



APPENDIX A: ACTION PLAN (LONG-TERM ACTIONS)

Long-Term Actions

This section includes a list of recommended long-term actions (that would be implemented at three-year point and beyond), organized by Plan element. Actions within each element are organized by goal as a means to reinforce the relationship between the goals, policies, and actions.

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Action	Responsibility
ARTS AND CULTURE	
Goal AC-1: Promote our identity as an arts and cultural destination and increase the visibility of art and cultural activities unique to our community.	
AC-1.1: Install a unified, coherent set of wayfinding signs, maps, and other elements to increase public awareness of the City’s arts and culture offerings.	Lead: Planning Partners: Public Services
AC-1.2: Conduct a market study, visitor survey, or similar, to understand how Manitou Springs is perceived as an arts and culture destination, and how it compares to other arts and culture destinations in the region and/or state.	Lead: MSCCVB Partners: Administration, Planning, Events Coordinator
AC-1.3: 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: Planning Partners: Manitou Springs Arts Council, MSCCVB, COPPeR
AC-1.4: Inventory and create maps, brochures, or other marketing materials that provide information on the location of public art installations in the City, as well as information about the art and artist.	Lead: Planning Partners: GIS Technician, Community Partners
Goal AC-2: Develop and promote diverse art and culture experiences that improve our quality of life, enhance the quality of the built environment, and support our local economy.	
AC-2.1: Advertise and build awareness among the creative community in Manitou Springs of the programs, courses, and assistance offered by state and regional organizations, such as the Pikes Peak Small Business Development Center (SBDC) or the Cultural Office of the Pikes Peak Region (COPPeR).	Lead: MSCCVB Partners: Planning, Manitou Springs Arts Council, Manitou Art Center
AC-2.2: Develop guidelines, approval processes, tool kits, or other resources for residents, neighborhood groups, HOAs, and other local organizations to plan their own creative activities or public art installations in their neighborhoods.	Lead: Planning Partners: Public Services Department, Planning Commission, HPC
AC-2.3: Explore the potential for creating an “art in public places” or “percent for the arts” program in which construction or capital improvement projects funded by the City contain an allocation in the project budget equal to a certain percentage (e.g. 1%) of the total project cost to be used for acquiring, commissioning, or installing public art as part of the project, or in another public location in the City.	Lead: Arts Council Partners: Planning, Creative District, Public Services

Action	Responsibility
<p>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.</p>	
<p>AC-3.1: Maintain a list of spaces or venues available in the community for hosting arts and culture events of various sizes.</p>	<p>Lead: Events Coordinator Partners: City Clerk</p>
<p>AC-3.2: Continue to provide and promote incentives, such as discounts on rental fees for City facilities, to encourage hosting of diverse community events in public spaces.</p>	<p>Lead: Events Coordinator Partners: City Council</p>

Action	Responsibility
ECONOMIC DEVELOPMENT AND TOURISM	
Goal EDT-1: Support a vibrant, year-round local economy.	
EDT-1.1: Partner with the MSCCVB to identify potential small-scale events that could be organized or attracted to Manitou Springs that would diversify the size of events and the times of year events are held, specifically in off-season. Work with businesses to encourage or incentivize them to remain open for longer hours during events.	Lead: MSCCVB Partners: Events Coordinator, BID
EDT-1.2: Explore potential programs and funding sources to support the rehabilitation of commercial businesses to facilitate the re-use of buildings. Build awareness of the new state historic preservation tax credit for commercial properties.	Lead: Planning Partners: MSCCVB, BID, HPC
EDT-1.3: Conduct an inventory of assets within the City’s existing commercial building stock and make it available to businesses considering locating in Manitou Springs.	Lead: MSCCVB Partners: BID, Property/Business Owners, Planning
EDT-1.4: Conduct a visitor survey in partnership with the MSCCVB to assess the types of businesses, attractions, and/or amenities visitors would like to see in Manitou Springs.	Lead: MSCCVB Partners: Administration, BID
EDT-1.5: Publicize, advertise, and build awareness of programs, training, and events that provide support to small businesses, such as those offered by the Pikes Peak Small Business Development Center. Consider creating a consolidated calendar of such events in cooperation with the MSCCVB.	Lead: MSCCVB Partners: Administration, BID, City Clerk
EDT-1.6: Convene a bi-annual meeting with tourism attraction operators/owners, the MSCCVB and neighborhood organizations to develop strategies to address negative impacts, assess the success of implemented strategies, and collectively develop mitigation plans for major events.	Lead: MSCCVB Partners: Neighborhood Organizations, Planning, Events Coordinator, City Clerk (webpage)
EDT-1.7: Update the “Visitors” section of the City’s website to provide additional information that would be relevant or useful to visitors to Manitou Spring, and include links to site from Chamber webpage.	Lead: Events Coordinator Partners: City Clerk
Goal EDT-2: Leverage the City’s reputation as an arts and culture, health and wellness, and heritage tourism destination to make these activities into economic drivers for the City.	
EDT-2.1: Develop promotional materials aimed at sole proprietors that highlight the attractiveness of living and working in Manitou Springs.	Lead: Administration Partners: MSCCVB

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EDT-2.2: Work with the community, local businesses, and other local and regional groups to periodically identify and inventory community assets that contribute to the City’s health and well-being economy. Develop and promote a clear, coordinated brand and message around the health and wellbeing assets of our community.	Lead: Administration Partners: MSCCVB, BID
EDT-2.3: Inventory existing assets and businesses involved in outdoor recreation; identify possible gaps in services and supporting infrastructure; and make recommendations to improve attraction of recreation-oriented businesses to the City.	Lead: MSCCVB Partners: Planning, Administration
EDT-2.4: Identify improvements and businesses that could help turn the Urban Renewal Area into a hub for recreational activities and businesses.	Lead: URA Partners: Administration, MSCCVB
EDT-2.5: Establish a regular column in the Pikes Peak Bulletin to feature or highlight local businesses and business owners.	Lead: MSCCVB Partners: Pikes Peak Bulletin, URA, BID
Goal EDT-3: Enhance the City’s capacity and resources for long-term economic development planning.	
EDT-3.1: Develop a short-term, joint economic strategic plan (2 to 5 years) with the Manitou Springs Chamber of Commerce and Visitor Bureau (MSCCVB)	Lead: Planning Partners: MSCCVB, BID
Goal EDT-4: Support business and economic development that is safe and resilient to natural hazards.	
EDT-4.1: Explore ways the City can help businesses reduce insurance costs related to hazard risks. This may include creating a central location for information such as a website and/or hosting training events.	Lead: Public Services Partners: Administration, Finance
EDT-4.2: Convene emergency responders, business owners and neighborhood organizations to develop a set of policies and procedures for emergency response and preparedness efforts to ensure actions mitigate risks but decrease impacts of street closures on businesses.	Lead: Police Partners: Administration, MSCCVB, Public Services, Planning, Fire

Action	Responsibility
EDUCATION	
Goal EDU-1: Continue to collaborate with and support Manitou Springs School District 14.	
Goal EDU-2: Promote the creation and growth of programming that supports lifelong learning.	
<p>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.</p>	<p>Lead: Planning Partners: MSSD 14, PPLD</p>
<p>EDU-2.2: Regularly 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.</p>	<p>Lead: Events Coordinator Partners: PPLD</p>
<p>EDU-2.3: Work with the Manitou Springs Library, neighborhood groups, and arts organizations to maintain, expand, and register additional Little Free Libraries in the City. Create and make available maps showing the location of existing Little Free Libraries in the City.</p>	<p>Lead: Planning Partners: GIS Technician, PPLD</p>
<p>EDU-2.4: Work with the Manitou Springs Library and Pikes Peak Library District to increase the offering of technology-related courses and learning opportunities for seniors.</p>	<p>Lead: Planning Partners: MSSD 14, PPLD</p>
<p>EDU-2.5: Evaluate the feasibility of creating an ongoing funding source for a competitive grant or sponsorship program to provide financial assistance to educational organizations and providers or events that provide learning and/or educational opportunities to residents.</p>	<p>Lead: Events Coordinator Partners: Administration, City Council</p>

Action	Responsibility
MUNICIPAL GOVERNANCE AND COMMUNITY ENGAGEMENT	
Goal GC-1: Foster a culture of engagement and collaboration.	
<p>GC-1.1: Create and advertise a consolidated, community-wide events calendar of community events that take place in Manitou Springs.</p>	<p>Lead: MSCCVB Partners: Events Coordinator, City Clerk, COPPeR, Arts Council</p>
<p>GC-1.2: 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.</p>	<p>Lead: Planning Partners: Public Services, Administration</p>
<p>GC-1.3: Create a “City Government 101” or similar program that provides interested residents with an opportunity to learn about how City government functions in Manitou Springs, how members of the public can become involved in local government, and how residents can participate in decision-making processes.</p>	<p>Lead: Administration Partners: All departments</p>
<p>GC-1.4: 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.</p>	<p>Lead: Planning Partners: Boards and Commissions, City Council</p>
<p>GC-1.5: Create a City budget format that is easier for laypeople to comprehend, and consider using priority based budgeting tools.</p>	<p>Lead: Administration Partners: City Council</p>
<p>GC-1.6: Explore opportunities to provide relevant City staff with training on engagement, facilitation, issue framing, meeting design/organization and other skills needed to run meaningful and effective public engagement processes.</p>	<p>Lead: Administration Partners: Planning, City Council</p>
<p>GC-1.7: Develop a framework for creating citizen task forces comprised of interested residents or residents with backgrounds in a particular topic to assist staff in researching, developing, or accomplishing actions set forth in this action plan (or as specific topics or issues arise).</p>	<p>Lead: Administration Partners: City Council, all departments</p>
<p>GC-1.8: Identify opportunities for increasing the prominence of the calendar of public meeting or meeting announcements on the City’s website.</p>	<p>Lead: City Clerk Partners: Administration</p>

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<p>GC-1.9: Standardize the timing of agenda and packet postings for all public meetings of City Council, advisory boards, and commissions. Ensure that material is also posted to the City’s website in a timely manner and explore posting agendas for meetings in the Pikes Peak Bulletin.</p>	<p>Lead: City Clerk Partners: City Council, City Advisory Boards and Commissions</p>
<p>GC-1.10: Explore the feasibility of video or audio recording of public meetings of City Council or City boards and commissions. Include considerations for posting recordings on the City’s website. Live streaming of meetings over the internet should also be explored.</p>	<p>Lead: City Clerk Partners: Administration, City Council</p>
<p>GC-1.11: Develop protocols or standards for updating information on the City’s website to ensure the information is up-to-date and current.</p>	<p>Lead: City Clerk Partners: Administration, all departments</p>
<p>Goal GC-2: Promote a range of opportunities for residents to interact with other members of the community.</p>	
<p>GC-2.1: 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.</p>	<p>Lead: Administration Partners: Police, City Council</p>
<p>GC-2.2: 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.</p>	<p>Lead: Events Coordinator Partners: Public Services, Police, BID, MSCCVB, Fire</p>
<p>GC-2.3: 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).</p>	<p>Lead: Events Coordinator Partners: Administration, City Attorney, all departments</p>
<p>Goal GC-3: Improve awareness of hazards and risks and actions to prepare for and respond to disasters and emergencies</p>	
<p>GC-3.1: Ensure that the role of Public Information Officer (PIO) is clearly established in the City’s emergency response and operations plans, and that the PIO has the skills, experience, and/or training necessary to prepare that individual for the role.</p>	<p>Lead: Police Partners: Administration, City Council</p>
<p>GC-3.2: 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.</p>	<p>Lead: Police Partners: Fire, Administration, Public Services</p>
<p>GC-3.3: Develop a traffic management plan to identify evacuation routes within the City for disaster events based on the type and scale of event.</p>	<p>Lead: Police Partners: Public Services, Planning</p>

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Action	Responsibility
<p>GC-3.3: 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.</p>	<p>Lead: Planning Partners: Public Services, Art Council, Community Partners</p>
<p>Goal GC-4: Incorporate sustainability and resiliency considerations into day-to-day decision-making and long-range planning.</p>	
<p>GC-4.1: Establish inter-departmental teams or working groups within the City to ensure decision-making and long-range planning efforts are coordinated across departments; and that policies adopted, decisions made, or projects planned by one department do not conflict with those of other departments.</p>	<p>Lead: Administration Partners: All departments</p>

Action	Responsibility
HEALTH, HUMAN SERVICES, LOCAL FOOD & WELL-BEING	
Goal HW-1: Enhance access to affordable, healthy, local foods and promote public investment in a sustainable, resilient food system.	
HW-1.1: Explore the feasibility of efforts to capture waste streams to support local food production.	Lead: Public Services Partners: Planning
HW-1.2: 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: Administration, City Council, MSCCVB
HW-1.3: Establish a pilot project to engage veterans, homeless and/or collaborate with restorative justice programs on local food production initiatives.	Lead: Community Partners Partners: Administration, Police, Public Services
HW-1.4: 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-1.5: Using the inventory of City-owned land and City parks, identify parcels that might be suitable for a community garden. Consider the amount of sunshine the site receives daily, access to water for irrigation, the slope of the site, among other considerations.	Lead: Planning Partners: Public Services, Community Partners
HW-1.6: 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: Events Coordinator Partners: Planning, Public Services
HW-1.7: Work with organizers of the Manitou Community Market to assist them in becoming authorized to accept SNAP benefits.	Lead: Events Coordinator Partners: Community Partners
HW-1.8: Conduct an inventory of CSA's operating in the region and provide residents with information about each CSA, such as on costs, location of drop-off/pick-up points, season.	Lead: Community Partners Partners: GIS Technician, Planning
HW-1.9: 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-1.10: Explore innovative food production approaches, such as "vertical green."	Lead: Planning Partners: Public Services, Community Partners

Action	Responsibility
Goal HW-2: Facilitate and support residents' awareness of and access to services for prevention and treatment of physical, mental, and spiritual ailments.	
HW-2.1: 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-2.2: 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-2.3: 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
Goal HW-3: Support active, healthy living among residents of all ages and lifestyles.	
HW-3.1: Conduct an inventory of programs that enhance the physical and emotional health and well-being of residents available in community and the region, and make the results available to the public. To the extent possible, programs that cater to youth or seniors should be identified.	Lead: Planning Partners: El Paso County Public Health, Non-profit organizations
HW-3.2: Create and advertise a consolidated list of health- and wellness-related events in Manitou Springs and the wider region.	Lead: Events Coordinator Partners: MSCCVB, Planning, City Clerk
HW-3.3: 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
HW-3.4: 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

Action	Responsibility
HISTORIC & CULTURAL RESOURCES	
Goal HC-1: Provide financial, educational, and other resources so that all residents and visitors will be well-informed stewards of our rich history.	
<p>HC-1.1: Provide training and information to City staff, members of the City Council and those who serve on an advisory board or commission about the City’s cultural and historic resources and historic preservation regulations.</p>	<p>Lead: Planning Partners: HPC, Manitou Springs Heritage Center, Manitou Springs Historical Society</p>
<p>HC-1.2: Add information regarding the City’s incentive awards (including those listed in 17.04.060 of the Manitou Springs Municipal Code) and grant programs to the City’s website.</p>	<p>Lead: Planning Partners: City Clerk</p>
<p>HC-1.3: 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.</p>	<p>Lead: Planning Partners: HPC</p>
<p>HC-1.4: 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.</p>	<p>Lead: Planning Partners: HPC</p>
<p>HC-1.5: Create on-going outreach initiatives that promote the benefits of historic preservation (including economic-, environmental-, or sustainability-related benefits).</p>	<p>Lead: Planning Partners: HPC</p>
<p>HC-1.6: 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.</p>	<p>Lead: Planning Partners: HPC</p>
<p>HC-1.7: 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.</p>	<p>Lead: Planning Partners: HPC, GIS Technician</p>
<p>HC-1.8: Work with the Manitou Springs Historical Society to digitize and make available online the records, maps, surveys, photos, and other historic documents held in their collection.</p>	<p>Lead: Planning Partners: Manitou Springs Historical Society, City Clerk</p>
Goal HC-2: Expand knowledge of and protections for the City’s historic and cultural resources.	
<p>HC-2.1: 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.</p>	<p>Lead: Administration Partners: Planning, PARAB, OSAC, HPC</p>

Action	Responsibility
<p>HC-2.2: Based on current conditions, or the results of future historic surveys, develop a prioritized list of historic properties that are in need of historic designation, maintenance, rehabilitation, or repairs. Work with relevant property owners to develop plans for addressing identified issues.</p>	<p>Lead: Planning Partners: HPC</p>
<p>HC-2.3: Maintain, and make public, a list of properties that have been withdrawn from the Historic District, but still subject to the maintenance requirements of the City’s Historic Preservation Ordinance (Title 17 of Municipal Code).</p>	<p>Lead: Planning Partners: HPC</p>
<p>HC-2.4: 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.</p>	<p>Lead: Planning Partners: HPC</p>
<p>Goal HC-3: Preserve and enhance the character and structural integrity of the City’s historic structures while encouraging rehabilitation and adaptive reuse.</p>	
<p>HC-3.1: 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.</p>	<p>Lead: Planning Partners: HPC</p>
<p>HC-3.2: Develop a follow-up process to ensure compliance with the Historic District Guidelines following the issuance of a MCAC.</p>	<p>Lead: Planning Partners: HPC</p>
<p>HC-3.3: Identify funding sources for low-interest loans to owners of historic structures.</p>	<p>Lead: Planning Partners: HPC, City Council, Finance Department</p>
<p>HC-3.4: 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.</p>	<p>Lead: Planning Partners: HPC</p>
<p>Goal HC-4: Maintain and enhance existing cultural and historic resources as part of infrastructure and transportation improvements.</p>	
<p>HC-4.1: 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.</p>	<p>Lead: Planning Partners: Public Services, HPC</p>

Action	Responsibility
<p>HC-4.2: Develop a standard operating procedure for collecting, inventorying, storing, and reusing materials recovered from historic structures that are beyond repair, including Manitou greenstone.</p>	<p>Lead: Public Services Partners: HPC, Planning</p>
<p>HC-4.2: Provide training to City staff, contractors, volunteers, or others working in areas that may contain cultural resources, so that they are aware of the types of cultural resources commonly found in the area, and how to identify them and report them if encountered.</p>	<p>Lead: Public Services Partners: Planning, HPC</p>
<p>HC-4.3: Develop guidelines and standard operating procedures for City staff and/or contractors regarding cultural resources encountered when digging, that assures compliance with local, state and federal criteria regarding cultural resources.</p>	<p>Lead: Public Services Partners: Planning, HPC</p>
<p>HOUSING AND NEIGHBORHOODS</p>	
<p>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.</p>	
<p>Goal HN-2: Promote re-investment in and rehabilitation of the City’s housing stock to promote safe, energy-efficient, and resilient homes.</p>	
<p>HN-2.1: Partner with Colorado Springs Utilities to develop a city-wide campaign to increase awareness of and participation in energy efficiency programs</p>	<p>Lead: Planning Partners: Colorado Springs Utilities, Administration</p>
<p>HN-2.2: Develop performance requirements for energy efficiency for all new housing units and housing units undergoing major retrofits, and consider potential cost.</p>	<p>Lead: Planning Partners: PPRBD, Colorado Springs Utilities</p>
<p>HN-2.3: 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.</p>	<p>Lead: Planning Partners: PPRBD, Colorado Springs Utilities</p>
<p>HN-2.4: 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.</p>	<p>Lead: Planning Partners: Housing Advisory Board, Administration, Local Developers, Property Owners</p>
<p>HN-2.5: Review the 2011 Pikes Peak Regional Building Code to identify potential modification or amendments that address unique issues or challenges facing Manitou Springs.</p>	<p>Lead: Planning Partners: Administration, City Council</p>

Action	Responsibility
Goal HN-3: Collaborate with local, regional, state, and federal partners to meet the City’s affordable housing needs.	
HN-3.1: Develop an incentive program for developers to provide income-restricted units to meet the City’s needs including flexibility in development regulations, density and/height bonuses, and/or reduction/waiver of development fees/taxes.	Lead: Planning Partners: Housing Advisory Board, Administration
HN-3.2: Identify potential revenue sources that could be created or leveraged to develop an affordable housing fund	Lead: Planning Partners: Housing Advisory Board, Administration
Goal HN-4: Provide residents the opportunity to participate in shaping the future of their neighborhoods.	
HN-4.1: Monitor the efficacy of the City’s vacation rental ordinance and update as needed.	Lead: Planning Partners: Planning Commission, City Council
HN-4.2: 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: Administration, Planning Commission
HN-4.3: Explore the feasibility of developing a neighborhood improvement grant program to fund improvements, beautification, or similar projects identified by neighborhood groups or residents.	Lead: Planning Partners: Administration, City Council
HN-4.4: Work with residents and property owners in the Narrows and Canon Ave neighborhood adjacent the Williams Canyon flood control channel to identify aesthetic improvements that could be made to the exterior wall, such as rock veneer or community art.	Lead: Public Services Partners: Administration, City Council, Planning


Action	Responsibility
INFRASTRUCTURE & PUBLIC SERVICES	
Goal IP-1: Provide outstanding service to the community and work collaboratively with residents and businesses to address issues and resolve problems.	
<p>IP-1.1: Establish a mechanism, such as an online survey or comment form, through which residents, businesses, and visitors can provide feedback on satisfaction with their interactions with City staff or City processes. Use the results to identify issues or barriers to the efficient and satisfactory delivery of services.</p>	<p>Lead: Administration Partners: All departments</p>
<p>IP-1.2: Continue to work with residents and Downtown business owners to resolve public safety issues and concerns in Downtown Manitou Springs.</p>	<p>Lead: Police Partners: BID, Administration, Public Services, Planning</p>
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.	
<p>IP-2.1: Develop a system through City departments can identify specific projects or tasks in which interested members of the community can volunteer time to assist, such as maintenance of City parks and trails.</p>	<p>Lead: Events Coordinator Partners: Public Services, Administration, City Attorney</p>
<p>IP-2.2: Develop a development and management plan for Memorial Park in order to implement improvements that will make the park more durable so it continues to be an efficient venue for hosting large events in Manitou Springs.</p>	<p>Lead: Public Services Partners: Events Coordinator, PARAB</p>
Goal IP-3: Establish, monitor, and maintain City programs, services, and facilities that are aligned with the community’s needs.	
<p>IP-3.1: 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.</p>	<p>Lead: Recreation Director Partners: Planning</p>
<p>IP-3.2: 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.</p>	<p>Lead: GIS Technician Partners: Planning, Public Services</p>
Goal IP-4: Incorporate sustainable practices into City operations and maintenance.	
<p>IP-4.1: Consider adopting sustainable procurement guidelines for products and services purchased by the City, including vehicles in the City’s fleet. Ensure that energy or environmental impacts purchases may create are considered in procurement decisions.</p>	<p>Lead: Finance Partners: Administration, Public Services</p>

Action	Responsibility
<p>IP-4.2: Adopt a resolution requiring all new City facilities or major renovations of existing facilities to be LEED certifiable or equivalent (although not necessarily certified as LEED).</p>	<p>Lead: City Council Partners: Administration, Public Services</p>
<p>IP-4.3: Evaluate City-owned parcels, facilities, and infrastructure for their potential to support energy generation systems, like solar panels, wind turbines, or micro-hydro generators. If any are suitable, investigate the feasibility of building or leasing sites for energy generation, taking into consideration the impacts such systems may have on the natural and historic qualities of the City.</p>	<p>Lead: Planning Partners: Public Services, Colorado Springs Utilities</p>
<p>IP-4.4: 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.</p>	<p>Lead: Public Services Partners: Administration</p>
<p>IP-4.5: 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.</p>	<p>Lead: Public Services Partners: Administration</p>
<p>IP-4.6: Fund leak detection surveys to identify and prioritize repairs and maintenance to the City’s water distribution system.</p>	<p>Lead: Public Services Partners: Administration</p>
<p>Goal IP-5: Provide essential Public Services during disasters and emergencies.</p>	
<p>IP-5.1: 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</p>	<p>Lead: Public Services Partners: Colorado Springs Utilities</p>
<p>LAND USE AND BUILT ENVIRONMENT</p>	
<p>Goal LU-1: Provide opportunities for a balanced mix of land uses to meet the needs of residents and businesses and support other goals of the Community Master Plan.</p>	
<p>LU-1.1: Establish a system for tracking the City’s land use mix over time, building on the Planning Department’s land use and housing inventories.</p>	<p>Lead: Planning Partners: GIS Technician</p>
<p>LU-1.2: 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.</p>	<p>Lead: Planning Partners: Planning Commission, City Council</p>
<p>LU-1.3: 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.</p>	<p>Lead: Planning Partners: GIS Technician</p>

Action	Responsibility
Goal LU-2: Support and enhance the vibrant, walkable, and distinctive character of Downtown Manitou Springs.	
LU-2.1: Evaluate the feasibility of allowing greater residential densities in the Downtown area by right, or in exchange for following a set of design guidelines.	Lead: Planning Partners: BID, Planning Commission, HPC, City Council
LU-2.2: 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, Administration, City Council
LU-2.3: Consider participation in the Colorado Main Street program.	Lead: Planning Partners: BID, Administration, MSCCVB
Goal LU-3: Promote reinvestment and redevelopment in the City’s gateways and along Manitou Avenue (“arch to arch”).	
LU-3.1: Develop small area plans for the West End and Becker’s Lane/El Paso Boulevard	Lead: Planning Partners: Public Services, Community Partners, MSCCVB, HPC
Goal LU-4: Encourage the use of sustainable development practices and site planning techniques and technologies in all public and private development.	
LU-4.1: Examine the feasibility of creating a green building program or similar approach to encourage the incorporation of green building techniques and best practices in private development in exchange for incentives such as fee waivers, expedited review process, density and height bonuses, or similar.	Lead: Planning Partners: Planning Commission, City Council
LU-4.2: Review the City’s lighting code and compare to current best practices or model ordinances to assess whether any changes or amendments are necessary to make the code more effective in reducing light pollution.	Lead: Planning Partners: Planning Commission, City Council
LU-4.3: Review the City’s Municipal Code and Zoning Ordinance to assess whether provisions in the code create barriers to the installation of on-site renewable energy systems. Identified barriers should be considered against the other goals and policies of the Community Master Plan and other adopted plans or guidelines.	Lead: Planning Partners: Planning Commission, City Council
LU-4.4: Consider adopting requirements that new multi-family residential buildings include common areas for recycling bins as part of the building or site design.	Lead: Planning Partners: Planning Commission, City Council

Appendix A: Long-Term Actions

Action	Responsibility
<p>LU-4.5: Develop and advertise tips or approaches residents and businesses can adopt to reduce their use of water and energy. Explore a variety of methods for distributing such information, such as through water utility bills.</p>	<p>Lead: Planning Partners: Public Services</p>
<p>LU-4.6: 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.</p>	<p>Lead: Public Services Partners: HPC, Community Partners, City Council</p>
<p>Goal LU-5: Minimize risks to property, infrastructure, and lives from natural hazards and disasters.</p>	
<p>LU-5.1: Develop a package of funding mechanisms for seed money to fund flood mitigation projects. HMP</p>	<p>Lead: Planning Partners: Public Services, HPC, CSU</p>
<p>LU-5.2: Establish procedure for structural evaluation and enforcement post-disaster. HMP</p>	<p>Lead: Planning Partners: Fire, PPRBD</p>
<p>LU-5.3: Develop a strategy and incentives to bring private commercial and residential structures into compliance with state and federal floodplain standards. HMP</p>	<p>Lead: Planning Partners: Public Services Administration, PPRBD, CSU, State Historic Preservation Office, FEMA, HUD, Small Business Administration, MSCCVB</p>

Action	Responsibility
NATURAL ENVIRONMENT	
Goal NE-1: Preserve, protect, connect, and manage natural habitats and ecosystems.	
<p>NE-1.1: 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.</p>	<p>Lead: Planning Partners: PARAB, OSAC, Public Services</p>
<p>NE-1.2: 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.</p>	<p>Lead: GIS Technician Partners: Planning, PARAB, OSAC, Colorado Division of Parks and Wildlife, Colorado Natural Heritage Program</p>
<p>NE-1.3: 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.</p>	<p>Lead: Planning Partners: Public Services, PARAB, OSAC</p>
Goal NE-2: Promote the preservation and restoration of stream and creek corridors for habitat, flood mitigation, and managed public access.	
<p>NE-2.1: Acquire easements or right-of-ways of creeks. </p>	<p>Lead: Planning Partners: Public Services, URA, City Council, PARAB</p>
<p>NE-2.2: 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.</p>	<p>Lead: Public Services Partners: PARAB, Administration, City Council</p>
<p>NE-2.3: Identify a suitable site and approach for a pilot project to test the use of permeable pavement, detention basins, bioswales, and/or other green infrastructure.</p>	<p>Lead: Public Services Partners: Planning</p>
<p>NE-2.4: Encourage Colorado Parks and Wildlife to stock Fountain Creek with fish on a regular schedule.</p>	<p>Lead: Planning Partners: Administration, City Council</p>

Action	Responsibility
Goal NE-3: Reduce all emissions, effluents, and wastes that are contrary to the health of our community and our natural environment.	
NE-3.1: 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: Administration
NE-3.2: Install more pet waste bag dispensers and trash bins at trailheads, parking lots, parks, trails, or other areas, as appropriate, addressing sites that are most heavily used by residents and visitors first.	Lead: Public Services Partners: PARAB, OSAC
NE-3.3: Consider adoption of a “Bee Safe” resolution or similar to reduce, to the greatest extent possible, the application of neonicotinoid pesticides by the City or its contractors in City-managed parks, open space, rights-of-way, or other public spaces.	Lead: Public Services Partners: PARAB, City Council, Planning
NE-3.4: Develop informational materials on neonicotinoid pesticides and the harm they may pose to pollinators, such as bees, and make them available to the community. Include information on alternative pest or weed management strategies.	Lead: Planning Partners: Public Services, PARAB
NE-3.5: Adopt a city-wide prohibition on plastic bags	Lead: City Council Partners: Administration
Goal NE-4: Engage local, regional, state, and federal partners in the stewardship of our watershed, surrounding forests, geologic features, and other natural resources.	
NE-4.1: Convene a forum or similar event in order to explore potential approaches for including area herbalists and other interested stakeholders in the development of approaches to managing noxious weeds.	Lead: Events Coordinator Partners: Public Services, OSAC
NE-4.2: Encourage residents to harvest rainwater through educational materials and state and federal grant programs.	Lead: Public Services Partners: Planning
NE-4.3: Apply for EPA Section 319 watershed restoration funding.	Lead: Public Services Partners: Planning
NE-4.4: 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 Services Partners: Planning
Goal NE-5: Support the peaceful coexistence of humans and wildlife.	
NE-5.1: 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	Lead: Public Services Partners: Planning, PARAB, OSAC

Appendix A: Long-Term Actions

Action	Responsibility
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.	
<p>NE-5.2: Increase awareness of the ways in which residents and businesses can respond to encounters with potentially dangerous wildlife species, and how they can report and 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.</p>	<p>Lead: Police Partners: City Clerk, GIS Technician, Planning</p>
<p>Goal NE-6: Restore, protect, maintain, and showcase the City’s Mineral Springs.</p>	
<p>NE-6.1: 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.”</p>	<p>Lead: Public Services Partners: Mineral Springs Foundation</p>
<p>NE-6.2: Develop and distribute information on the City’s Mineral Springs including information on location, walking directions, mineral characteristics/qualities, or history.</p>	<p>Lead: Planning Partners: Mineral Springs Foundation, GIS Technician, MSCCVB</p>
<p>NE-6.3: Assess opportunities for incorporating information on the City’s Mineral Springs into existing or future wayfinding elements.</p>	<p>Lead: Planning Partners: Public Services</p>

Action	Responsibility
TRANSPORTATION & MOBILITY	
Goal TM-1: Mitigate special event and seasonal congestion, balancing the needs of visitors and local businesses with those of residents.	
TM-1.1: 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.	Lead: Public Services Partners: Events Coordinator, PAB, Planning, Police
TM-1.2: Invest in Intelligent Transportation Systems (ITS) technologies, such as electronic message signs, to provide residents and visitors to Manitou Springs with real-time travel and parking information.	Lead: Public Services Partners: Administration, City Council
Goal TM-2: Enhance connectivity, comfort, and safety for alternative transportation modes, such as walking, biking, and taking transit throughout the community.	
TM-2.1: Complete the Creek Walk Trail. Develop a strategy for providing increased connectivity between the trail and street network.	Lead: Planning Partners: Public Services, Planning Commission, PARAB, BID
TM-2.2: 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 Services Partners: MSSD 14, Planning, Community Partners
TM-2.3: Collaborate with the School District to facilitate a Bike to School day.	Lead: Police Partners: MSSD 14, Public Services
TM-2.4: Update City engineering standards to incorporate current ADA guidelines and standards for the design and implementation of pedestrian facilities.	Lead: Public Services Partners: Planning
TM-2.5: 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 Services Partners: Planning, Administration, GIS Technician, HPC
TM-2.6: Explore the feasibility of establishing a bike share program in Manitou Springs.	Lead: Public Services Partners: Planning, Administration

Action	Responsibility
Goal TM-3: Enhance transit system to provide mobility options, reduce congestion, and relieve parking demands.	
TM-3.1: Develop methods to conduct on-board counts of overall ridership and user types.	Lead: Planning Partners: PPACG, Mountain Metro
TM-3.2: 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, Mountain Metro
TM-3.3: Explore strategies to increase transit service frequency, including maintaining summer service hours into the winter season.	Lead: Planning Partners: Administration, PPACG, Mountain Metro
TM-3.4: Plan and pursue funding for a multimodal transit hub at Hiawatha Gardens	Lead: Planning Partners: PPACG, Mountain Metro, Public Services, PAB, City Council
TM-3.5: Develop standards for transit stops and facilities in order to meet ADA requirements.	Lead: Public Services Partners: PPACG, Mountain Metro
TM-3.6: 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, Mountain Metro
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.	
TM-4.1: Explore the feasibility of development of a shared parking policy that would allow the use of underutilized private parking lots for public use.	Lead: PAB Partners: METRO, BID, MSCCVB, Administration
TM-4.2: Evaluate the potential for merging the Parking Authority Board with the Metropolitan Parking District (METRO).	Lead: Administration Partners: City Council, PAB, METRO
TM-4.3: In collaboration with residents, review the City’s Residential Parking Permit program to assess whether any changes or amendments to the program are required to address unforeseen issues or improve the effectiveness of the program. Possible changes could include the number of permits available, the boundaries of the established parking zones, or the hours residential parking restrictions are in place.	Lead: Planning Partners: Public Services, PAB, City Council, Standard Parking

Action	Responsibility
<p>TM-4.4: Explore possibility of including electric car charging stations in municipal parking lots</p>	<p>Lead: Planning Partners: Public Services, PAB, City Council</p>
<p>Goal TM-5: Increase the City’s visibility and standing as a partner in local and regional transportation initiatives.</p>	
<p>TM-5.1: Apply for Community Development Block Grants to fund the implementation of non-motorized transportation projects.</p>	<p>Lead: Administration Partners: Public Services</p>
<p>TM-5.2: Review long-range transportation plans and identify projects that are priorities for the City, or help to implement the goals and policies of <i>Plan Manitou</i> 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).</p>	<p>Lead: Planning Partners: Public Services, Administration, CDOT, PPACG</p>
<p>TM-5.3: 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.</p>	<p>Lead: Public Services Partners: Administration, CDOT, PPACG, Planning</p>
<p>TM-5.4: Explore opportunities for public/private partnerships for transportation improvements.</p>	<p>Lead: Public Services Partners: Administration, City Council</p>
<p>Goal TM-6: Improve the safety, functionality, and resiliency of the transportation system.</p>	
<p>TM-6.1: Identify and address hazard-related ingress/egress issues on City's west side at US Highway 24 Business and Serpentine Drive. HMP</p>	<p>Lead: Public Services Partners: CDOT, Planning, Administration, El Paso County</p>
<p>TM-6.2: Undertake a comprehensive inventory of retaining walls that support vehicular right-of-ways. HMP</p>	<p>Lead: Public Services Partners: Planning, GIS Technician</p>
<p>TM-6.3: Coordinate with CDOT to promote and support mitigation of slope failure, rockfall, drainage, and erosion issues along US Highway 24. HMP</p>	<p>Lead: Public Services Partners: CDOT, Police</p>