current Zone District:

Split zoned General
Residential (GR) and
Park (P)

Proposed Zone District:

Park
(P)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcel 56

General Location:

Northeast of the
intersection of
Manitou Avenue &
Beckers Lane

Tax Schedule Number(s):

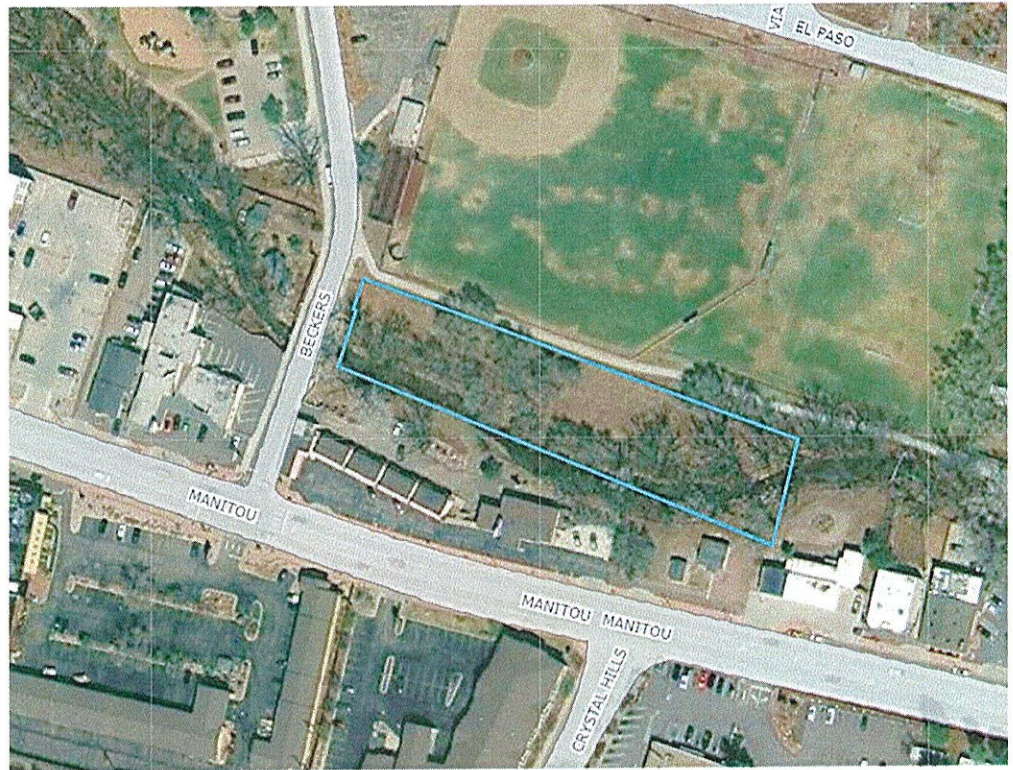
74044-10-050

Current Zone District:

Commercial (C)

Proposed Zone District:

Park
(P)



City of Manitou Springs

City-Owned Parcel Rezoning

Parcels
57, 58, 59

General Location:

South of Serpentine
Drive/Higginbotham
Road, East of
Manitou Avenue

Tax Schedule Number(s):

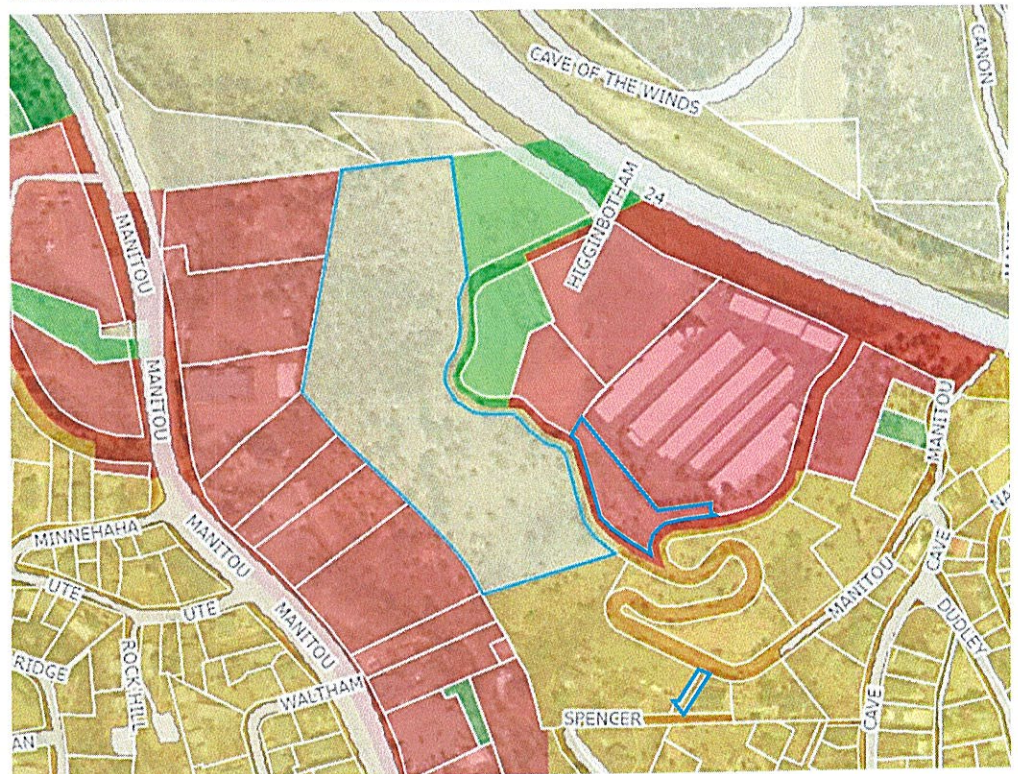
74052-03-097
74052-02-016
74052-03-120

Current Zone District:

Hillside Low Density
Residential (HLDR)
Commercial (C)
General Residential
(GR)

Proposed Zone District:

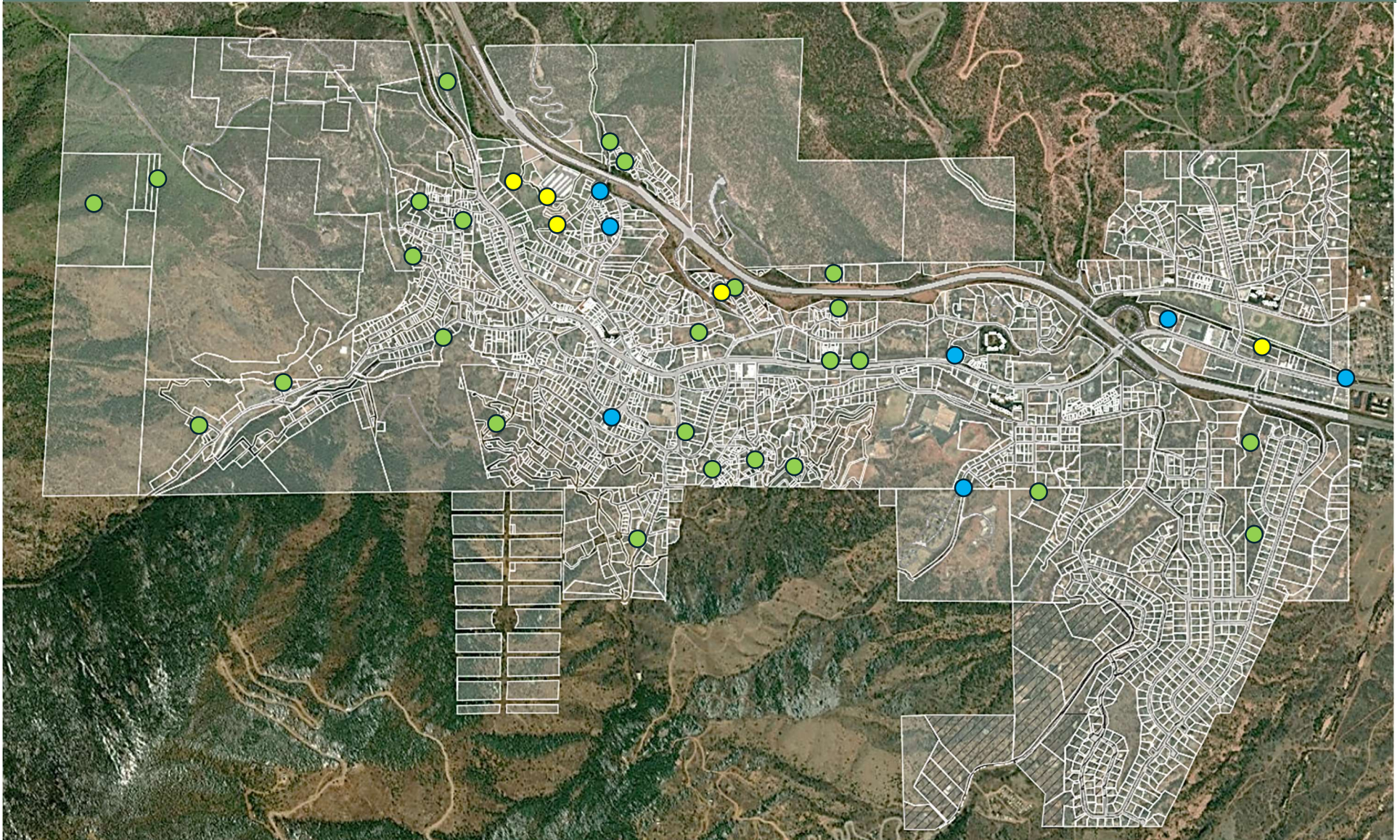
Park
(P)



City of Manitou Springs

City-Owned Parcel Rezoning

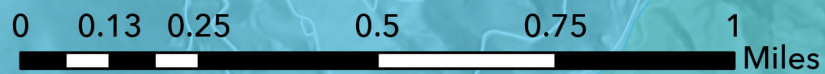
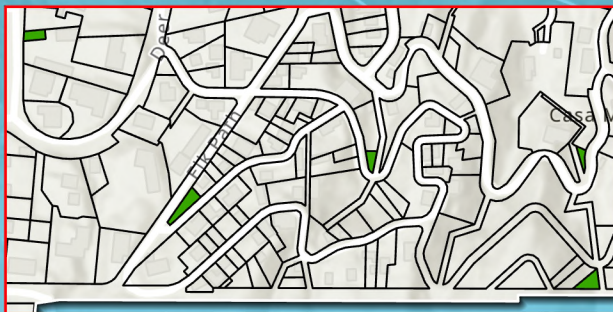
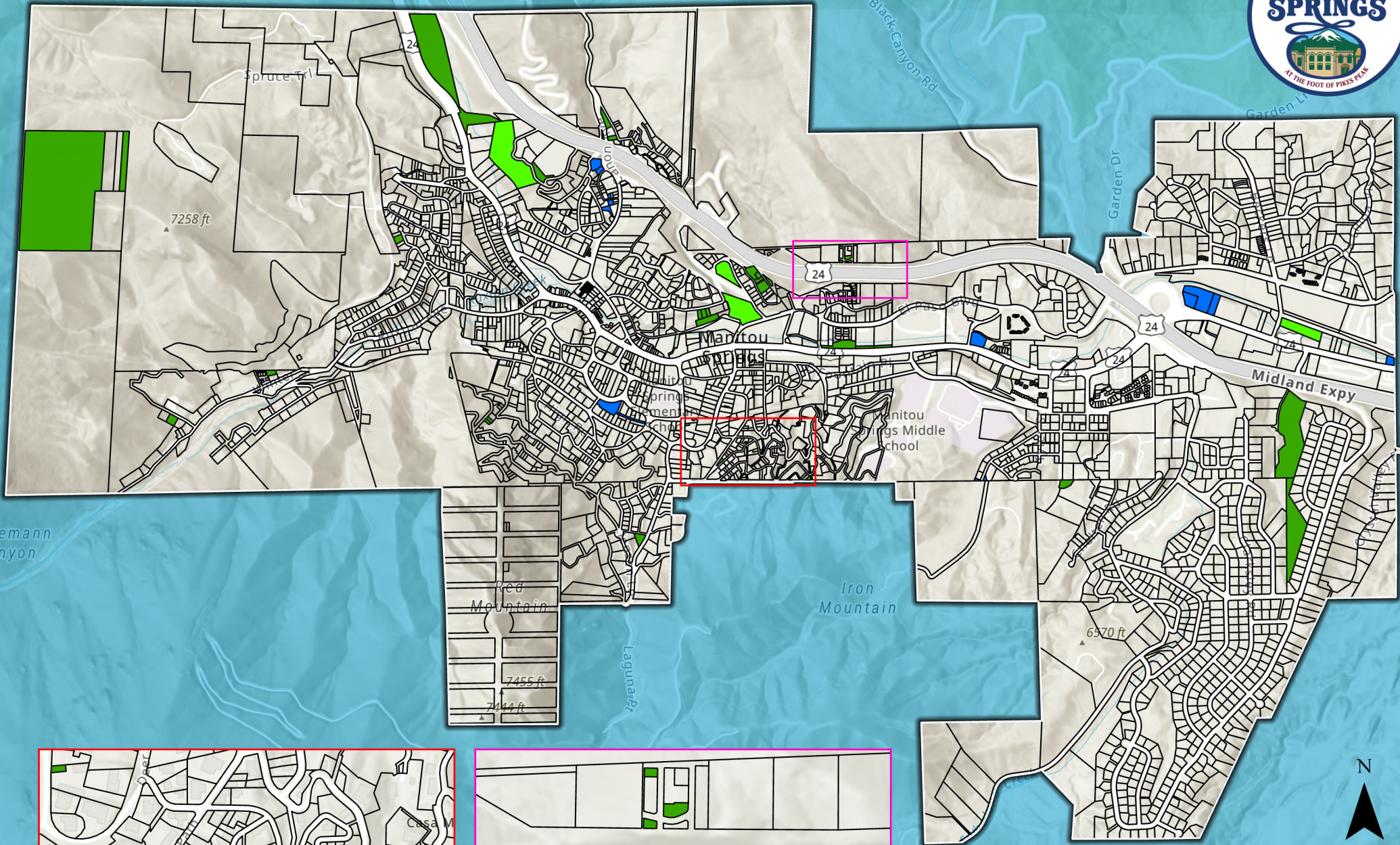
Overview



Parcels proposed to be rezoned to: ● Open Space ● Public Facility ● Park

*Some points may represent more than one parcel

Rezoning Map



- Rezoned to Open Space (OS)
- Rezoned to Park (PK)
- Rezoned to Public Facility (PF)
- Manitou Municipal Boundary
- Parcel Boundaries



Title: Plan Manitou 2.0 Certification
From: Fred Rollenhagen
To: City Planning Commission
Address of Proposal: N/A
Applicant: City of Manitou Springs

March 12, 2025

Proposal:

This request is for the Planning Commission to certify the current draft of Plan Manitou 2.0 as the comprehensive plan for the City of Manitou Springs. Plan Manitou 2.0 is an update to the original Plan Manitou adopted in 2017.

Zone District:

N/A

Background & Existing Conditions:

Generally, a comprehensive plan is a long-range plan that identifies community goals and policies for its development. It is a foundational document of long-term planning and conveys a future vision with long-term goals and objectives for activities that affect the City.

Plan Manitou 2.0 is an update to the original Plan Manitou adopted in 2017. Generally, communities are encouraged to update their comprehensive plans every 5 to 7 years or so to assure its goals and policies remain relevant, and to consider recent changes and challenges that could affect implementing the plan. This update focused on the document's Part 3; the Action Plan which identifies numerous priorities and action items meant to implement the Plan. These priorities were reviewed and prioritized to further help the City achieve its goals.

Application Detail:

The attached Power Point presentation details how the update process was conducted and what revisions it resulted in.

Public Involvement:

A robust public engagement process was conducted over the past year that allowed the public to engage in the review and prioritization of action items that are intended to implement the goals and policies of Plan Manitou. Topic-specific Working Groups, populated by citizens and residents of the City, were appointed to take a deeper dive in topic-specific issues and to identify priorities that would be vetted to the public. Engagement with City staff occurred to help understand existing capacity for carrying out the Action Plan, and numerous opportunities were made for citizens to engage in person at meetings and special events, and engage online with various surveys, questionnaires and the ability to submit comments and preferences.



After the completion of the draft, two more suggestions were presented by a City Councilor to be included in the list of priorities for the City; 1) the establishment of a community center, and 2) the establishment of appropriate Council chambers.

Findings & Review Criteria:

In addition to reviewing the goals and priorities of the Plan, this process updated the Community Profile and updated the Action Plan by identifying a list of Strategic Priorities that could be accomplished within a 1 to 3 -year timeframe. a subsequent list of Ongoing Priorities was identified for both short and long-term continuous efforts, and a list of long-term actions was identified that identifies priorities and actions that can be taken up in the 4-years and beyond timeframe.

Staff Recommendation:

Staff recommends certifying the draft of Plan Manitou 2.0 to the City Council as the City's Comprehensive Plan

Motion Language Options:

1. Motion to approve the current draft of Plan Manitou 2.0 as the city's comprehensive plan and to certify it to City Council
2. Motion to approve the current draft of Plan Manitou 2.0 with specific amendments as stipulated.
3. Motion to deny the current draft of Plan Manitou 2.0 as the City's comprehensive plan

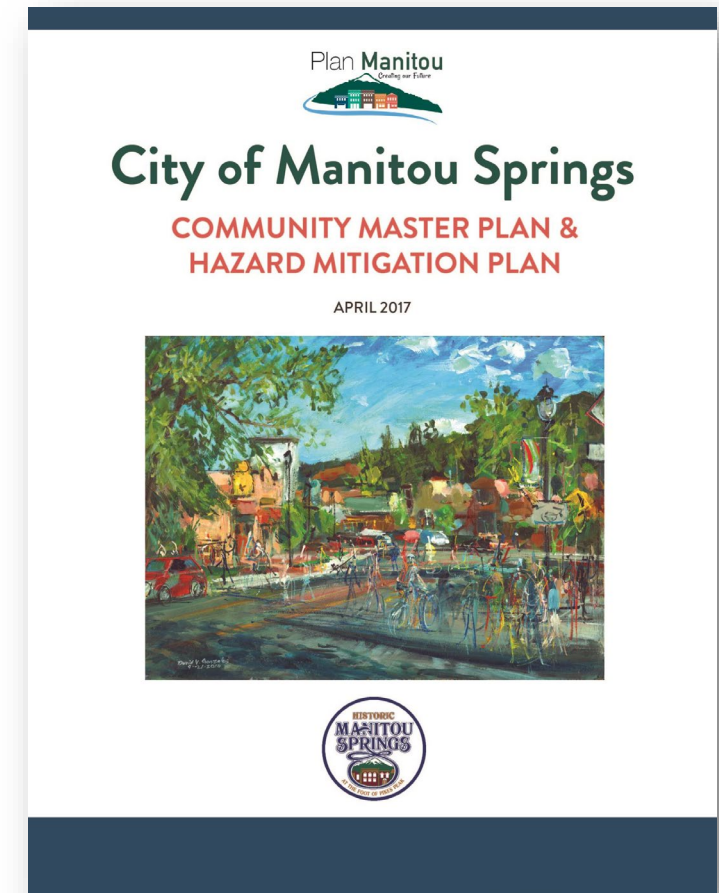
PLANNING COMMISSION: ADOPTION HEARING

March 12, 2025

PLAN MANITOU 2.0: PROJECT OBJECTIVES

Not a “start from scratch” effort...

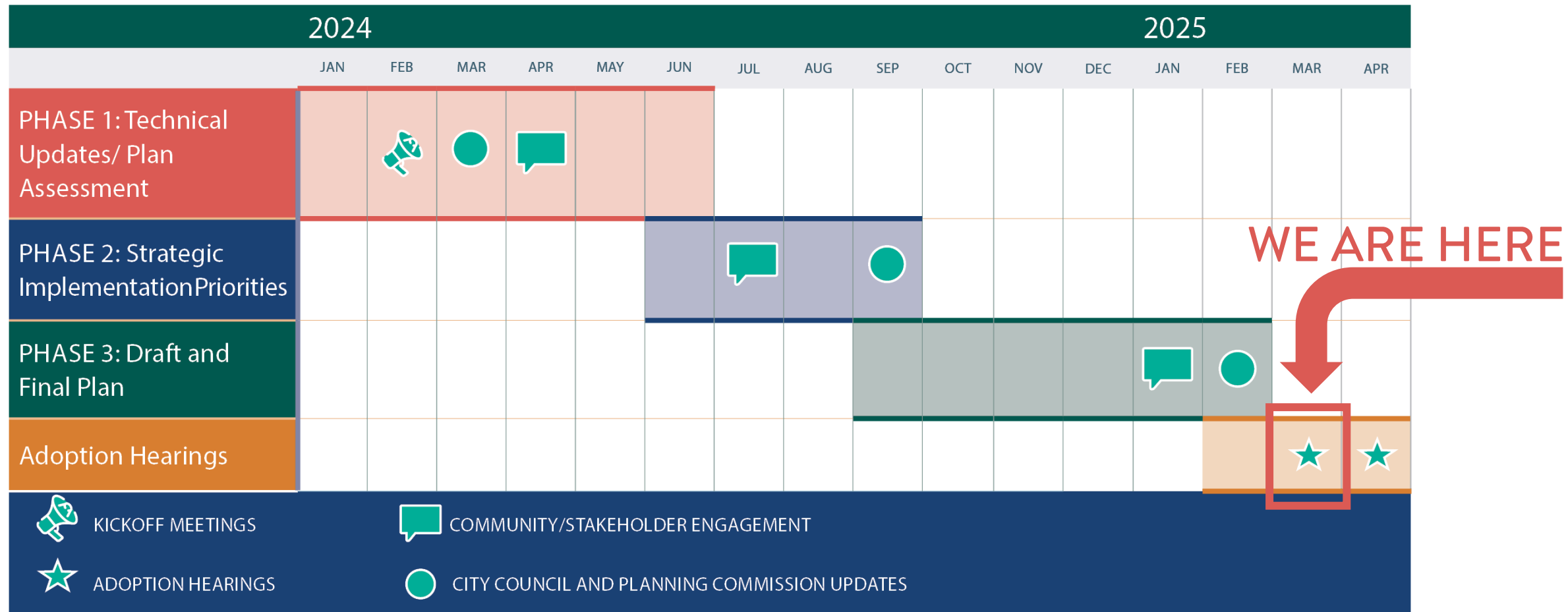
- Refresh background and trends data
- Align the Plan with recently completed plans and studies
- Confirm/refine overarching vision, goals, and policies
- Clarify near-term priorities and strategic opportunities for implementation



RELATIONSHIP TO HAZARD MITIGATION PLAN



PROJECT TIMELINE



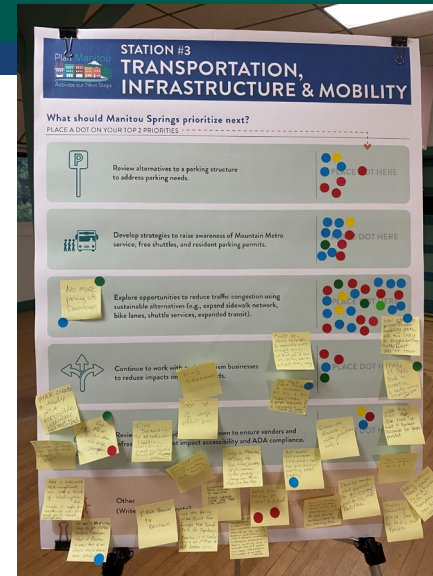
OPPORTUNITIES FOR INPUT COMMUNITY-AT-LARGE

Online Input Opportunities

- Plan Manitou 101/Question of the Week (4 rounds): June-July 2024
- Question of the Month: July 2024
- Strategic Priorities Survey/Draft Plan: Dec. '24 – Jan. '25

In-Person Input Opportunities

- Pop-up Events
 - Ice Cream Social - July 1, 2024
 - Day of Friendship - July 27, 2024
- Community Meetings
 - July 30, 2024
 - January 22, 2025



OPPORTUNITIES FOR INPUT WORKING GROUPS

- **April 8, 2024:** Section-by-section review of 2017 Plan and progress to date
- **July 29, 2024:** Review Preliminary Priorities
- **January 21, 2025:** Review draft Action Plan



OPPORTUNITIES FOR INPUT

CITY DEPARTMENTS

- **February 20, 2024:** Department Interviews
- **July 30, 2024:** Review Preliminary Priorities
- **November 22, 2024:** Preview of Draft Action Plan Review Criteria
- **November 8 – December 13, 2024:** Review Opportunity: Staff Draft – Plan Manitou 2.0 and Action Plan

OPPORTUNITIES FOR INPUT ELECTED AND APPOINTED OFFICIALS

- **February 20, 2024: City Council Work Session**
- **March 13, 2024: Planning Commission Work Session**
- **September 24, 2024: Joint Work Session**
- **February 12, 2025: Joint Work Session**

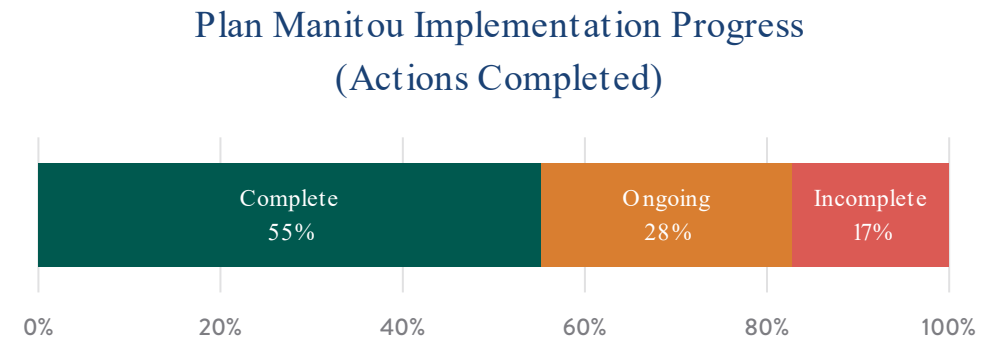
WHAT WE HEARD

WHAT WE HEARD

IMPLEMENTATION PROGRESS TO DATE

- A lot of progress has been made!
- Some ambitious efforts have run into practical limitations – others are ongoing
- Progress and metric tracking difficult (staff turnover, many data points)
- Difficult for community, staff, City officials to prioritize

Vision statements, goals, and policies are still relevant



Source: Plan Assessment, June 2024

WHAT WE HEARD

PRIORITIES FOR PLAN MANITOU 2.0

Regarding plan substance....

- Double-down on the goals and policies established by 2017 Plan

Regarding implementation approach...

- Recalibrate actions where needed based on current conditions and progress since 2017
- Focus on ongoing efforts and big projects already underway before taking on too much
- Be realistic about what can be accomplished based on City budget, staffing, and resources

WHAT'S NEW?

WHAT'S NEW?



Plan Manitou 2.0 COMMUNITY MASTER PLAN

ADOPTION DRAFT
FEBRUARY 2025

- Updated introduction to reflect 2.0 process
- Updated Community Profile
- Updated Action Plan

CHECK IT OUT:

www.manitouspringsco.gov/planmanitou

COMMUNITY PROFILE/STORYMAP

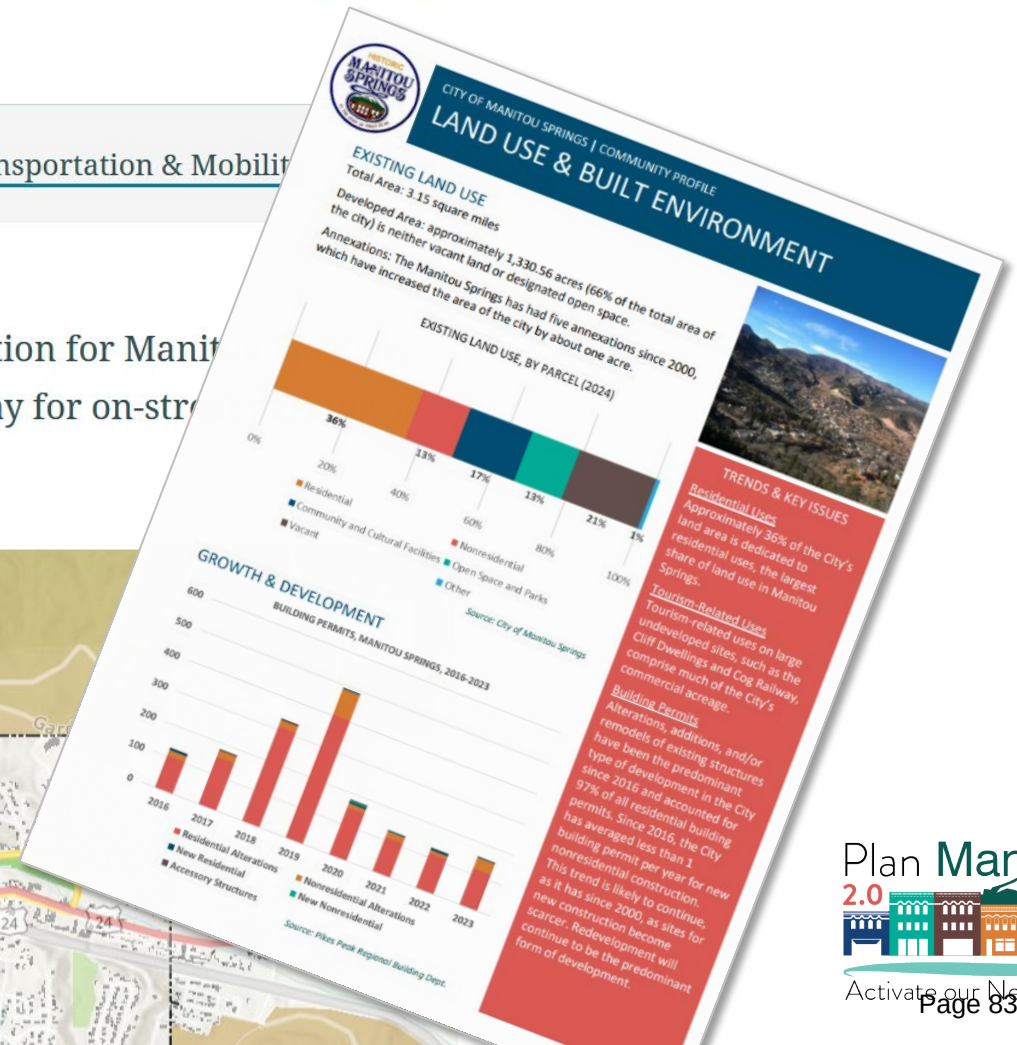
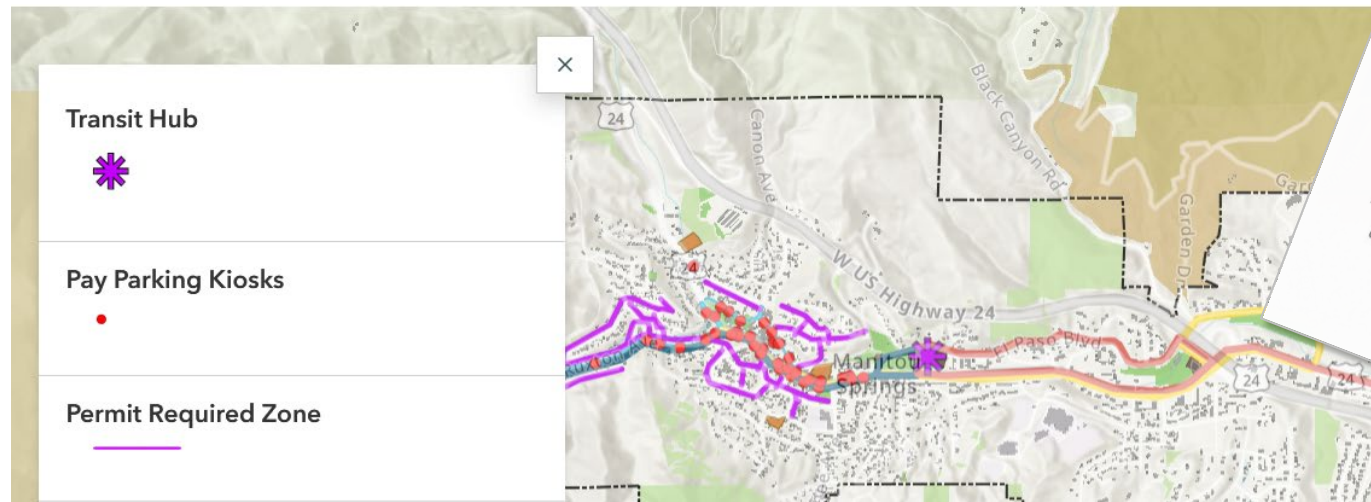


Community Profile

[About](#)[Land Use & Built Environment](#)[Infrastructure & Services](#)[Transportation & Mobility](#)

Transit and Parking

The Transit and Parking map, below, shows transit and parking information for Manitou Springs, including the streets where a parking permit is required and kiosks to pay for on-street parking.



ACTION PLAN (PART 3)

- **STRATEGIC PRIORITIES**
 - 1- to 3-year timeframe
 - Aligned with available resources (staffing and financial means)
 - Determines work program for city departments
- **ONGOING PRIORITIES**
 - Short- and long-term continuous efforts
 - Many things that departments are already doing
- **LONG-TERM ACTIONS**
 - 4-years and beyond
 - Potential to elevate to strategic priorities if additional resources become available
 - Comprehensive list of actions that could become strategic priorities in the future

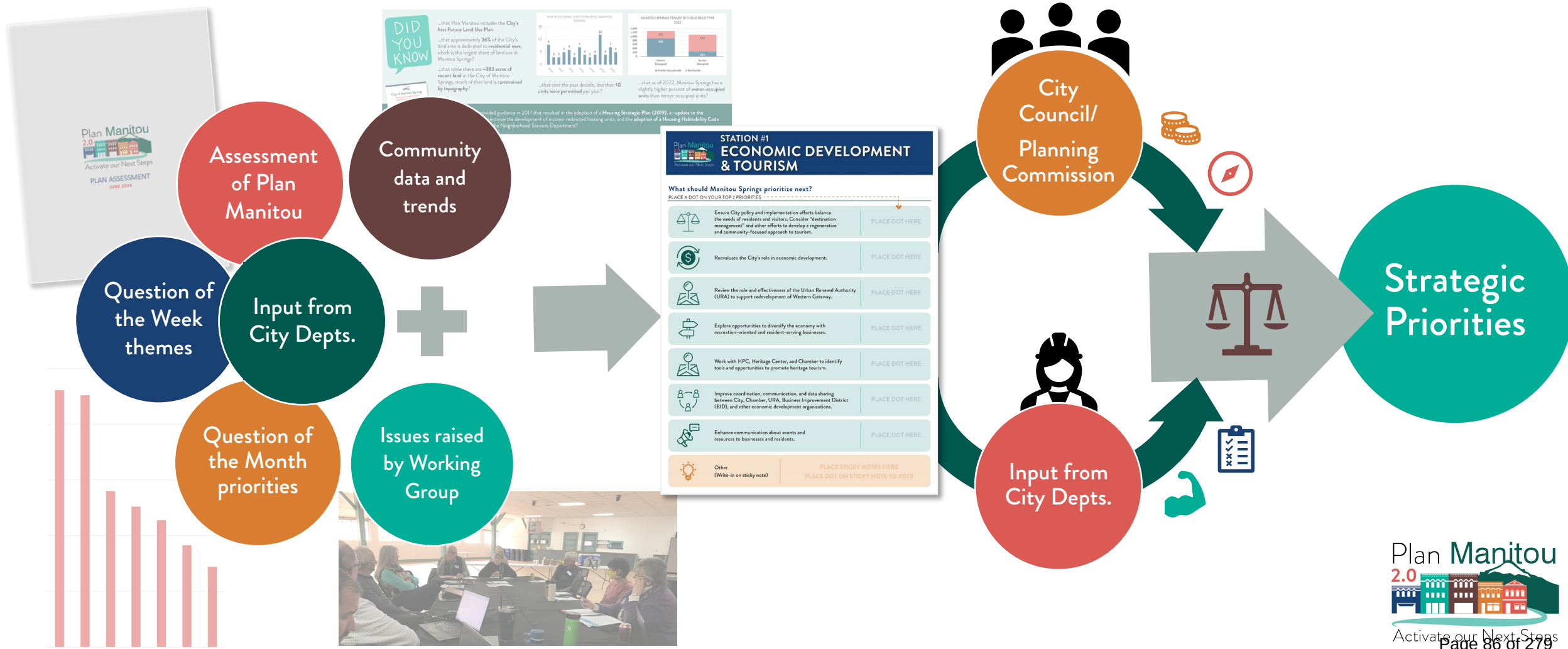


STATUS OF ACTIONS (ALL CATEGORIES)

Of the 249 actions listed....

- 122 are currently underway/ongoing
- 97 were carried over from 2017 Plan (with updates in some cases)
- 30 are new

HOW WE IDENTIFIED STRATEGIC PRIORITIES?



STATUS OF STRATEGIC PRIORITIES

Of the 25 priorities listed....

- 15 are currently underway
- 4 were carried over from near-term priorities identified as part of the 2017 Plan
- 6 are new

SCREENING CRITERIA

Strategic Priority Screening Criteria			
Criterion	Considerations	Weighted Score	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 come along with increased Staffing needs
	Not accounted for in current department work program(s) – Low Level of Support Needed	3-4	
	Not accounted for in current department work program(s) – High Level of Support Needed	1-2	
Total		3-20	

Community Values Bonus	Considerations	Weighted Score	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		0-6	
Total Initial Score		3-26	Only items over 15 warrant consideration as Strategic Priorities

Additional Bonus			
City Council-Directed	City Council-directed effort	+5	Additional Points for high-priority Council initiatives

Items that score over 15 warrant consideration as Strategic Priorities

HOW WILL THE ACTION PLAN BE USED?

- Reviewed and updated every two years
- Adaptable to major changes:
 - Funding
 - Staffing
 - City Council-direction
- Editable to add future actions for consideration

INTERNAL TRACKING WORKSHEET

Plan Element: Economic Development and Tourism (EDT)								
Action	Responsibility	Partners	Relevant Goals	Timing	Resources	Status	Source	Notes
Strategic Priority								
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: Administration, URA, BID, CRANE	ED-1, ED-2	Near-term (Strategic)	Staff time, General Fund, Outside Grant, Regional Collaboration	Not started (new)	2.0 Engagement	More detailed action than existing FA-4.1
SP-4: Design and install street signs demarcating the boundaries of the City's historic district and sub-districts.	Lead: Public Works	Partners: Planning, HPC	EDT-2, EDU-2, HN-4, HC-1	Near-term (Strategic)	Staff time, Capital Improvement	Underway	FA-4.9	This project has been initiated. The signs have been designed and staff is currently negotiating costs of fabrication and installation.
SP-5: Explore ways the City and emergency responders can help businesses and residents prepare 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.	Lead: Public Works	Partners: Administration, Planning, Police, Fire, MSCCVB, Finance	EDT-4	Near-term (Strategic)	Staff time, Regional Collaboration	Underway (As Opportunities Arise)	EDT-4.1 with updates	The City currently participates in the Community Rating System which lower flood insurance costs.
Ongoing Priority								
EDT-d: 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	Ongoing	Staff time, Regional Collaboration	Underway (As Opportunities Arise)	FA-4.8 with updates	A series of plaques have been installed around downtown describing notable persons and buildings. <i>[The only part of this action that is outstanding are the guided tours, which may not be the City's role].</i>
EDT-e: 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, Recreation & Events Coordinator	EDT-1	Ongoing	Staff time, Regional Collaboration	Not started (carry over)	FA-3.12	<i>[Staff: Is this market still active? Should it be updated to Manitou Farmers Market?]</i>
EDT-f: 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, Manitou Springs Arts Council, Manitou CRANE, MSCCVB	EDT-1, EDT-2, AC-3	Ongoing	Staff time, Regional Collaboration	Underway (As Opportunities Arise)	FA-4.4	The CRANE Director will identify opportunities as they arise. The new Land Use and Development Code codified this use's allowance in most zone districts.

Additional
info for staff
and decision-
makers

NEXT STEPS

NEXT STEPS

- April 15: City Council Adoption (Tentative)



Plan Manitou 2.0

COMMUNITY MASTER PLAN

ADOPTION DRAFT
FEBRUARY 2025





Planning Department
City of Manitou Springs
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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;
<http://www.loc.gov/pictures/item/2005686885/>

William Gunnison Chamberlain, 1878
<http://www.loc.gov/pictures/item/94505141/>

Haines Photo Company, 1908
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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/>

**A special thanks to all who participated in
the *Plan Manitou 2.0* process!**

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APPENDIX

Available for download at: www.planmanitou.com.

Appendix A: [Community Profile](#)

Appendix B: [Community Engagement](#)

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A decorative archway with ornate metalwork and a sign that reads "ERIC SPRINGS". The archway is made of dark metal with intricate scrollwork. The sign is a light-colored rectangular panel with the words "ERIC" and "SPRINGS" in large, white, serif capital letters. Two small black rectangular lights are mounted on the archway, one on each side of the sign. In the background, a snow-capped mountain peak is visible against a clear blue sky. The foreground shows a dark, silhouetted landscape with trees and a small town or village.

ERIC
SPRINGS

INTRODUCTION

ABOUT PLAN MANITOU

WHY NOW?

Plan Manitou 2.0 (“the Plan”) is the Community Master Plan (or Comprehensive Plan). *Plan Manitou 2.0* emerged from a need to review the City’s first comprehensive plan to confirm community vision and values, but to also prioritize the list of actions included in *Plan Manitou* based on community feedback and City resources.

The original *Plan Manitou* was 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 2.0* process provided an opportunity to build off of these and other community needs to reaffirm a broad policy foundation 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 2017 *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 Mitigation Plan was updated through a separate process in 2023 to comply with FEMA requirements. However, *Plan Manitou 2.0* carries forward mitigation-related goals and policies to further reinforce the role of natural hazards in the City’s long-range planning considerations.

During initial stakeholder and community meetings held as part of *Plan Manitou 2.0*, 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.** In addition to the original *Plan Manitou*, 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 2.0* primarily builds of the policy direction provided in *Plan Manitou*, which in turn was based on the vision and values established as part of the *Manitou Springs Forward* process. *Plan Manitou 2.0* continues to help the City with a comprehensive policy framework for decision-making by "connecting-the-dots" between these various efforts and carrying common themes over into *Plan Manitou 2.0*. The Community Profile described in 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, the City and community members were eager to confirm the community's vision and values and refine the implementation strategy to focus on fewer, higher-priority actions and create a framework for determining which actions the City should prioritize in the future. The Action Plan contained in Part 3 of this Plan outlines a series of priority actions to guide implementation efforts over the next one to three years. Many of the priority actions are funded, reflect City staffing and resource capacity, and 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 dozens of 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 2.0* reinforces the importance of these groups, while establishing a clear distinction between City-led and community-led initiatives as a framework for implementation.



Residents gathered in Memorial Hall for a Community Potluck/Dialogue during the *Manitou Springs Forward* process - Photo courtesy of Shun Lui Fong

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. 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 Hazard Mitigation Plan (2023)
- Transportation and Mobility Master Plan (2020)
- El Paso County Hazard Mitigation Plan (2020)
- 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 Economic Development Assessment Team Report (2014)
- City of Manitou Springs Continuity of Operations Plan (2015-2018)
- City of Manitou Springs Emergency Operations Plan (2014)
- Colorado Enhanced State Hazard Mitigation Plan (2023-2028)
- Regional Transportation Planning Framework—2040 Moving Forward
- Looking to our Future-Pikes Peak Region 2030: Sustainability Plan (2012)
- Manitou Springs Forward: A Vision and Planning Guide (2011)
- Fountain Creek Corridor Restoration Master Plan (2011)
- Parking Management Studies (2008, 2009, and 2011)
- Manitou Springs Economic Consolidation Project- Report of Issues Research and Recommendations (2010)
- Historic District Design Guidelines and district surveys (2009)
- Manitou Springs Climate Action Plan (2008) and Greenhouse Gas Inventory (2010)
- Manitou Springs East Corridor Urban Renewal Plan (2006)
- Manitou Springs Rainbow Vision Plan (2000)
- Annexation Plan (2000)

KEY ISSUES & OPPORTUNITIES

Some key issues and themes that emerged as part of the *Plan Manitou 2.0* 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 Profile accessed from the Plan Manitou webpage (<https://www.manitouspringsco.gov/planmanitou>).

- **Aging population.** The percentage of the City’s population above the age of 65 has grown at a faster rate than the population as whole; however, growth among those between 25 and 34 has been significant enough to reduce the median age of the community overall. Limited services and a lack of housing oriented toward older residents present challenges to 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 nonfamily households (i.e., those without children) surpassed those with children in 2022. 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. The City has taken actions to manage traffic volume and congestion, including initiating a year-round shuttle service, implementing dynamic parking pricing, modifying the Mountain Metro route from Colorado Springs, and instituting a Residential Parking Program. Despite these positive developments, continued focus on parking, transit and shuttle ridership, and other strategies will be needed.

- **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 is needed on mitigation and adaptation to climate change, the protection and enhancement of the community’s natural assets and parks and open space system, along with expanded focus on food access, public recycling, and other sustainability initiatives.

ASSESSING RISK AND VULNERABILITIES

In 2023, the City adopted the 2023-2028 Hazard Mitigation Plan, which includes a Hazard Identification and Risk Assessment. These assessments and planning efforts were 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 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 Hazard Identification and Risk Assessment is primarily based on past events. Scientists predict that climate change will result in future conditions that are different and less predictable. Extreme weather may increase in frequency and severity.

THE EVOLUTION OF MANITOU SPRINGS

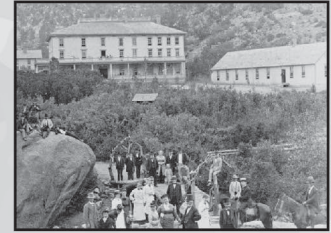
1820

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.



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.

1859

First property claim made in Manitou Springs area

1860's

Gold discovered in the mountains west of Manitou Springs

1978

City generates "A Design Plan" for downtown Manitou Springs

1974

Comprehensive Plan completed.

1980s

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



1974

Commonwheel Artist Co-op Established

1979

Historic Preservation Commission formed

1988

Manitou Art Center established



2006

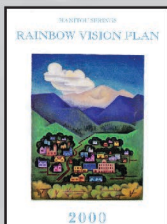
City of Manitou Springs adopts an Urban Renewal Plan for the Manitou Springs East Corridor.

2012

Waldo Canyon fire occurs north of Manitou Springs, raising increased awareness of wildfire risks in the City.

1990s

Substantial rehabilitation occurs in downtown and surrounding neighborhoods.



1994

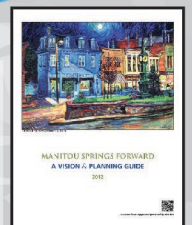
Rainbow Vision Plan completed as an update to 1974 plan.

2009

City of Manitou Springs Historic District Guidelines adopted.

2010-2012

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



1880s

The town blossomed with elegant hotels, Victorian homes, and a thriving business district.

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.



1891

Cog Railway opens as a tourist destination



1897

Miramont Castle is completed.

1907

Manitou Cliff Dwellings preserve opened to the public.

1914-1918

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

1930

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

1920s

Southwestern style architecture becomes popular, The Spa Building built

1940s

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

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.

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.

1950s and 1960s

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

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)



Plan Manitou



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 2.0* included a robust community engagement process designed to reflect diverse community perspectives and interests. Community engagement activities throughout the *Plan Manitou 2.0* process presented information and solicited input on the existing vision, goals, and policies in *Plan Manitou* to review their validity and relevance for this update, as well as prioritization of implementation actions to achieve that policy direction.

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

- **February-April 2024 – Initial Project Discovery:** During the initial project discovery phase, an initial round of meetings was held with City departments, elected and appointed officials, and the Working Groups. Conversations were focused on what has worked well (or not) with *Plan Manitou*, implementation progress, and challenges or opportunities that are likely to be the focus as part of the Plan Manitou update.
- **June-July 2024 - Preliminary Action Plan/Strategic Priorities:** Community and stakeholder engagement activities were focused on 1) getting the word out about the *Plan Manitou 2.0* process; and 2) Engaging the community in the review and vetting of the preliminary action plan and strategic priorities for the updated Plan. Activities included a mix of in-person events (pop-up booth at the Ice Cream Social and Pie Baking Content, pop-up booth at the Day of Friendship, Working Group roundtable, a community priorities workshop, and a joint City Council/Planning Commission work session) and online engagement activities (Question of the Week e-blast series, Question of the Month survey, and online community priorities workshop).
- **December 2024 – January 2025 - Review Draft Updated Plan:** Community and stakeholder engagement activities were held with a focus on engaging the community in the review of proposed updates to Plan Manitou and vetting strategic priorities that emerged during the process. Activities included a mix of in-person and online engagement activities over a four-week period.
- **March-April 2025 – Adoption Draft Updated Plan:** Participants provided input on the Adoption Draft of *Plan Manitou 2.0* as part of the adoption process.

During each of the engagement series described above, members of the project team (City staff and consultants) conducted meetings with other City departments, the Working Groups, Planning Commission, City Council, and the community at-large.

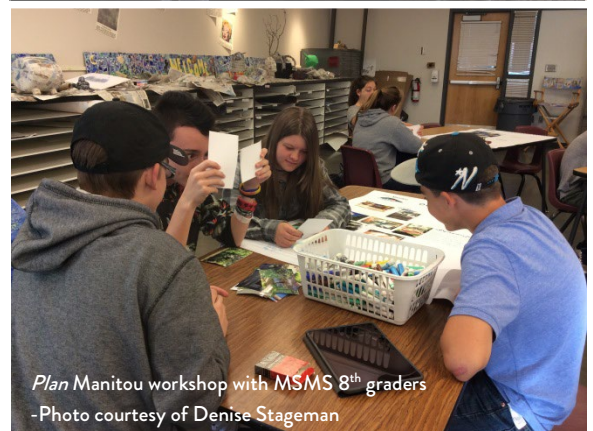
Online activities similar to those conducted during the in-person meetings were made available on a dedicated project webpage and distributed via the City's weekly newsletters and social media posts.

TARGETED OUTREACH AND EVENTS

Targeted outreach and input opportunities were also conducted at key points during both the *Plan Manitou* and *Plan Manitou 2.0* processes 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 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 *Plan Manitou 2.0* is provided in [Appendix B](#).



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.

Plan Section/Contents	About this Section
PART 1: PLAN ELEMENTS	
Vision statements, goals, and policies organized around eleven Plan elements: • 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	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.
PART 2: REINVESTMENT AND RESILIENCY FRAMEWORK	
Includes narrative, maps, and diagrams as follows that describe growth related considerations for Manitou Springs: • Factors Influencing Growth • Future Land Use Plan • Opportunity Areas • Annexation Plan	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.
PART 3: ACTION PLAN	
List of actions that can be taken to support the implementation of <i>Plan Manitou</i> organized into strategic priorities (efforts to achieve in the next 1-3 years), ongoing priorities (efforts that are already underway or will be), and long-term actions (efforts to achieve in 3+ years).	Defines an implementation strategy that helps leverage available resources and the “cross-cutting” nature of the goals and policies in <i>Plan Manitou</i>. The Plan divides the recommended actions into three categories: • Short-term, Strategic Priorities that should be implemented over the next one to three years,

Plan Section/Contents	About this Section
	• Ongoing Priorities that will be a mix of mid-to-longer-term continuous efforts, and • 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). The ongoing priorities and long-term actions are further organized by plan element in alignment with Part 1.

APPENDICES

Background information used to inform the development of *Plan Manitou 2.0* is contained in the following. Plan appendices are digital and are available via the links provided.

APPENDIX A: COMMUNITY PROFILE

[Appendix A](#) provides a summary of the existing conditions in Manitou Springs in 2024, 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

APPENDIX B: COMMUNITY ENGAGEMENT

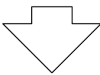
[Appendix B](#) includes a summary of community engagement activities conducted as part of the *Plan Manitou 2.0* process and input received as part of these activities.



HOW DOES IT ALL FIT TOGETHER?

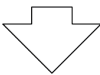
What kind of community do we want to be in the future?

Part 1:
Plan Elements



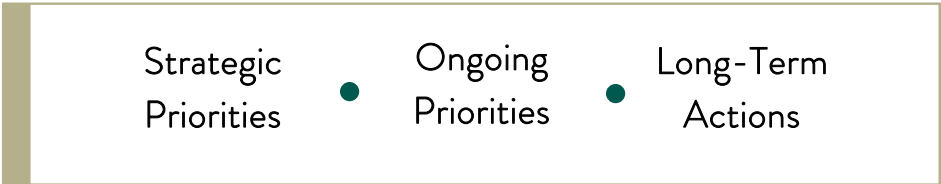
Where and how should we grow or prioritize reinvestment?

Part 2:
Reinvestment and
Resiliency Framework



How do we make it happen?

Part 3:
Action Plan



PLAN MONITORING, AMENDMENTS, & UPDATES

Plan Manitou 2.0 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 2.0* relevant as new issues and opportunities emerge; actions are completed; and priorities shift.

PROGRESS REPORTS

Plan Manitou 2.0 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 2.0*. The Planning Department will coordinate and oversee *Plan Manitou 2.0* 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 2.0* 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 2.0*;
- 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 2.0*;
- Strict adherence to the current goals and policies of *Plan Manitou 2.0* 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, initially integrated into the *Plan Manitou* document has been updated separately and approved by Federal Emergency Management Agency (FEMA). Resubmittal and approval of the Hazard Mitigation Plan is necessary within five years. A Major Update of *Plan Manitou 2.0* 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, an updated list of near-term actions (within the Action Plan), and a review of visions, goals, and policies.



Manitou Springs Lantern Parade, 2016 - Photo courtesy of Jonathan Black

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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 2.0* 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 original *Plan Manitou* process and were carried forward in *Plan Manitou 2.0*.

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 2.0* 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.”

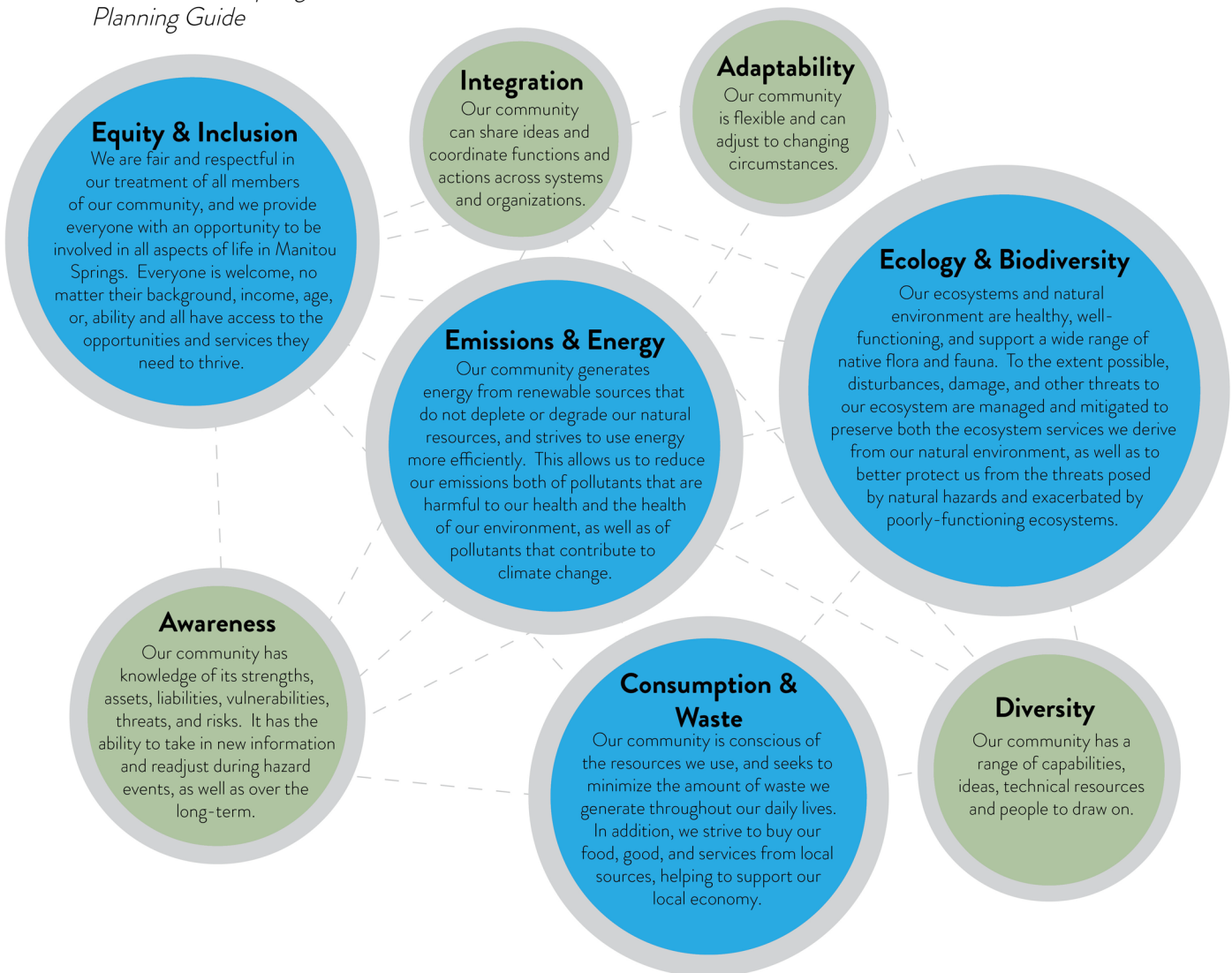
From Manitou Springs Forward: A Vision and Planning Guide



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.

 SUSTAINABILITY	RESILIENCE 
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	- 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 AWARENESS
CONSUMPTION & WASTE - Supporting a more diverse and year-round economy that serves residents' every-day needs, reducing the need to travel long distances by car. - Encouraging the reuse of existing structures in the community - Encouraging greater access to local food sources and promoting local agriculture	- 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 DIVERSITY
ECOLOGY & BIODIVERSITY - Reducing our generation of harmful pollutants and wastes and preventing them from entering our ecosystems - Preserving and enhancing wildlife habitat - Managing our open space, trails, and parks to enhance ecosystem health	- 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 INTEGRATION
EQUITY & INCLUSION - Encouraging all members of the community to be included in City decision-making processes in a meaningful way, so that all are heard, valued, and respected. - Providing opportunities for households with a range of incomes to buy homes and/or live in our community - Ensuring all residents are able to enjoy the amenities and quality of life that make Manitou Springs a great place to live	- 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 ADAPTABILITY

IMPACTS OF CLIMATE CHANGE

Hazard information included as part of the 2023-2028 Hazard Mitigation Plan 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:

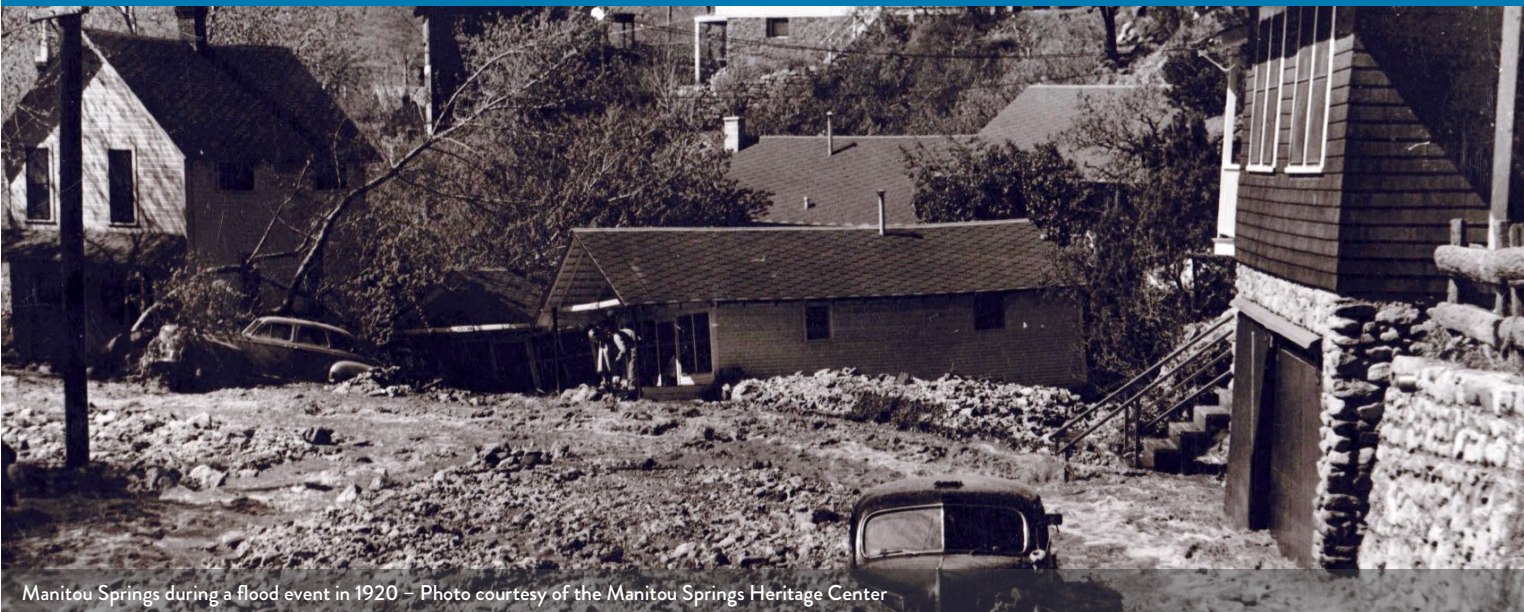
- Temperatures over most land surfaces probably will increase due to increase of greenhouse gases
- Extreme weather events may increase in frequency and severity
- More uncertain outcomes:
 - Increasingly intense cycles of droughts and floods
 - Increased severity of droughts and exacerbated drought 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 *the* 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 2020 El Paso County Hazard Mitigation Plan established six hazard mitigation goals for participating jurisdictions, including Manitou Springs. 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 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 Manitou Springs Creative Alliance (CRANE) are the focus of the City's arts community. In 2017, CRANE established Manitou Springs as a Colorado Creative District. The Creative District supports economic development through creative industries in partnership with other community partnerships. Key issues and opportunities in this area include:

- Community support for existing artistic and creative activities, and a desire for 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 Manitou Springs School District 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
- An interest in major art installations and larger performing arts space to provide a regional draw to Manitou Springs.

Additional background information is provided in the Historic & Cultural Resources community profile (see [website](#)). 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 help inform efforts by the City, the Creative District, and other partners moving forward.

VISION

Our community is a vibrant arts destination that uses its assets to enrich lives through unique artistic & cultural experiences.



The Manizoo sandbox in Memorial Park created by author Jillian Lund challenges children to find hundreds of creatures within its handmade tiles – Photo courtesy of Clint Hager

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, Visit Manitou Springs, 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 Visit Manitou Springs. 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: Develop and promote diverse art and culture experiences that 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 that sustain a range of artistic and cultural activities and events and promote 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

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



ECONOMIC DEVELOPMENT & TOURISM



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 Authority (URA) and the Pikes Peak Enterprise Zone, and works closely with local partners, such as Visit Manitou Springs. 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 and employment trends which are causing shifts across economic sectors, including office employment and tourism;
- Potential impacts of high flood and fire insurance rates, 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 [website](#)).

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 Visit Manitou Springs or other business organizations

EDUCATION



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 (MAC) 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;
- Roughly half of the School District population are “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 [website](#) 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.*



Librarian Chi Ito with the Manitou Springs Library Book Trike -
Photo courtesy of Manitou Springs Library

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 HMP

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.



Manitou Springs School District 14: Home of the Mustangs - Photo courtesy of Tim Miller

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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MUNICIPAL GOVERNANCE & COMMUNITY ENGAGEMENT



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 with dozens of community boards, committees, organizations, and non-profit groups that participate in the betterment of the community. While these organizations contribute to Manitou Springs' strong sense of community and engaged volunteerism, at times there are challenges with communication between various groups and coordinating efforts with City staffing and resources. 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

Additional background information is provided in the Municipal Governance profile (see [website](#)). 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.



Plan Manitou Community Meeting - Photo courtesy of Clarion Associates

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. **HMP**



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.

HMP



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

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



ROLE OF THIS MASTER PLAN ELEMENT

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

WHERE WE ARE TODAY

Manitou Springs' history is rooted in values that support physical and emotional well-being. In the 1870's, 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 are a range of community businesses that provide health and well-being services to citizens and visitors, and also serve a leadership role in this sector. Most community services available for Manitou Springs' residents are provided by local churches, volunteer and non-profit groups. In addition, both Manitou Springs School District 14 and the Manitou Springs Library provide programming and support in this area. Key issues and opportunities include:

- 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
- Increased efforts to engage and compassionately support vulnerable populations, especially related to access to food, housing, and healthcare.

Additional background information is provided in the Health, Human Services, and Well-being profile (see [website](#)). 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.*



The Manitou Incline - Photo courtesy of Clint Hager

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.



Community Gardens in Mansions Park - Photo courtesy of City of Manitou Springs

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

HISTORIC & CULTURAL RESOURCES



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

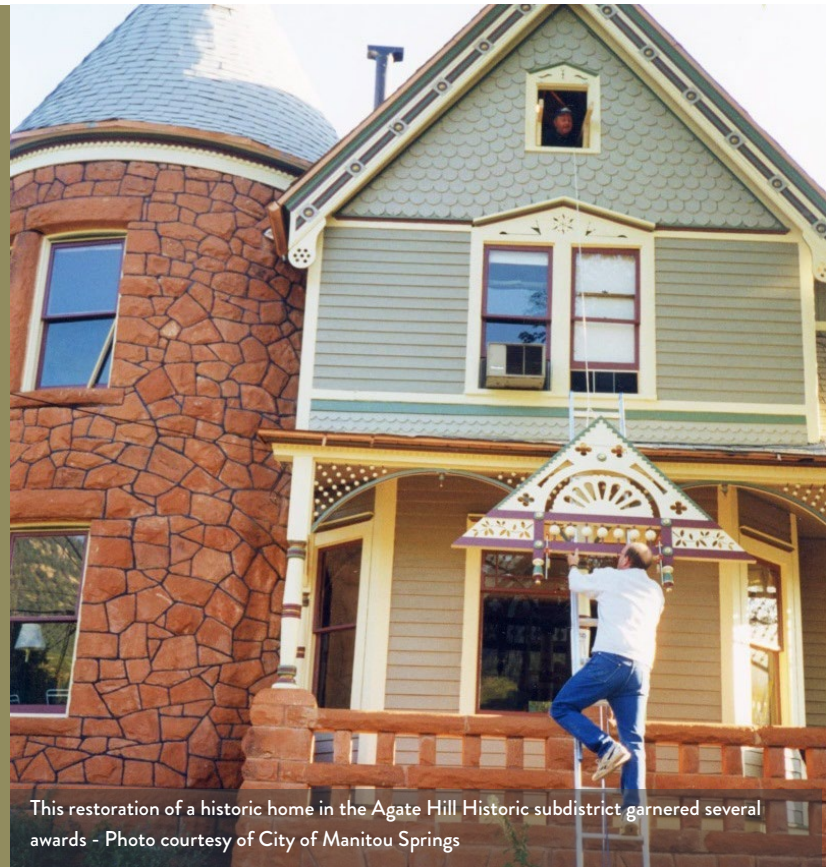
Manitou Springs is home to a wealth of historic and cultural resources. The City has an active historic preservation program that is overseen by a Council-appointed Historic Preservation Commission (HPC). In addition to three districts listed on the National Register of Historic Places, there are 11 individually listed properties. Additionally, 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 the area's pre-settler history;
- 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 [website](#)). 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.



This restoration of a historic home in the Agate Hill Historic subdistrict garnered several awards - Photo courtesy of City of Manitou Springs

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). **HMP**



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. **HMP**



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



The El Colorado Lodge (shown here circa 1945) is one of several historic resources included in the Manitou Springs Historic District listed in the National Register of Historic Places. El Colorado Lodge is also included in Manitou Springs' local historic district - Photo courtesy of Manitou Springs Heritage Center

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 a 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

HOUSING & NEIGHBORHOODS



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 that reflect the increased cost of housing, changing demographics, and the ongoing desirability of the community. In 2022, the City adopted a housing habitability code to ensure the safety of housing units. 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 the Community Profile (see [website](#)). 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.



Single-family home located in Manitou Springs' Upper Washington Local Historic Subdistrict – Photo courtesy of the City of Manitou Springs

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.

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.

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 2024 AMI for El Paso County was \$104,000. As such, the City’s affordable housing targets (see Policy HN-3.1) would apply to renter households earning less than \$52,000 annually, and to households looking to purchase a home in 2024 that earn between \$62,400 and \$104,000 annually.

**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).

**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

INFRASTRUCTURE & PUBLIC SERVICES



ROLE OF THIS MASTER PLAN ELEMENT

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

WHERE WE ARE TODAY

The City 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 City has made significant progress in updating and upgrading infrastructure since disastrous flooding in 2013 but still faces challenges with the age of infrastructure, data and maintenance, and risk from wildfire, flooding, and geologic hazards. 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 functional plans and data from the City's resilient infrastructure pilot program (WISRD) to better understand infrastructure condition and vulnerability to guide future infrastructure planning;
- Maintaining and improving data collection and tracking on infrastructure; and
- Completing the expansion and remodel the Manitou Springs Library, updates to the Aquatics Center, and other major infrastructure and facility upgrades.

Additional background information is provided in the Infrastructure & Services profile (see [website](#)). 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.



Manitou Springs Reservoir with Pikes Peak in the background – Photo courtesy of the City of Manitou Springs

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 workforce, 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.



Stormwater Division staff, Benjamin Nuci, removes debris from Fountain Creek following severe windstorm in January 2017– Photo courtesy of Karen Berchtold

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. **HMP**



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.

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-5.4 Emergency Response Training

Support the use of warning systems, drills, simulations, or other training methods to enhance



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

LAND USE & BUILT ENVIRONMENT



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;
- Remove barriers to the types of development that the City and community wants to see; 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 [website](#)). 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.



The Spa Building in Downtown Manitou Springs is a renovated historic structure that contains a mix of uses – Photo courtesy of Clint Hager

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, Visit Manitou Springs, 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.



Policy LU-4.7 Renewable Energy Generation

Encourage the use of renewable energy in homes and businesses. Reduce, and if possible, eliminate local regulatory barriers to the installation of on-site renewable energy sources, provided the installation will not conflict with other *Plan Manitou* goals and policies.

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



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;
- Preserving public access and 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 [website](#)). 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.



A view of Fountain Creek in winter – Photo courtesy of Karen Berchtold

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. **HMP**



Policy NE-2.1 Fountain Creek

Continue to work with the Fountain Creek Restoration Committee, the

Fountain Creek Watershed, Flood Control, and Greenway District, other local groups, regional organizations, and local, state, and federal governments to 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.



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, Visit Manitou Springs, 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 rain barrels and LID projects
- Number of predators for invasive plants released annually

TRANSPORTATION & MOBILITY



ROLE OF THIS MASTER PLAN ELEMENT

This element supports an efficient, well-connected, multi-modal transportation system that facilitates the movement of goods and people walking, rolling, biking, driving, or using transit 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 shuttles (routes 33 and 36). 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 and expanding 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 including: Creek Walk Trail, Ruxton corridor improvements, parking and transit upgrades, and more.

Additional background information is provided in the Transportation & Mobility profile (see [website](#)). 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.



Mountain Metro Route 3 connects Manitou Springs to downtown Colorado Springs and the region's transit network – Photo courtesy of City of Manitou Springs

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 Visit Manitou Springs, the 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. **HMP**



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 rights-of-way 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 increased 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

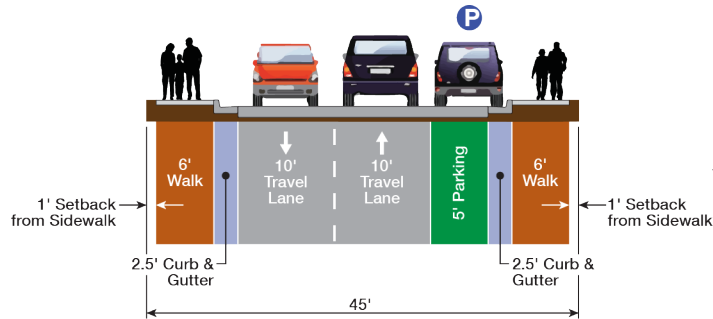
The typical sections for local and collector streets are intended to guide the City of Manitou Springs in the planning and the construction of multi-modal transportation facilities by setting minimum widths for travel lanes, bike lanes, and sidewalks. Cross sections are tailored to Manitou Springs' topography 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

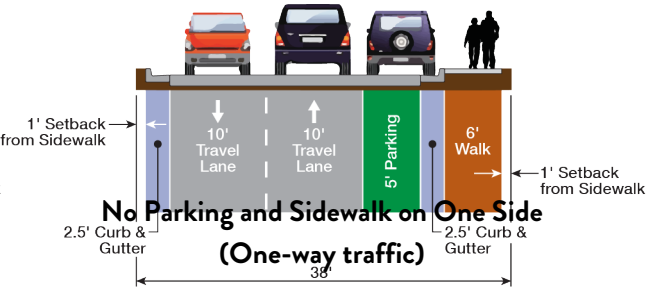


COLLECTOR STREETS

With Sidewalks on Both Sides

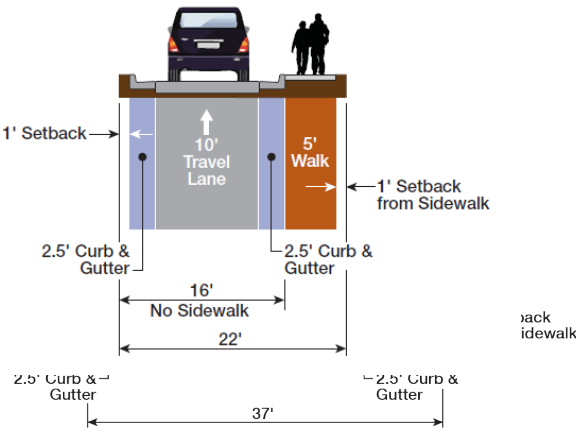
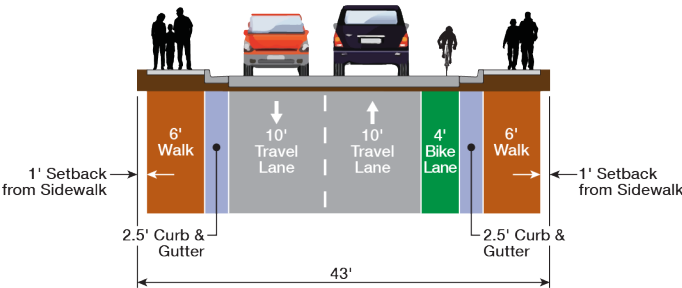


With Parking on One Side

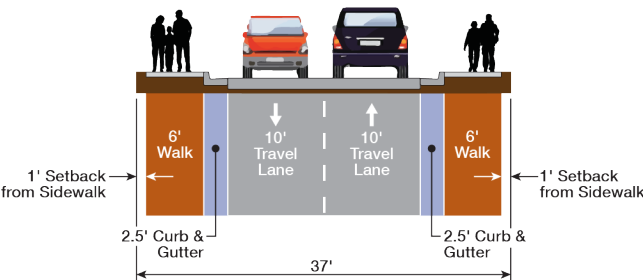


No Parking and Sidewalk on One Side (One-way traffic)

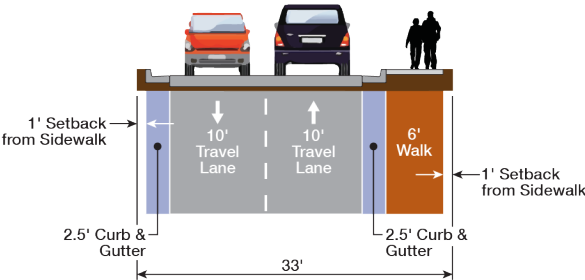
Bike Lane on Uphill Side and No Parking



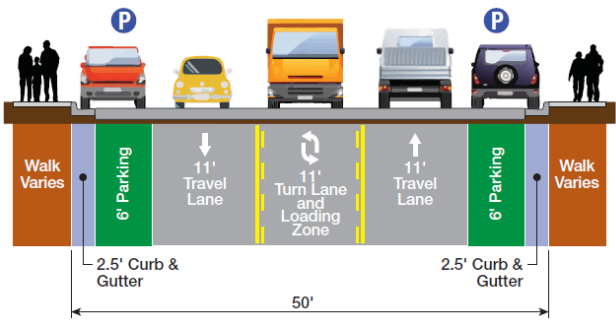
No Bike Lane and No Parking



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



Downtown-Parking on Both Sides

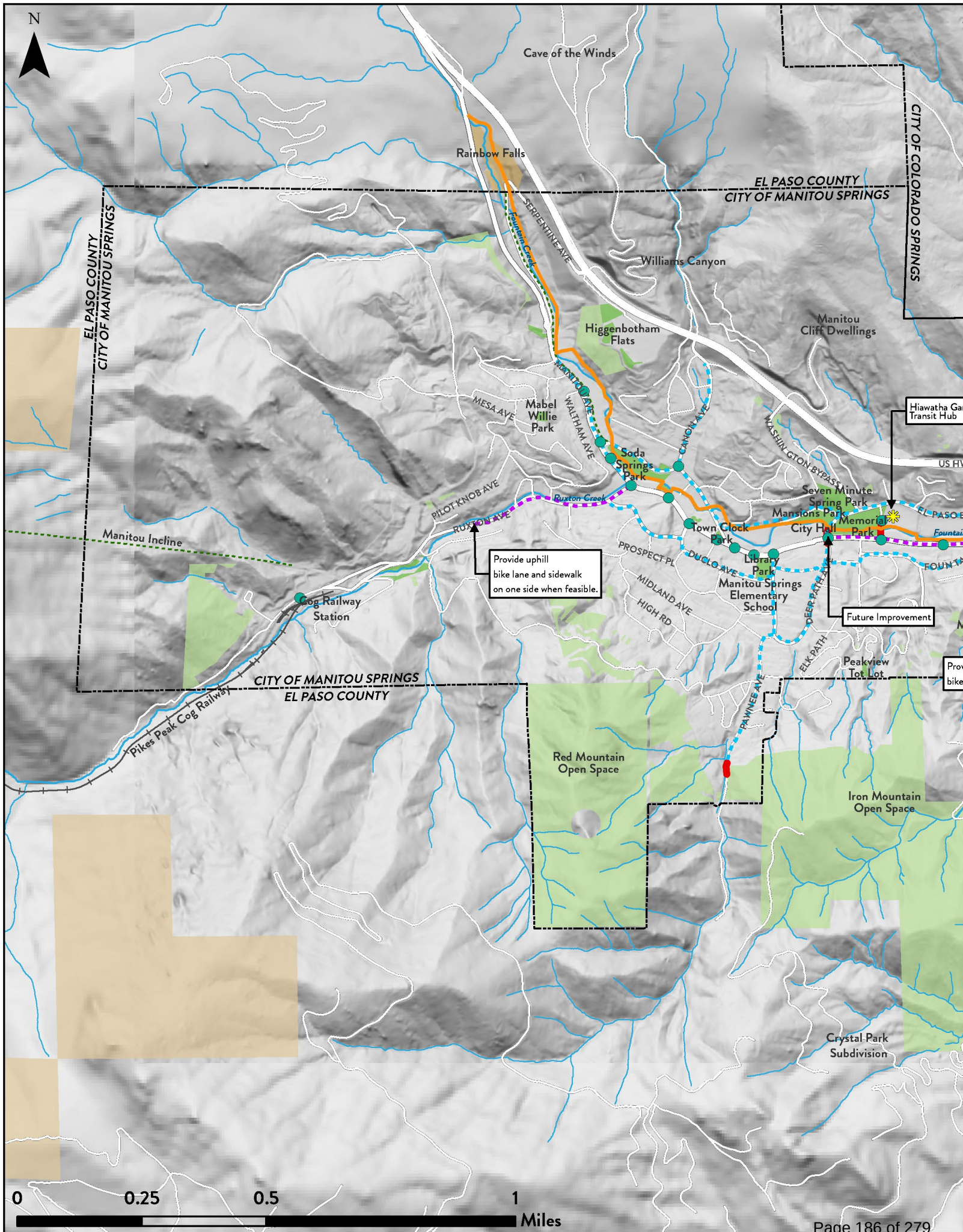


PROPOSED BICYCLE & PEDESTRIAN IMPROVEMENTS

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.

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Plan Manitou



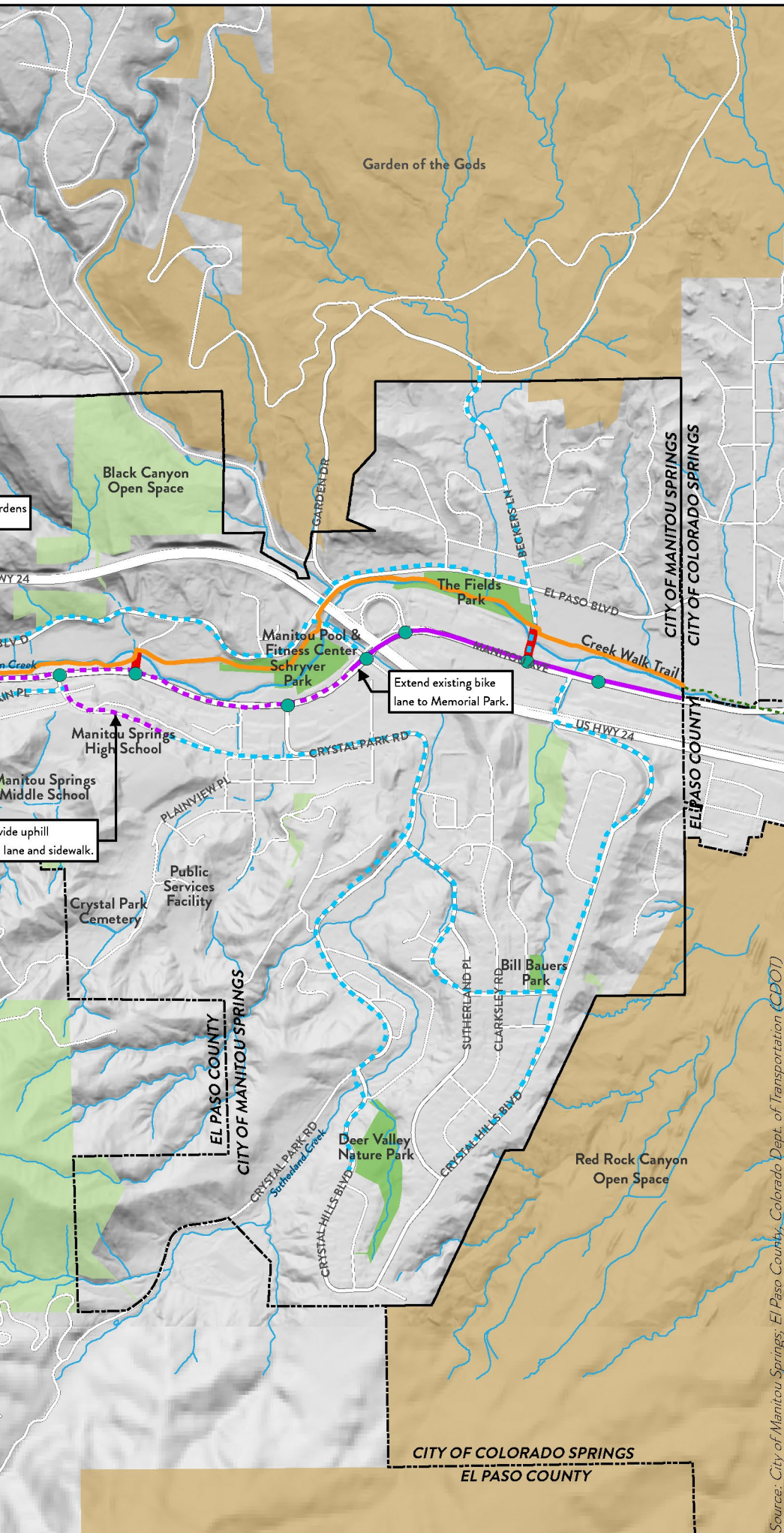
Creating our Future

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.



Source: City of Manitou Springs; El Paso County, Colorado Dept. of Transportation (CDOIT)





Photo courtesy of Clint Hager



PART 2:

REINVESTMENT & RESILIENCY FRAMEWORK

ABOUT THIS SECTION

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.

SUPPORTING TOOLS AND REFERENCE MATERIALS – HISTORIC CONTEXT

- Historic & Cultural Resources element (see Part 1)
- Historic & Cultural Resources profile (See Appendix B-Community Profiles)
- Historic Resources map (See Appendix E-Map Atlas)
- Historic District Design Guidelines



The Cliff House—one of only three remaining examples of the large wood frame hotels that defined Manitou Springs as Colorado’s first destination resort—is one of seven buildings in the City listed individually in the National Register of Historic Places – Photo courtesy of Clarion Associates

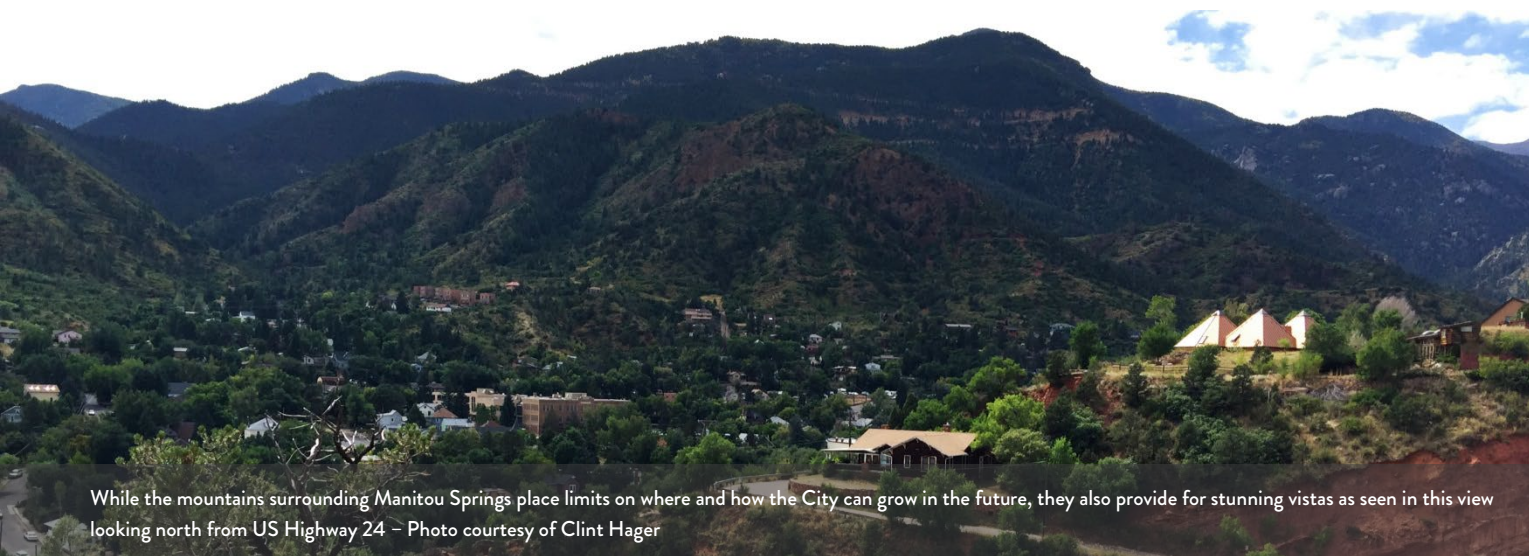
Land and Development Capacity

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.

SUPPORTING TOOLS AND REFERENCE MATERIALS – LAND CAPACITY

- Land Use & Built Environment profile (See Appendix B-Community Profiles)
- Inventory maps –Existing Land Use, Zoning Districts (See Appendix E-Map Atlas)
- Natural Hazards Risk Assessment (See Appendix C-Risk Assessment)



While the mountains surrounding Manitou Springs place limits on where and how the City can grow in the future, they also provide for stunning vistas as seen in this view looking north from US Highway 24 – Photo courtesy of Clint Hager

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)



Portion of Manitou Avenue in need of repair – Photo courtesy of Kirianna M (MSMS 8th grader)

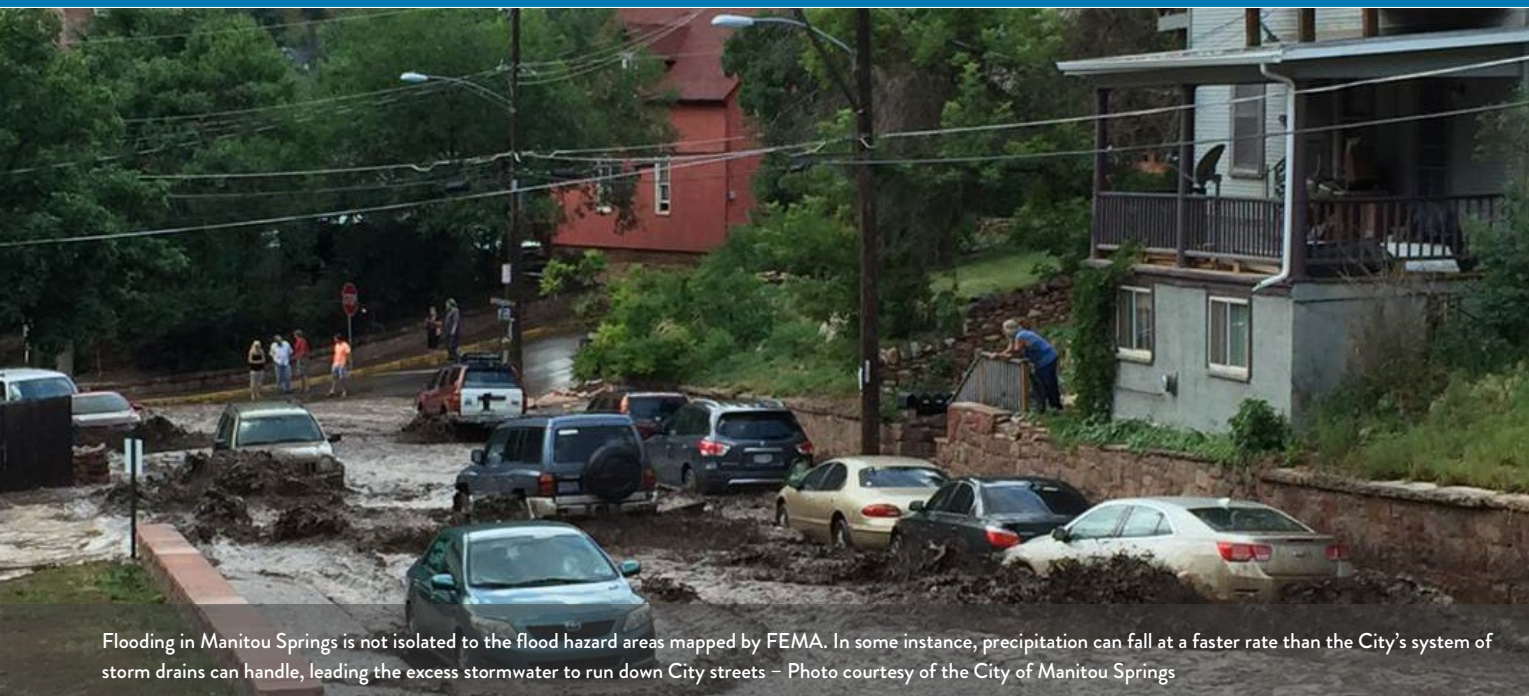
Development Constraints and Hazardous Areas

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.



Flooding in Manitou Springs is not isolated to the flood hazard areas mapped by FEMA. In some instance, precipitation can fall at a faster rate than the City's system of storm drains can handle, leading the excess stormwater to run down City streets – Photo courtesy of the City of Manitou Springs

FUTURE LAND USE PLAN

INTRODUCTION

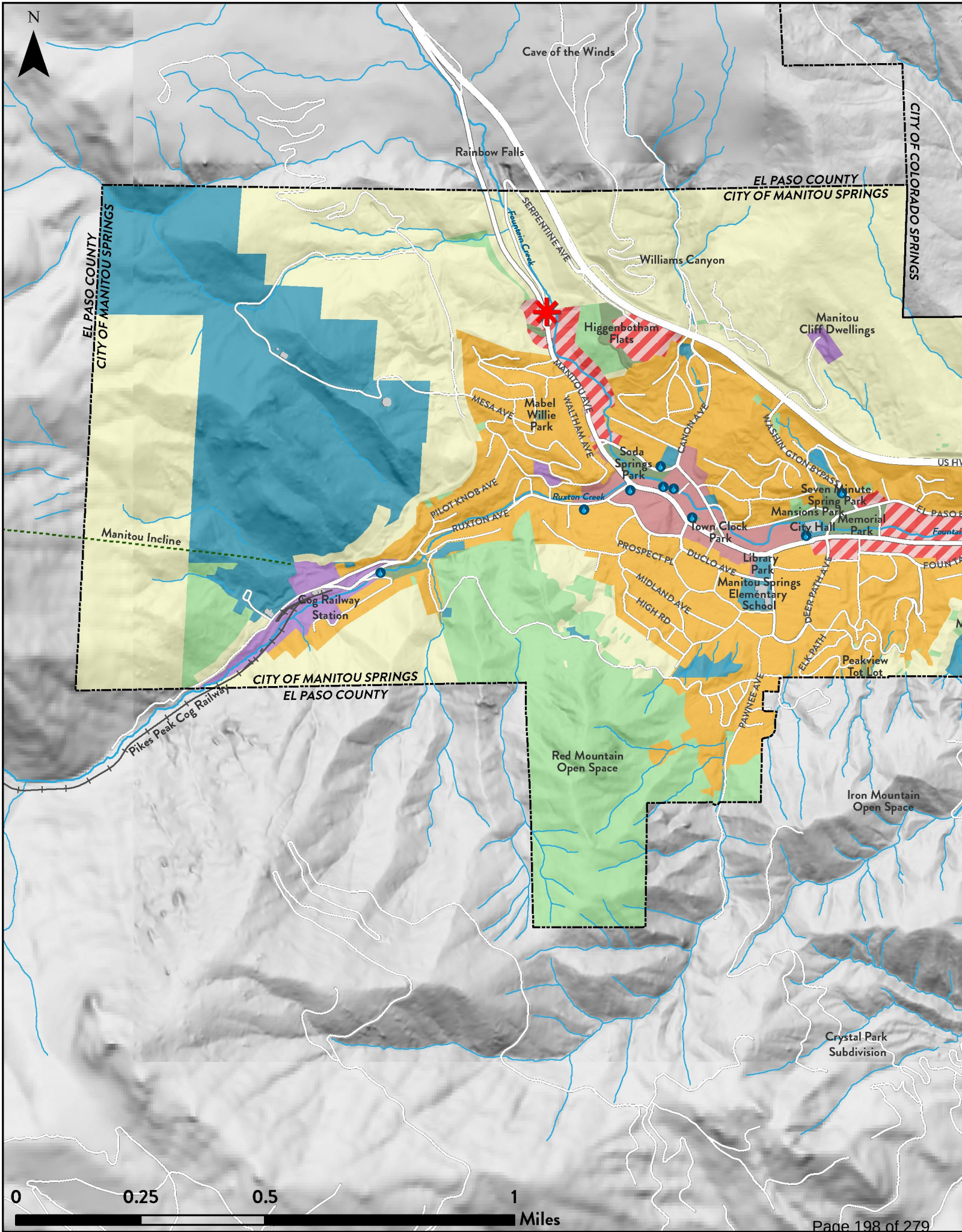
The Future Land Use Plan represents a vision for the development of Manitou Springs over the next ten to twenty years. It serves as a tool that helps City staff, elected and appointed officials, and the community at large plan for, anticipate, evaluate, and make decisions regarding the location, intensity, 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.

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Plan Manitou



Creating our Future

FUTURE LAND USE

Municipal Boundaries

Mineral Springs

Conservation/Recreation

Open Space (OS)

Park (PRK)

Hillside Conservation (HC)

Neighborhoods

Central Neighborhood (CN)

Single-Family Neighborhood (SFN)

Mixed-Use/Commercial

Downtown Mixed-Use (DT-MU)

Gateway Mixed-Use (G-MU)

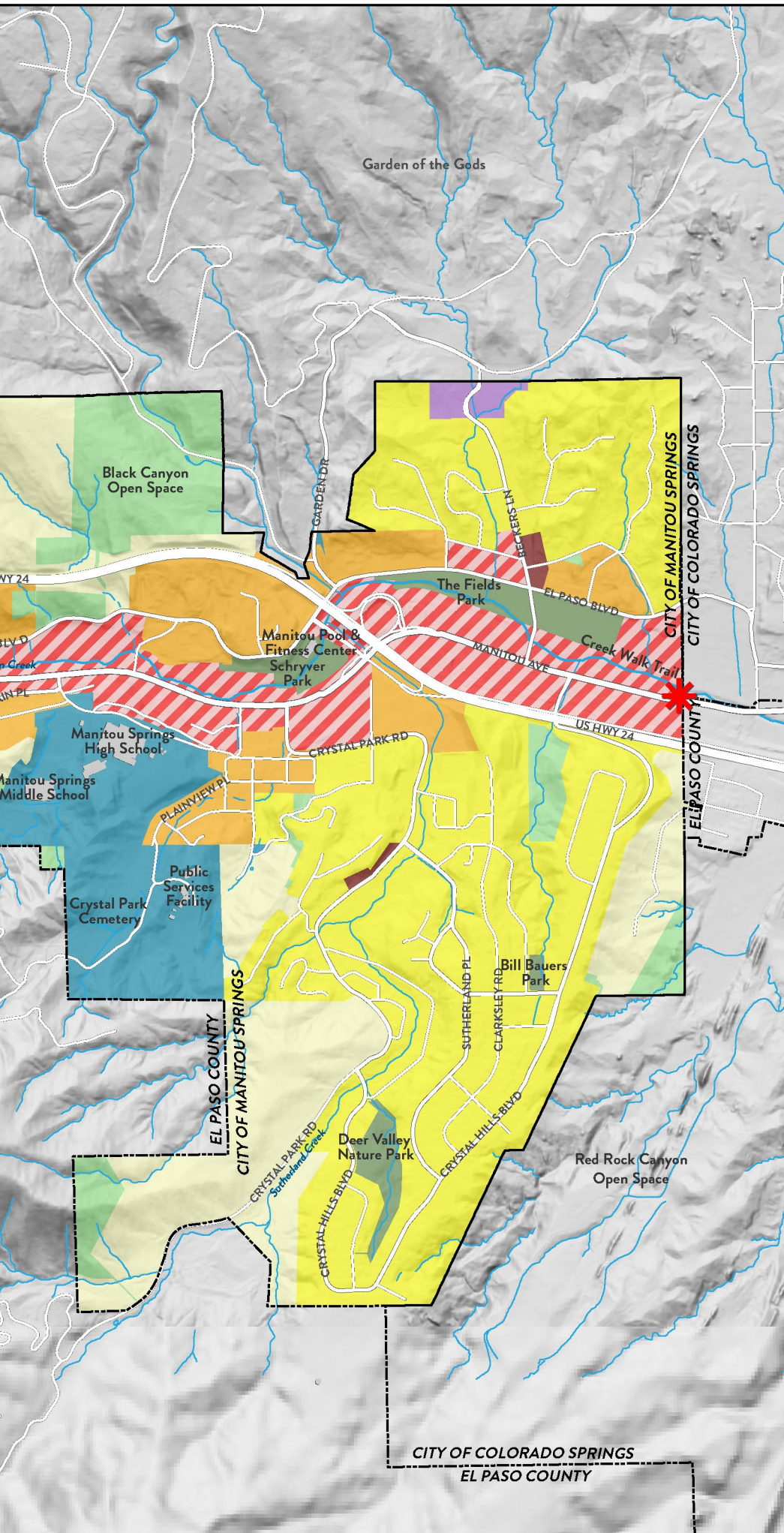
Neighborhood/Community Commercial (NC)

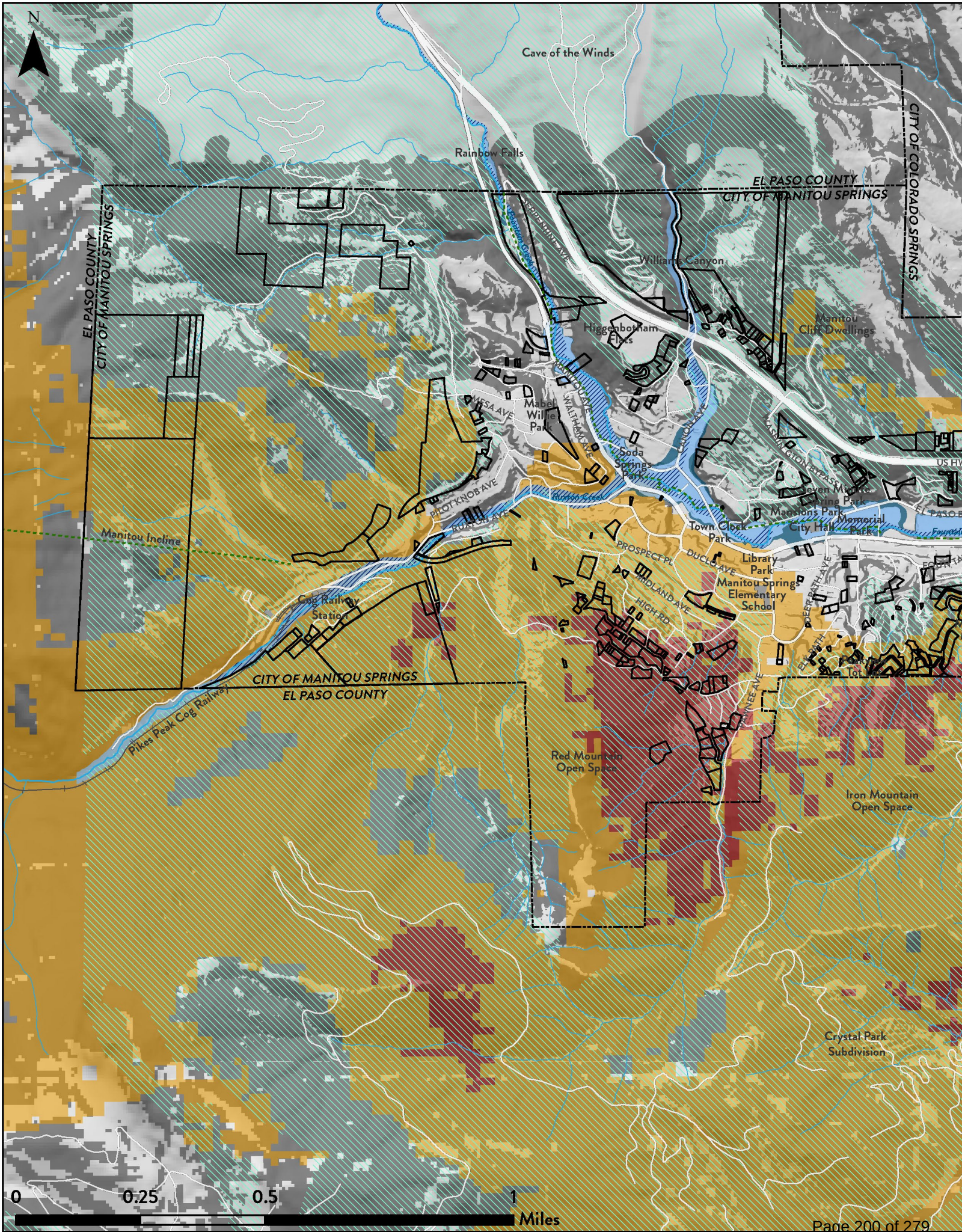
Destination Tourism (DTR)

Other

Public/Quasi-Public (PQP)

Community Gateways (2)





Cave of the Winds

Rainbow Falls

EL PASO COUNTY
CITY OF MANITOU SPRINGS

CITY OF COLORADO SPRINGS

EL PASO COUNTY
CITY OF MANITOU SPRINGS

William Canyon

Higginbotham Flats

Manitou Cliff Dwellings

Manitou Incline

Cog Railway Station

Pikes Peak Cog Railway

CITY OF MANITOU SPRINGS
EL PASO COUNTY

Red Mountain Open Space

Iron Mountain Open Space

Crystal Park Subdivision

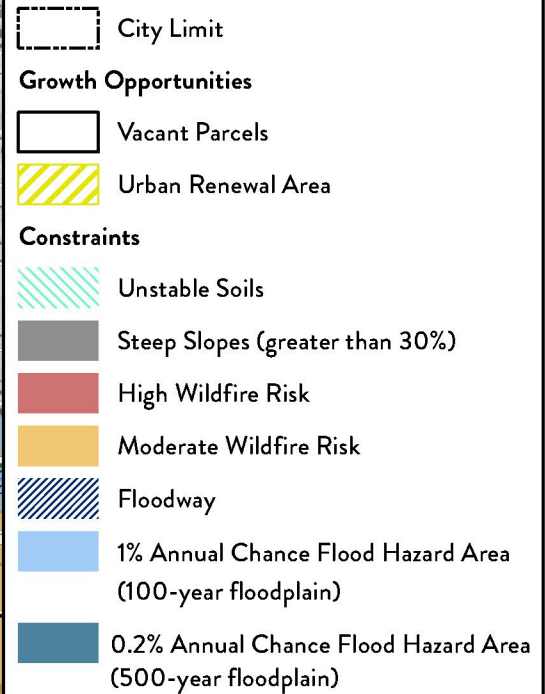
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Plan Manitou



Creating our Future

FUTURE GROWTH OPPORTUNITIES & CONSTRAINTS



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

Neighborhoods

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

Mixed-Use/Commercial

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

Other

-  **PQP** Public/Quasi-Public

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

PARKS

PRK



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.

CENTRAL NEIGHBORHOODS



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.

DOWNTOWN MIXED-USE



Photo courtesy of Clint Hager



Photo courtesy of Clint Hager



Photo courtesy of Clint Hager



Photo courtesy of Clint Hager

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

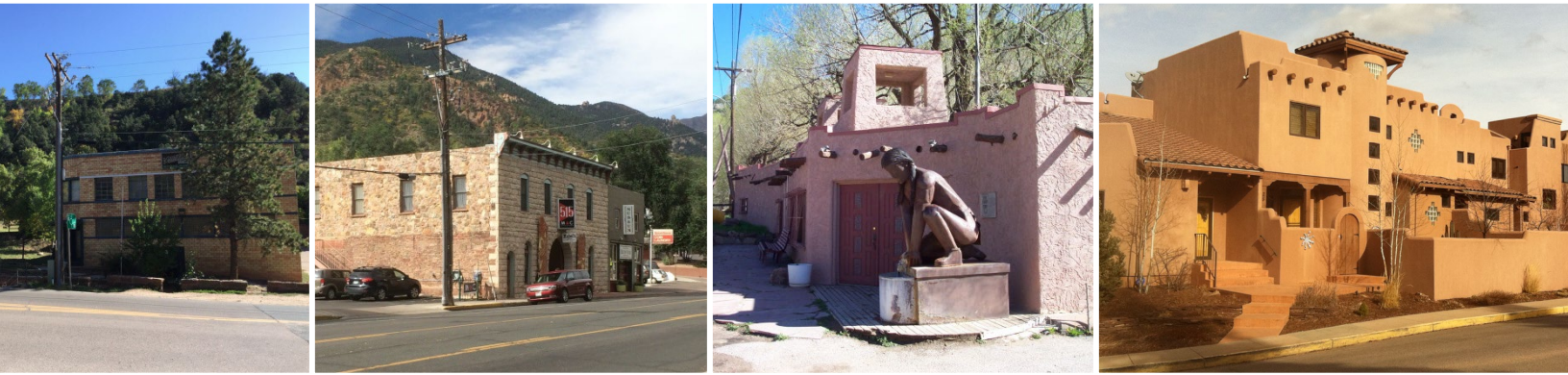
Characteristics:

- 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.

NEIGHBORHOOD/COMMUNITY COMMERCIAL



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

DTR



Photo courtesy of Caltee Smith

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.

PUBLIC/QUASI-PUBLIC

PQP



Photo courtesy of Eric Ross

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.

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OPPORTUNITY AREAS & ILLUSTRATIVE DEVELOPMENT CONCEPT LOCATIONS

West End

Downtown

Urban Renewal Area

Becker's Lane/El Paso Boulevard

Manitou Incline
Manitou Railway Station
Rainbow Falls
Manitou Cliff Dwellings
Higgenbotham Flats
Mabel Willie Park
Waltham Ave
Prospect Ave
Manitou Springs Elementary School
Manitou Springs Middle School
Manitou Springs High School
Public Services Facility
Crystal Park Cemetery
Crystal Park Subdivision
Iron Mountain Open Space
Red Mountain Open Space
Manitou Park
Manitou Park 8 Fitness Center
Manitou Park 9
Manitou Park 10
Manitou Park 11
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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.

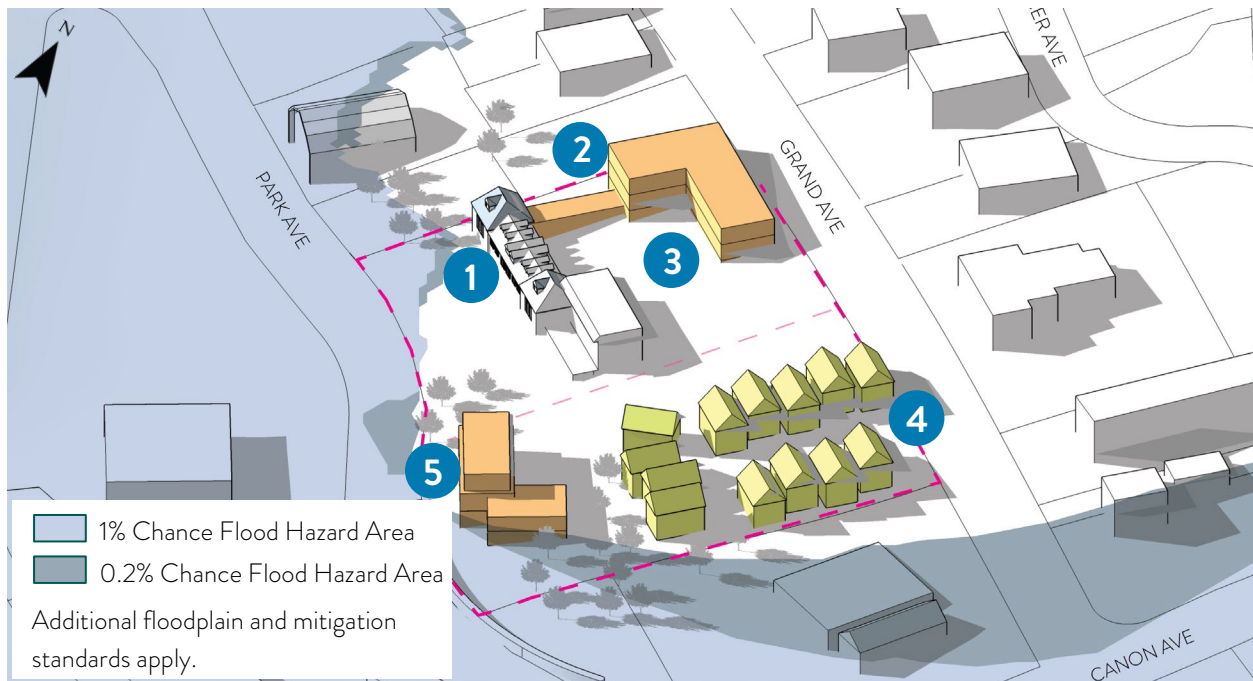
Much of the Downtown Opportunity Area on the north side of Manitou Avenue is located in the mapped 1% annual chance flood hazard areas of Ruxton Creek and Fountain Creek, and some existing structures on the north side of Manitou Avenue are located in the floodway.

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 that 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.

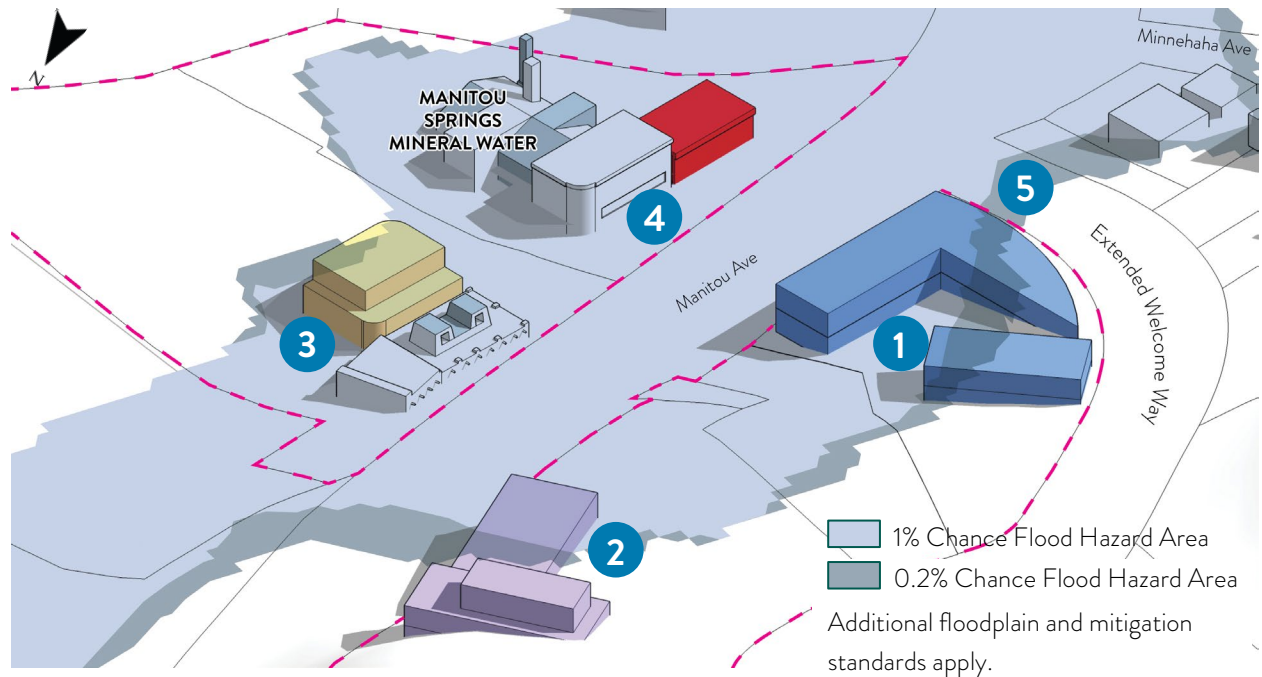
Much of the area is within the Fountain Creek floodway and 1% annual chance floodplain. Topography and steep slopes are also a constraint, and some sites are subject to development limitations, particularly in areas with greater than 30% slopes.

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.

ILLUSTRATIVE DEVELOPMENT CONCEPT



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

URBAN RENEWAL AREA

CURRENT CONDITIONS & INFLUENCING FACTORS

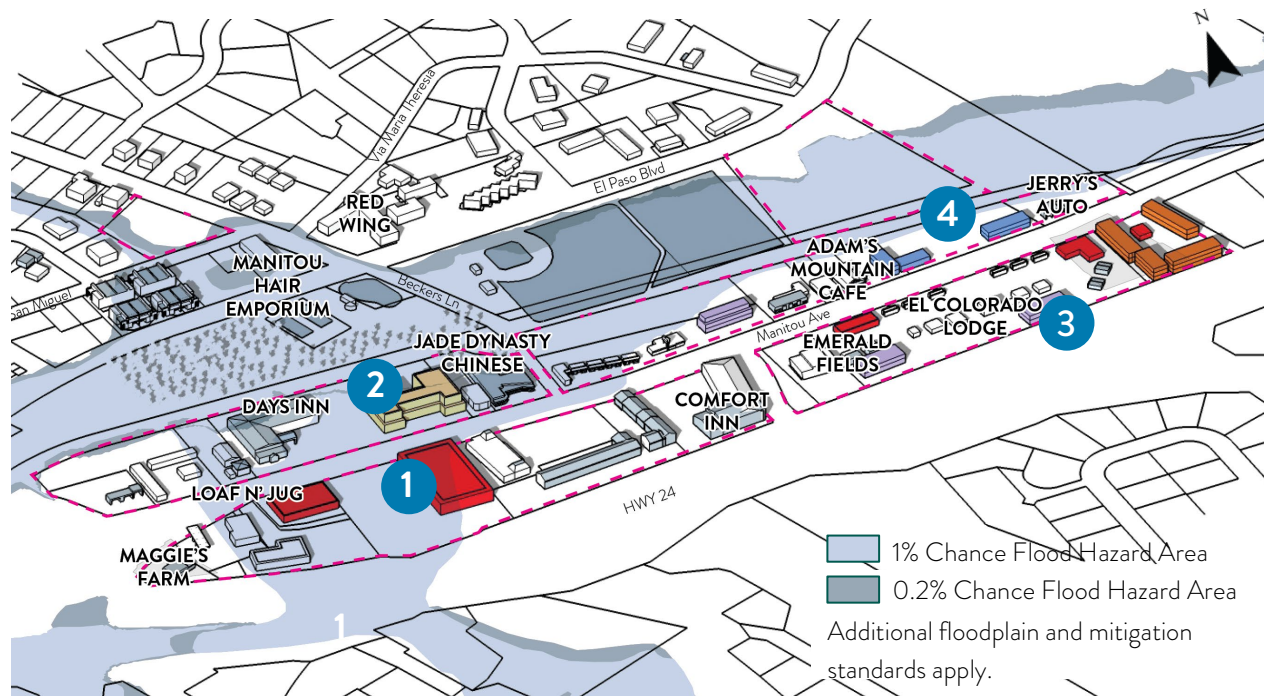
Manitou Springs' Urban Renewal Area (URA) represents the area with the most redevelopment potential in the city. Established in 2006 with the intent of eliminating blight and encouraging urban renewal along the eastern end of Manitou Avenue, the URA is governed by an Urban Renewal Authority Board that 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.

ILLUSTRATIVE DEVELOPMENT CONCEPT



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

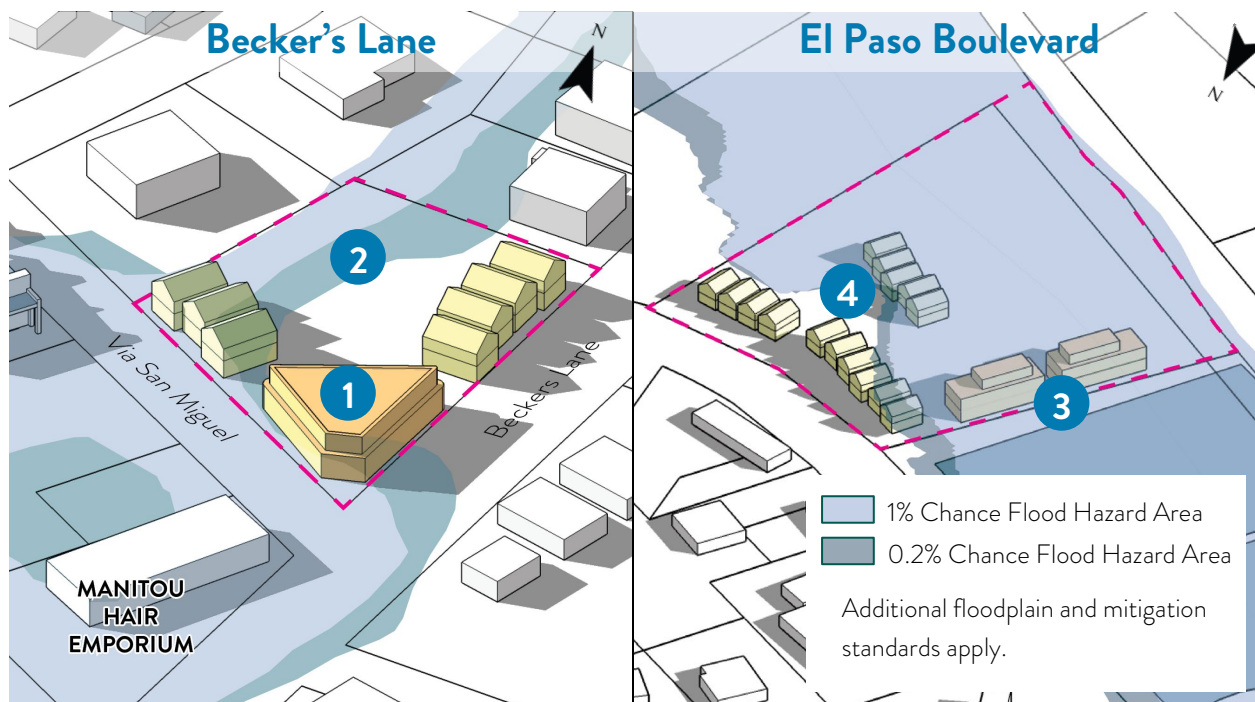
The Becker’s Lane/El Paso Boulevard Opportunity Area includes sites in the eastern portion of Manitou Springs located north of the Urban Renewal Area (URA). The illustrative concept presented here focuses on the mobile home park located along El Paso Boulevard and the existing Becker’s Lane Lodge located 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.

ILLUSTRATIVE DEVELOPMENT CONCEPT



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

ANNEXATION PLAN

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.

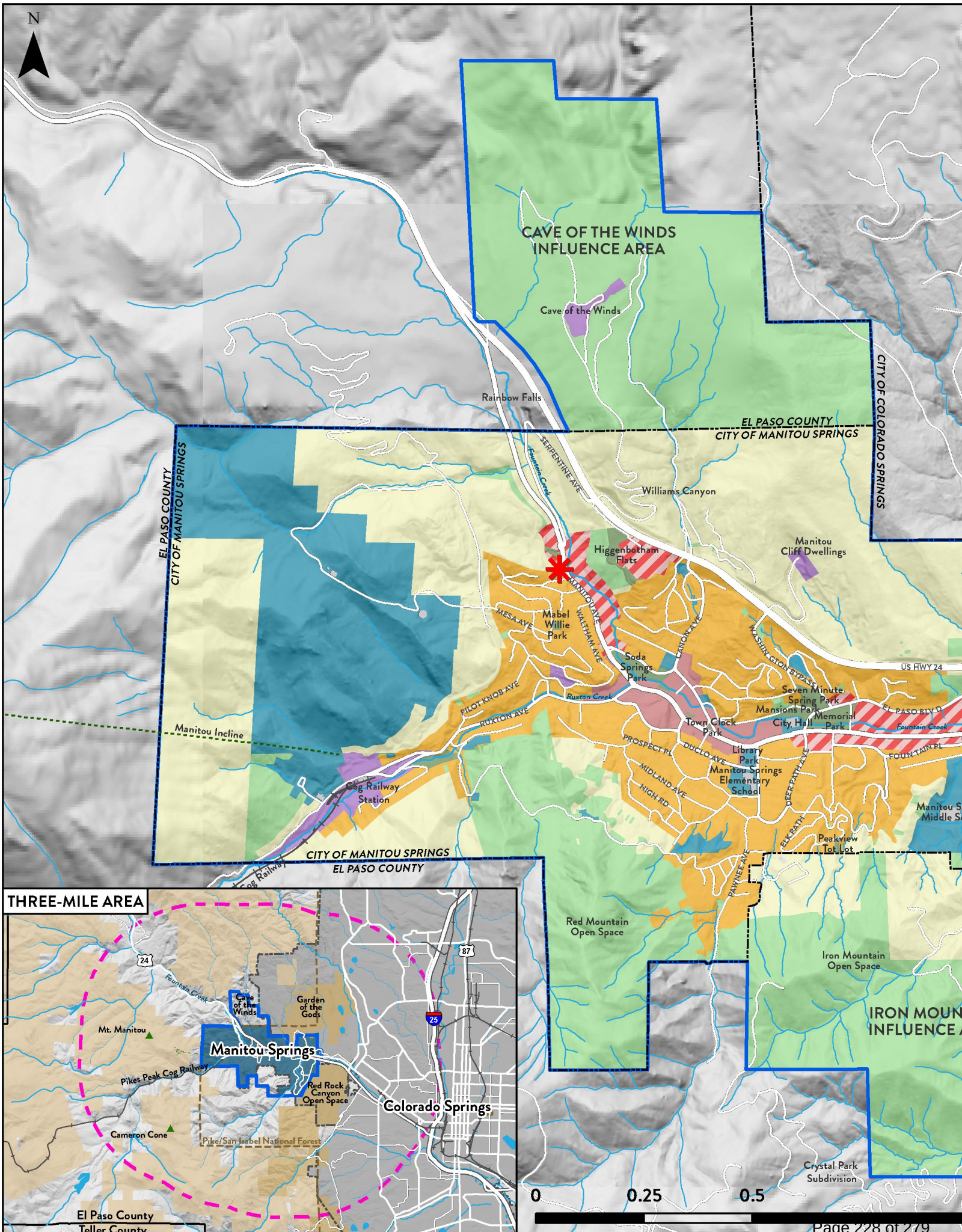
Utilities, Services, and Infrastructure

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 meet its housing goals, if it were to be annexed in the future.



Plan Manitou



Creating our Future

ANNEXATION PLAN MAP

Municipal Boundaries

Influence Area

Conservation/Recreation

Open Space (OS)

Park (PRK)

Hillside Conservation (HC)

Neighborhoods

Central Neighborhood (CN)

Single-Family Neighborhood (SFN)

Mixed-Use/Commercial

Downtown Mixed-Use (DT-MU)

Gateway Mixed-Use (G-MU)

Neighborhood/Community Commercial (NC)

Destination Tourism (DTR)

Other

Public/Quasi-Public (PQP)

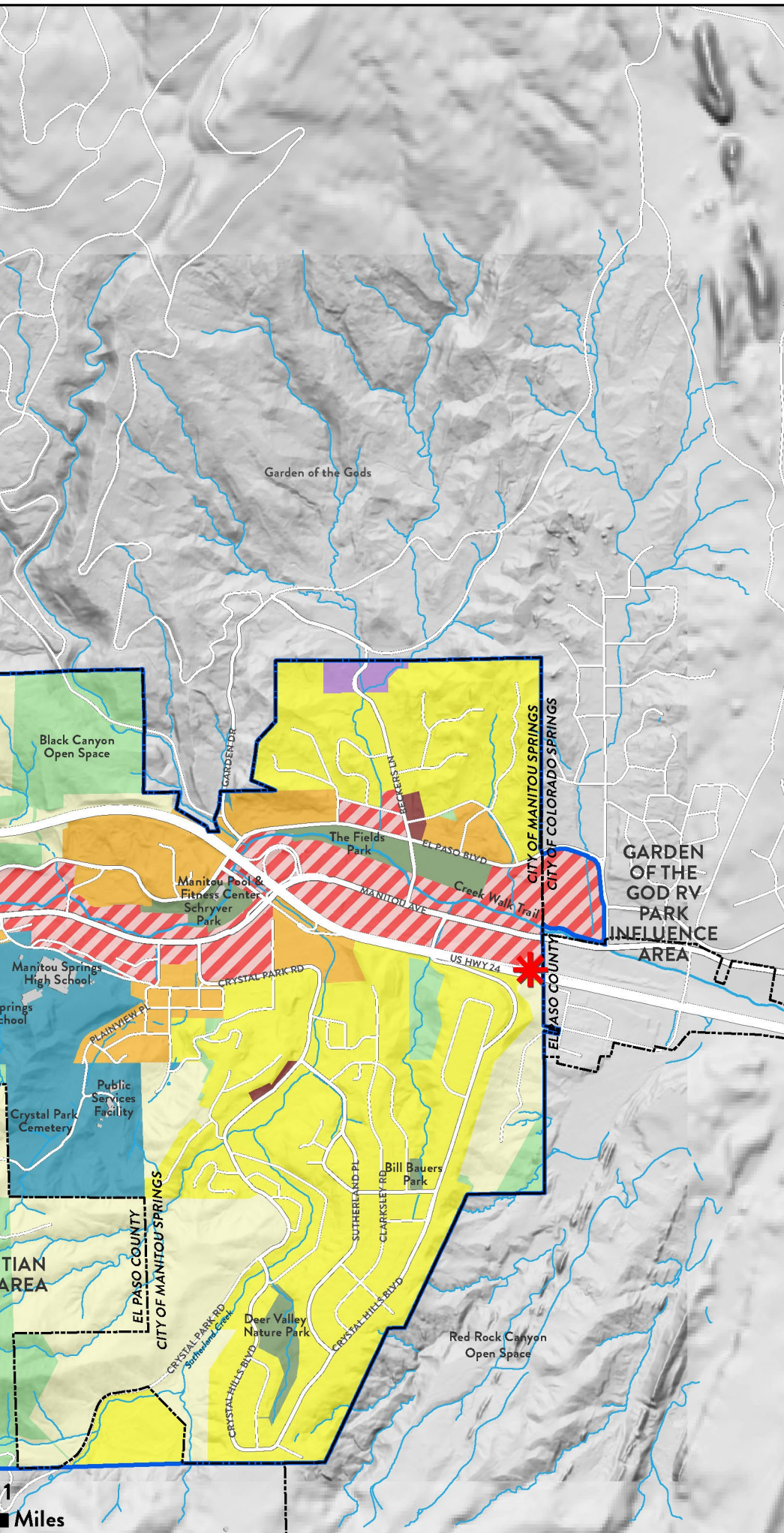
Community Gateways (2)

Three-Mile Area Inset

Influence Area

Areas of potential annexation by Colorado Springs (as identified within the Colorado Springs Annexation Plan, May 9, 2006)

3-Mile Area Boundary







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)
 - Special Events and Recreation Coordinator (REC)
 - Public Works (PW)
 - Utilities

NON-GOVERNMENTAL BOARDS AND DISTRICTS

- Business Improvement District (BID)
- Creative Alliance Manitou Springs (CRANE)
- Manitou Arts Center (MAC)
- Visit Manitou Springs Board (formerly 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 School District #14 (MSSD14)
- Metropolitan Parking District (METRO)
- Pikes Peak Area Agency on Aging
- Pikes Peak Area Council of Governments (PPACG)
- Pikes Peak Library District (PPLD)
- Pikes Peak Regional Building Department (PPRBD)
- Pikes Peak Regional Office of Emergency Management (PPROEM)
- Visit Manitou Springs (VMS) – formerly Manitou Springs Chamber of Commerce & Visitors Bureau (MSCCVB)

STATE PARTNERS

- Colorado Department of Local Affairs (DOLA)
- Colorado Department of Transportation (CDOT)
- Colorado Parks and Wildlife (CPW)
- 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, VMS, 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, VMS, MAC	AC-3	Staff time, Regional Collaboration
SP-3: Evaluate and potentially recalibrate rating rubric for MACH grants to better reflect ongoing project requests (e.g., more mini-grants) and align with potential decreases in available funding.	Lead: MACH	Partners: City Council, VMS, CRANE, MAC	AC-3	Staff time, Regional Collaboration
SP-4: 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,	Lead: VMS	Partners: ADMIN, URA, BID, CRANE	ED-1, ED-2	Staff time, General Fund, Outside Grant, Regional Collaboration

Table 1: Strategic Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
and communication between the City, Visit Manitou Springs, URA, BID, and other community partners; and promotes a regenerative and community-focused approach to tourism.				
SP-5: Design and install street signs demarcating the boundaries of the City's historic district and sub-districts.	Lead: Public Works	Partners: Planning, HPC	EDT-2, EDU-2, HN-4, HC-1	Staff time, Capital Improvement
SP-6: Explore ways the City and emergency responders can help businesses and residents prepare 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.	Lead: Public Works	Partners: ADMIN, Planning, Police, Fire, VMS, Finance	EDT-4	Staff time, Regional Collaboration
SP-7: 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
SP-8: Increase the prominence of the calendar of public meeting or meeting announcements on the City's website (e.g., add link to community page or another prominent location (currently accessed from the Business page).	Lead: City Clerk	Partners: Communication, ADMIN	GC-1	Staff time
SP-9: Revisit Title 2 of the Code of Ordinances and establish an internal framework for coordinating existing volunteer	Lead: ADMIN	Partners: City Council, all Departments, Community	GC	Staff time

Table 1: Strategic Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
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). Align with Plan Manitou topic areas to support plan implementation.		Partners, MSSD 14, PPLD		
SP-10: Explore the feasibility of reestablishing walk-in support at the police station outside of regular business hours.	Lead: Police	Partners: ADMIN, City Council	HW-2	Staff time; General Fund
SP-11: 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-12: Adopt resolution in recognition of UN Declaration on Rights of Indigenous People.	Lead: ADMIN	Partners: City Council	HC-2	Staff time
SP-13: 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: Planning	Partners: HPC	HC-2, EDT-2	Staff time; Outside support/funding
SP-14: 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: Housing Advisory Board	Partners: Planning, Fire, Neighborhood Services, Police	HN-2	Staff time

Table 1: Strategic Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
SP-15: 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: Public Works, HAB, Fire	HN-1	Staff time
SP-16: Secure funding for construction of Manitou Springs Overlook Park at Higginbotham Flats.	Lead: Parks	Partners: PARAB, Public Works, ADMIN, City Council	IP-3	Staff time; General Fund; Outside Grants
SP-17: Complete Phase 2 and identify funding source to complete Phase 3 of Soda Springs Park Remodel.	Lead: Parks	Partners: PARAB, Public Works, ADMIN, City Council	IP-3	Staff time; General Fund; Outside Grants
SP-18: Identify partners and funding for Englemann Canyon wildfire mitigation pilot project. HMP	Lead: Fire	Partners: Public Works, Colorado Springs Utilities, El Paso County, Broadmoor, COS	LU-5, NE-4	Staff time; Outside funding/support
SP-19: Assess vulnerability of structures along Fountain Creek. HMP	Lead: Planning	Partners: PPRBD, HPC, VMS, Fire, Community Partners	LU-5, HN-2	Staff time; Outside funding/support
SP-20: 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, City Council	NE-4, LU-5	Near-term (Strategic)

Table 1: Strategic Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
SP-21: Work to establish a required parking reservation system that correlates to required Manitou Incline reservations (possibly at a remote lot with shuttle access).	Lead: M&P	Partners: MMT, COS	TM-1, TM-4	Staff time, regional collaboration
SP-22: Complete Phases 4 and 6 of the Creek Walk Trail and secure funding for Creek Walk Trail 5. Develop a strategy for providing increased connectivity between the trail and street network.	Lead: Parks	Partners: Public Works, Planning, Planning Commission, PARAB, BID	TM-2	Staff time, outside support/funding
SP-23: Secure additional funding needed to support the construction of multimodal transit hubs in strategic locations.	Lead: M&P	Partners: PPACG, MMT, Public Works, M&P, City Council	TM-3	Staff time, outside support/funding
SP-24: Continue to explore opportunities to repurpose the Hiawatha Gardens building and site for public use and implement the preferred scenario.	Lead: M&P	Partners: PPACG, MMT, Public Works, M&P, City Council	TM-3	Staff time, outside support/funding
SP-25: 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: Public Works	Partners: REC, PM, 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: City Council, VMS, CRANE, MAC	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	General Fund"	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: ADMIN, MACH, VMS, MAC, Community Partners	AC-3	Staff time
AC-1.4: Maintain an inventory of 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: VMS	Partners: GIS Technician, CRANE	AC-1	Staff time, Regional collaboration

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
AC-1.5: 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: ADMIN, MACH, VMS, MAC, Community Partners	AC-3	Staff time
AC-1.6: Continue to look for opportunities to attract permanent arts installations and amenities that will be a regional draw.	Lead: CRANE	Partners: GIS Technician, CRANE	AC-1	Staff time, City grant
ECONOMIC DEVELOPMENT AND TOURISM				
EDT-1.1: Continue to work with organizers of local markets (e.g., Manitou Springs Farmers Market) 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: VMS, REC	EDT-1	Staff time, Regional Collaboration
EDT-1.2: 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, CRANE, VMS	EDT-1, EDT-2, AC-3	Staff time, Regional Collaboration
EDT-1.3: Provide VMS 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 if they were removed.	Lead: VMS	Partners: Planning, ADMIN	EDT-1, EDT-3	Staff time, Regional Collaboration
EDT-1.4: Develop a permanent and consistent feedback system with VMS to allow businesses to ask for support and	Lead: ADMIN	Partners: Planning, VMS, BID	EDT-1, EDT-3	Staff time, Regional Collaboration

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
provide recommendations on issues that the City and VMS can address.				
EDT-1.5: 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: VMS	Partners: Planning, BID	EDT-1, EDT-3	Staff time, Regional Collaboration
EDT-1.6: Enhance communication about events and resources to businesses and residents.	Lead: VMS	Partners: REC	EDT-1, EDT-3	Staff time, Regional Collaboration
EDT-1.7: Identify an entity that has the capacity and resources to provide guided tours that complement the self-guided walking tours.	Lead: Planning	Partners: HPC, Heritage Center, VMS	EDT-2, EDU-2, HC-1	Staff time, Regional Collaboration
EDT-1.8: Improve coordination, communication, and data sharing between City, Visit Manitou Springs, URA, BID, and other economic development organizations.	Lead: ADMIN	Partners: VMS, 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, El Paso County Office of Emergency Management	EDU-1, GC-3	Staff time, Regional collaboration
EDU-1.2: Continue to use a portion of MACH grant funding to support school district initiatives, or other educational organizations or events that provide learning and/or educational opportunities to residents.	Lead: MACH	Partners: ADMIN, City Council	EDU-2	Staff time, Regional collaboration

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
EDU-1.3: Continue to work with the Manitou Springs Library and Pikes Peak Library District to increase the offering of technology-related courses and learning opportunities for residents of all ages.	Lead: Planning	Partners: MSSD 14, PPLD	EDU-2	Staff time, Regional collaboration
EDU-1.4: 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: City Council	GC-1	Staff time; General Fund
GC-1.2: Continue to improve GIS data, analysis capabilities, and maps for hazard and risk information for City decision-making and public education.	Lead: Planning	Partners: Public Works (GIS Technician), 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, El Paso County OEM, Colorado Springs OEM, 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	Lead: ADMIN	Partners: City Council	GC-1	Staff time

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
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.				
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: City Council	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, City Council	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: VMS	Partners: REC, City Clerk, COPPeR, CRANE	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: Parks, Public Works, ADMIN	Partners: 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, City Council	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, City Council	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				
HP-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 create more interactive methods of presenting the community's history.	Lead: HPC	Partners: History Colorado, SHPO	HC-2	Staff time, Regional Collaboration

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
HP-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, Public Works, Community Partners	HC-1	Staff time, Outside Grant
HP-1.3: Provide training and information to City staff, members of the City Council, those who serve on an advisory board or commission, and contractors 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
HP-1.4: Work with the Manitou Springs Historical Society and the school district 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, MSSD 14	HC-1	Staff time
HP-1.5: Work with landowners to improve public access to important historic and cultural sites.	Lead: Planning	Partners: HPC, ADMIN	HC-1	Staff time
HP-1.6: 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: Public Works, HPC	HC-1	Staff time
HP-1.7: Educate home and property owners about the costs and benefits of owning and maintaining historic buildings, including potential funding sources.	Lead: HPC	Partners: Planning, History Colorado, SHPO	HC-1	Staff time, Regional Collaboration

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
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
HN-1.2: Continue to support the efforts of the Housing Advisory Board as a way to advance strategic housing priorities in Manitou Springs, and potential opportunities associated with Proposition 123. Periodically review and update the Housing Advisory Board Strategic Plan.	Lead: City Council	Partners: HAB, Planning	HN-2	Staff time
HN-1.3: Encourage the use of innovative approaches that support the integration of housing types that respect the natural and historic context of Manitou Springs.	Lead: HAB	Partners: City Council, Planning Commission	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: HAB, 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, creatives, and young professionals that are living and working in Manitou Springs.	Lead: HAB	Partners: CRANE, Planning	AC-1, HN-1	Staff time; Outside Grants; Regional Collaboration

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
HN-1.8: Continue to monitor the City's Short-Term Rental Operations and update approach as needed.	Lead: Planning	Partners: HAB, Planning Commission, City Council	HN-4	Staff time
HN-1.9: 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-1.10: 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, Colorado Springs Utilities	HN-2	Staff time
HN-1.11: 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-1.12: 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 opportunities facing their neighborhood.	Lead: Planning	Partners: ADMIN, Planning Commission	HN-4	Staff time
HN-1.13: Work with residents and property owners in the Narrows and Canon Ave neighborhood adjacent to 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: Public Works	Partners: ADMIN, City Council, Planning	HN-4	Staff time

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
INFRASTRUCTURE & PUBLIC SERVICES				
IP-1.1: Continue to implement sustainable procurement guidelines for products and services purchased by the City, including vehicles in the City's fleet. Ensure that energy or environmental impacts are considered in procurement decisions.	Lead: Finance	Partners: ADMIN, Public Works	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: Public Works, Colorado Springs Utilities	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, City Council, 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. Strategic priorities include, but are not limited to: upgrades to the City's water plant and reservoir, rehabilitation of the second water tank, replacement of water meters citywide, completion of the Midland Water and Sewer Project,	Lead: Public Works	Partners: ADMIN	IP-4	Staff time; Capital Improvement

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
procurement of a Reservoir Caretaker, and repairs to address breaks or leaks as needed.				
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: Public Works	Partners: ADMIN	IP-4	Staff time
IP-1.6: Continue to work with Colorado Springs Utilities 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: Public Works	Partners: Colorado Springs Utilities	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: Parks	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: Public Works, Community Partners, MSSD 14, PPLD	LU-4, LU-5, NE-2, NE-3	Staff time
LU-1.2: Maintain and continue to distribute Green Infrastructure brochure.	Lead: Planning	Partners: Public Works, Community	LU-4, LU-5,	Staff time

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
		Partners, MSSD 14, PPLD	NE-2, NE-3	
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
NATURAL ENVIRONMENT				
NE-1.1: Convene a Fountain Creek Task Force to assist with the Fountain Creek Linear Park planning and restoration activities, and protect riparian habitat	Lead: Parks	Partners: Public Works, 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: Public Works, Mile High Youth Corps	NE-4, LU-5	Staff time, dedicated funding (Grants)

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
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 work with regional partners to improve waste collection and recycling beyond State mandate (especially composting and hazardous materials).	Lead: Public Works	Partners: ADMIN, City's trash/recycling contractor	NE-3	Staff time
NE-1.5: Continue to purchase and assign bear-proof trash and recycling bins for residents.	Lead: Public Works	Partners: ADMIN, City's trash/recycling contractor	NE-5	Staff time, dedicated funding (General Fund)
NE-1.6: Acquire easements or rights-of-ways along creeks.	Lead: Planning	Partners: Public Works, URA, City Council, PARAB	NE-2	Staff time
NE-1.7: Continue to implement "bee safe" practices in City-managed parks, open space, rights-of-way, or other public spaces, consistent with the City's designation as a Certified Municipal Pollinator District.	Lead: Parks	Partners: Manitou Pollinators, PARAB, City Council, Planning	NE-1, NE-3	Staff time, dedicated funding (General Fund)
NE-1.8: Continue to install 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

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
NE-1.9: Identify gaps in GIS data, maps, or other information regarding the location of wildlife habitat in and surrounding Manitou Springs. Work with local, regional, and state partners to address any gaps, or to refine existing data to be more usable at the geographic scale of the City.	Lead: GIS Technician	Partners: Planning, PARAB, OSAC, CPW, Colorado Natural Heritage Program	NE-1	Staff time
TRANSPORTATION & MOBILITY				
TM-1.1: Continue On-Street Parking “Calibration” Efforts.	Lead: M&P	Partners: Public Works	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. Continue to explore parking management options that would alleviate congestion caused by the popularity of the local attractions in the area. Strategies should focus on increasing the utilization of City parking lots and enhancing the efficiency of the shuttle service for Engelmann Canyon/Ruxton Ave.	Lead: M&P	Partners: City Council, 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, Visit Manitou Springs, 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: M&P, Tourism attraction operators/owners, VMS, REC, Community Partners	TM-4, TM-1	Staff time

Table 2: Ongoing Priorities

Action	Responsibility	Partners	Relevant Goals	Resources
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 emphasis on implementing improvements identified as part of the Transportation & Mobility Master Plan.	Lead: Public Works	Partners: Planning, BID, Neighborhood organizations, Community Partners, MSSD 14	TM-2	Staff time, Capital Improvements, outside support/funding
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: M&P	Partners: MMT	TM-2, TM-3	Staff time, regional collaboration
TM-1.6: Continue to evaluate and implement improvements to water, sewer, roads, mobility, and utilities infrastructure along the Ruxton Avenue corridor. Strategies should focus on enhancing the safety and efficiency of the corridor for all users, including pedestrians, cyclists, and vehicles, while ensuring long-term sustainability of critical infrastructure. Improvements should prioritize upgraded utility systems, roadway enhancements, and mobility solutions that support accessibility, congestion mitigation, and safe multimodal transportation.	Lead: Public Works	Partners: City Council, METRO, Community Partners	TM-1, TM-4	Staff time, regional collaboration, Capital Improvements, outside support/funding
TM-1.7: Continue to expand electric car charging stations in municipal parking lots.	Lead: Planning	Partners: Public Works, PM, City Council	IP-4	Staff time, outside support/funding
TM-1.8: Apply for Community Development Block Grants to fund the implementation of non-motorized transportation projects.	Lead: ADMIN	Partners: Public Works	TM-2	Staff time

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
TM-1.9: Develop strategies to raise awareness of Mountain Metro service, free shuttles, and resident parking permits.	Lead: COMS	Partners: Public Works	TM-3	Staff time
TM-1.10: Explore opportunities to reduce traffic congestion using sustainable alternatives (e.g. expand sidewalk network, bike lanes, shuttle services, access management, expanded transit).	Lead: Public Works	Partners: M&P, MMT	TM-2	Staff time, outside support/funding
TM-1.11: Explore opportunities for public/private partnerships for transportation improvements.	Lead: Public Works	Partners: ADMIN, City Council	TM-5	Staff time
TM-1.12: 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 issues or concerns for students walking, biking, or driving to school.	Lead: Public Works	Partners: MSSD 14, Planning, Community Partners	TM-2	Staff time, external grants
TM-1.13: Continue efforts to address hazard-related ingress/egress issues on City's west side at US Highway 24 Business and Serpentine Drive, including, but not limited to planned improvements to the Serpentine Bridge. HMP	Lead: Public Works	Partners: CDOT, Planning, ADMIN, El Paso County	TM-6	Staff time, outside support/funding, Regional Collaboration
TM-1.14: 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	Lead: M&P	Partners: Planning, Public Works, PAB, City Council, METRO	TM-4	Staff time

Table 2: Ongoing Priorities				
Action	Responsibility	Partners	Relevant Goals	Resources
number of permits available, the boundaries of the established parking zones, or the hours residential parking restrictions are in place.				
TM-1.15: Explore strategies to increase transit service frequency, including maintaining summer service hours into the winter season.	Lead: M&P	Partners: Public Works, 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: 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: VMS	Partners: ADMIN, Planning, REC	AC-1	Staff time, General Fund
AC-2.3: 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: CRANE	Partners: VMS, COPPeR	AC-1	Staff time, Regional collaboration, General Fund
AC-2.3: 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: Public Works	Partners: CRANE, Planning, Community Partners	GC-3	Staff time, General Fund

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
ECONOMIC DEVELOPMENT AND TOURISM				
EDT-2.1: Explore partnerships and plans for the beautification and maintenance of public spaces along the length of Manitou Avenue - "arch to arch."	Lead: Public Works	Partners: VMS, BID, URA, Planning	EDT-2	Staff time, Capital Improvement, Regional Collaboration
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: VMS	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: VMS	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: VMS, BID, URA, Planning, Public Works	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, VMS, BID, URA	EDT-2	Staff time, Regional Collaboration
EDT-2.6: 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: VMS	Partners: Planning, ADMIN	EDT-2	Staff time, Regional Collaboration

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
EDT-2.7: 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: VMS, BID, HPC	EDT-1	Staff time
EDT-2.8: Inventory existing commercial building stock, promote availability to businesses considering locating in Manitou Springs, and explore the creation of a business incubator.	Lead: VMS	Partners: BID, Property/Business Owners, Planning	EDT-1	Staff time
EDT-2.9: Conduct a visitor survey in partnership with VMS to assess the types of businesses, attractions, and/or amenities visitors would like to see in Manitou Springs.	Lead: VMS	Partners: ADMIN, BID	EDT-1	Staff time, outside support
EDT-2.10: 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 VMS.	Lead: VMS	Partners: ADMIN, BID, City Clerk	EDT-1	Staff time
EDT-2.11: Develop promotional materials aimed at sole proprietors that highlight the attractiveness of living and working in Manitou Springs.	Lead: ADMIN	Partners: VMS	EDT-2	Staff time
EDT-2.12: 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	Lead: ADMIN	Partners: VMS, BID	EDT-2	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
clear, coordinated brand and message around the health and wellbeing assets of our community.				
EDUCATION				
EDU-2.1: 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-2.2: 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 Technician, PPLD	EDU-2	Staff time, Regional collaboration
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	Lead: ADMIN	Partners: Council, Community Partners, MSSD 14, PPLD	GC-1	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
schedule regular meetings to follow up on progress.				
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: Public Works, ADMIN	GC-1	Staff time
GC-2.4: Evaluate and identify 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 increase the number of ways and approaches taken by the City to engage with the public.	Lead: Planning	Partners: Boards and Commissions, City Council	GC-1	Staff time
GC-2.5: 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, City Council	GC-2	Staff time
GC-2.6: Explore support among business owners, event organizers, residents, and other key stakeholders for closing off Manitou Avenue as an “events district” during specific time periods. Consider implementing this as a pilot project in collaboration with an interested event organizer. HMP	Lead: REC	Partners: Public Works, Police, BID, VMS, Fire	GC-2	Staff time
GC-2.7: Ensure that the role of Public Information Officer (PIO) is clearly established in the City’s emergency	Lead: Police	Partners: COMS, ADMIN	GC-3	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
response and operations plans, and that the PIO has the skills, experience, and/or training necessary to prepare that individual for the role. HMP				
GC-2.8: 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, Public Works	GC-3	Staff time
GC-2.9: 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: Public Works, Planning	GC-3	Staff time
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: Public Works	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	Lead: Planning	Partners: Public Works,	HW-1	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
amount of sunshine the site receives daily, access to water for irrigation, the slope of the site, among other considerations.		Community Partners		
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: Public Works	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
HW-2.9: Explore innovative food production approaches, such as “vertical green.”	Lead: Planning	Partners: Public Works, 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	Lead: Planning	Partners: El Paso County Public Health,	HW-3	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
region, and make the results available to the public. To the extent possible, programs that cater to youth or seniors should be identified.		Non-profit organizations		
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: VMS, Planning, City Clerk	HW-3	Staff time
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, and seasons.	Lead: Community Partners	Partners: GIS Technician, 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

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
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 save and transport excess food to organizations who will distribute rescued food to those in need.	Lead: Community Partners	Partners: ADMIN, City Council, VMS	HW-1	Staff time
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, Public Works	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, Community Partners	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. HMP	Lead: Planning	Partners: HPC, History Colorado/SHP O	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	Lead: Public Works	Partners: Planning, HPC	HC-4, HC-1	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
from historic structures that are beyond repair, including Manitou greenstone.				
HC-2.3: 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-2.4: 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-2.5: 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-2.6: 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-2.7: 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	Lead: Planning	Partners: HPC	HC-2	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
owners to develop plans for addressing identified issues.				
HC-2.8: Maintain, and make public, a list of properties that have been withdrawn from the Historic District, but are still subject to the maintenance requirements of the City's Historic Preservation Ordinance (Title 17 of Municipal Code).	Lead: Planning	Partners: HPC	HC-2	Staff time
HC-2.9: 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-2.10: 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-2.11: 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
HC-2.12: Identify funding sources for low-interest loans to owners of historic structures.	Lead: Planning	Partners: HPC, City Council, Finance Department	HC-3	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
HC-2.13: 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-2.14: 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: Public Works, HPC	HC-4	Staff time
HOUSING AND NEIGHBORHOODS				
None. All related actions are Strategic Priorities or Ongoing Priorities.				
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, Public Works, Planning	IP-1	Staff time
IP-2.2: Develop a system through City departments that 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: Parks, REC, ADMIN	Partners: Public Works, City Attorney	IP-2	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
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: Public Works	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 Technician	Partners: Planning, Public Works	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 annexation petitions and agreements, as well as the requirements for City annexation reports authored by staff.	Lead: Planning	Partners: Planning Commission, City Council	LU-1	Staff time
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, Planning Commission, City Council	LU-4	Staff time
LU-2.3: 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. Update as new opportunities arise, or as opportunity sites are developed.	Lead: Planning	Partners: GIS Technician	LU-1	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
LU-2.4: 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, VMS	LU-2	Staff time; General Fund
LU-2.5: Consider participation in the Colorado Main Street program.	Lead: Planning	Partners: BID, ADMIN, VMS	LU-2	Staff time
LU-2.6: Continue to support efforts to promote reinvestment in the West End and Becker's Lane/El Paso Boulevard areas.	Lead: Planning	Partners: Public Works, Community Partners, VMS, HPC	LU-3	Staff time
LU-2.7: Evaluate feasibility and cost to develop a program, site, or process through which residents, contractors, and others in the community can donate or collect recycled building materials for reuse. Advertise the program and provide details on the types of materials accepted/available.	Lead: Public Works	Partners: HPC, Community Partners, City Council	LU-4	Staff time
LU-2.8: Develop a package of funding mechanisms for seed money to fund flood mitigation projects. HMP	Lead: Planning	Partners: Public Works, 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: Public Works, ADMIN, City Council, 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; outside support/funding
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: Public Works, 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: Public Works, 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: Public Works	Partners: Mineral Springs Foundation	NE-6	Staff time
NE-2.6: Assess opportunities for incorporating information on the City's Mineral Springs into existing or future wayfinding elements.	Lead: Planning	Partners: Public Works	NE-6	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
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, Public Works	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: Public Works, PARAB, OSAC	NE-1	Staff time
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: Public Works	Partners: PARAB, ADMIN, City Council	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, City Council	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	Lead: REC	Partners: Public Works, OSAC	NE-4	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
development of approaches to managing noxious weeds.				
NE-2.12: Encourage residents to harvest rainwater through educational materials and state and federal grant programs	Lead: Public Works	Partners: Planning	NE-4	Staff time
NE-2.13: Apply for EPA Section 319 watershed restoration funding.	Lead: Public Works	Partners: Planning	NE-4	Staff time
NE-2.14: Expand partnerships with state (Colorado Department of Public and Environment) and federal agencies (such as ACOE, EPA, ESDA and FEMA) to implement stormwater management best practices.	Lead: Public Works	Partners: Planning	NE-4	Staff time
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: Public Works	Partners: Planning, PARAB, OSAC	NE-5	Staff time

Table 3: Long-Term Actions

Action	Responsibility	Partners	Relevant Goals	Resources
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 Technician, Planning	NE-5	Staff time
TRANSPORTATION & MOBILITY				
TM-2.1: Review alternatives to a parking structure to address parking needs.	Lead: M&P	Partners: Public Works	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: Planning	Partners: Public Works	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: Public Works	Partners: 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: Public Works	Partners: Planning, ADMIN, GIS Technician, HPC	TM-2	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
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 the satisfaction of transit riders, and to identify issues or possible improvements to transit services.	Lead: Planning	Partners: PPACG, MMT	TM-3	Staff time
TM-2.7: Develop standards for transit stops and facilities in order to meet ADA requirements.	Lead: Public Works	Partners: 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: 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: Public Works, 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 support the development of alternative transportation systems, such as a gondola.	Lead: Public Works	Partners: ADMIN, CDOT, PPACG, Planning	TM-5	Staff time

Table 3: Long-Term Actions				
Action	Responsibility	Partners	Relevant Goals	Resources
TM-2.11: Undertake a comprehensive inventory of retaining walls that support vehicular rights-of-way. HMP	Lead: Public Works	Partners: Planning, GIS Technician	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: Public Works	Partners: CDOT, Police	TM-6	Staff time, regional collaboration