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Carrie

ACKNOWLEDGEMENTS

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Special Thanks to the El Paso County Community

A special thanks goes to everyone who participated in the planning process for the *Your El Paso Master Plan*. This Plan was made possible by the contributions and insights of the residents, business owners, property owners, and representatives from various group and organizations.



KEY PLANNING CONSIDERATION COMMUNITY ENGAGEMENT & FEEDBACK



Overview

An extensive community outreach process was conducted for **Your El Paso Master Plan** beginning in March 2019 and continuing throughout the plan making process. Engagement was divided into three phases: 1) issues and opportunities identification, 2) visioning, and 3) placetypes. Initial outreach generated input about existing issues and opportunities within the County; the visioning process identified direction for the County's future; and the placetypes engagement allowed community members to provide feedback regarding the location and character of the future placetypes. Additionally, community feedback was obtained as the draft plan was developed and considered. Over 3,800 residents and stakeholders were engaged in the project through a combination of in-person events and online/web-based formats. This outreach generated a wealth of comments and public feedback from residents and stakeholders across the County and identified important issues, concerns, opportunities and actions to be addressed in the Master Plan.

In-Person Outreach

In-person outreach included three community workshops, three business workshops, nine local area workshops, and a series of visioning workshops held at multiple venues across the County. The County's planning staff also manned a booth at the 2019 El Paso County Fair from July 13th through the 20th to collect youth and adult questionnaires and introduce fair attendees to the Master Plan project. Key person interviews and focus group discussions produced conversations on a variety of topics such as economic development, regional transportation, residential development, military compatibility, utilities, land conservation, natural resources, and emergency services. Additionally, the Existing Conditions Report and Master Plan were presented in various stages to a variety of stakeholder organizations including the Board of County Commissioners, Planning Commission, Pikes Peak Area Council of Governments, University of Colorado at Colorado Springs, Northern El Paso County Coalition of Community Associations, Housing and Building Association, and more.

Online Outreach

Online engagement included an interactive project website, online questionnaires for residents and business owners, and map.social—an online community issues mapping tool. El Paso County staff also promoted specific engagement events and on-line materials to the community through social media, advertisements in digital and hard copy formats, and press releases.

Key Outreach Themes

Key themes from in-person and online outreach revolved around the following issues, concerns, and projects:

- **Transportation**, congestion, and traffic safety, especially around schools and key intersections
- Preserving open space, parks, trails, **recreation** and natural feature assets
- Maintaining the **established character** of unique areas throughout the County while effectively accommodating and managing growth;
- Increasing workforce development and **employment opportunities**, training the next generation of workforce
- Need to expand and diversify the **employment base**
- Enhancing the **natural beauty** and rural character of the region by protecting clean area and native wildlife habitats.
- Connecting and expanding the County's **trail system**
- Increasing availability of **commercial** spaces
- Lacking of **affordable housing** and a diverse housing stock
- Balancing development with **utilities and services**, especially water access
- Maintaining the existing **infrastructure**
- Sustainable management of **natural resources**

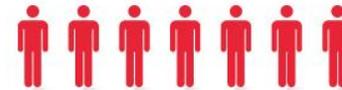
replace "area" with "areas"

replace "lacking" with "Lack"

Engaging the Community

+3,800

residents and stakeholders were engaged in the project through both in-person and online formats



50

Focus Group Participants

100

Placetype Engagement Participants

25

Business Workshop Participants

103

Business Questionnaires Completed

49

County Fair Participants

59

Community Workshop Participants

100

Visioning Workshop Participants

176

Local Area Workshop Participants

3,134

Resident Questionnaires Completed

WORKING DRAFT
FOR DISCUSSION PURPOSES ONLY

YOUR EL PASO
MASTER PLAN

KEY PLANNING CONSIDERATION EXISTING LAND USE

Existing land use and development patterns are one of the most influential and key planning considerations that sets the context in which planning takes place. This section provides an inventory of the existing patterns of development in unincorporated El Paso County. It is difficult to evaluate all the land uses and development that has occurred within such a large study area—El Paso County covers an area almost as large as the State of Delaware. This task of the planning process was simplified by considering both the existing character and geography of all parts of the County and mapping the 10 existing development types that make up various areas, communities, neighborhoods, and places of El Paso County.

Rural

The Rural landscape covers most of the eastern portion of the County and just over fifty percent of the total County land area. The character of these areas is generally rural, remote, or distant from high activity and higher density areas. Rural El Paso County exists in the mountainous or hilly areas to the west, southwest, and south, surrounded by forested federal land or state-owned parks or preserves, and in the rolling plains to the east, with irrigated crop lands, or grazing lands used for agricultural production. Rural areas also provide farm homesteads and large single-family estates on substantially sized parcels. Residential parcels in Rural areas average approximately 34 acres.

Rural Center

A Rural Center contains a mix of residential and limited commercial development along main streets and include opportunities for uses such as convenience stores, coffee shops, and restaurants. Rural Centers are surrounded by Rural areas or Large-Lot or Ranchette Development, and include places like Black Forest (along Black Forest Road), Peyton, Calhan, Ellicott, Yoder, and Rush.



Managed Lands & Military

Managed Lands are federal, state, or local government-owned properties that cover large areas. These areas as shown do not represent all government holdings in the County, however they include the most prominent, expansive areas, including military installations, like Fort Carson and the US Air Force Academy, other large rural tracts, park lands, and conservation areas.

Large Lots or Ranchettes

Large Lot or Ranchette Development, sometimes called Rural Suburban Development, covers almost three times the land area in El Paso County in comparison to the smaller-lot Suburban Development. They are typically located between suburban and rural areas and vary in character based on geography and landscape. These areas have a median lot size of approximately 5 acres. Many large-lot development areas rely on wells and septic systems.

Suburban Development

Suburban Development covers more than 28,000 acres (45 square miles) of land in El Paso County. These areas are located close to Colorado Springs, Monument, Palmer Lake, or Fountain, and include development in places like Falcon, Cleoneagle, Woodmoor, Security-Widefield, and Stratmoor. The character of Suburban Development is predominantly residential in the form of subdivisions with smaller lots and curvilinear streets, with some County areas being difficult to distinguish from suburban development within city limits.

Employment & Transportation Hub

Employment areas are comprised of land for industrial or other business uses. They are primarily located near I-25 or other highway or arterial road corridors. An example of an Employment Area is Meadow Lake Airport, a private airport located east of Falcon, and other adjacent properties.

Mixed-Use Center

Mixed-Use Centers are focused along main points of access to I-25 in the northern areas. These include centers at Cleoneagle (Exit 156) and Woodmoor (Exit 16). The mix of uses contained in these high-activity areas include commercial services, restaurants, banks, gas stations, park-and-rides, apartments and townhomes, and institutional uses, like high schools and libraries.

Regional Center

A Regional Center is located in the heart of Falcon and features a unique mix of uses for the County. Falcon's Regional Center is a major commercial destination for residents in the Falcon-Peyton region, and communities farther to the east. The area differs from other communities' Mixed-Use or Rural Centers by providing a level of goods and services that attracts people from across the rural region such as restaurants, entertainment, retail, commercial services, grocery stores, libraries, and post offices.

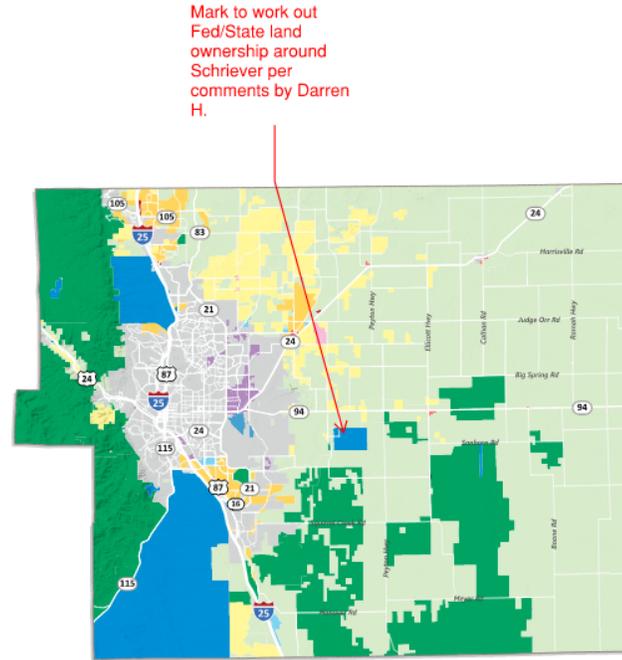
Urban Enclave

Within the County's Incorporated Areas, there are enclaves of developed and undeveloped land that remain unincorporated, although they are surrounded on all sides by the City of Colorado Springs and give the sense that it is part of the City. These unincorporated pockets include the area of Cimarron Hills, Northeast Colorado Springs, and Southeast Colorado Springs near Stratmoor. These enclaves are primarily residential but also feature a mix of uses including residential, commercial, institutional, or industrial.

Incorporated Area

Incorporated Areas are the lands within the boundaries of the eight incorporated cities and towns in El Paso County, the largest of which is the City of Colorado Springs, and the smallest of which is the Town of Ramah in the northeast corner of the County.

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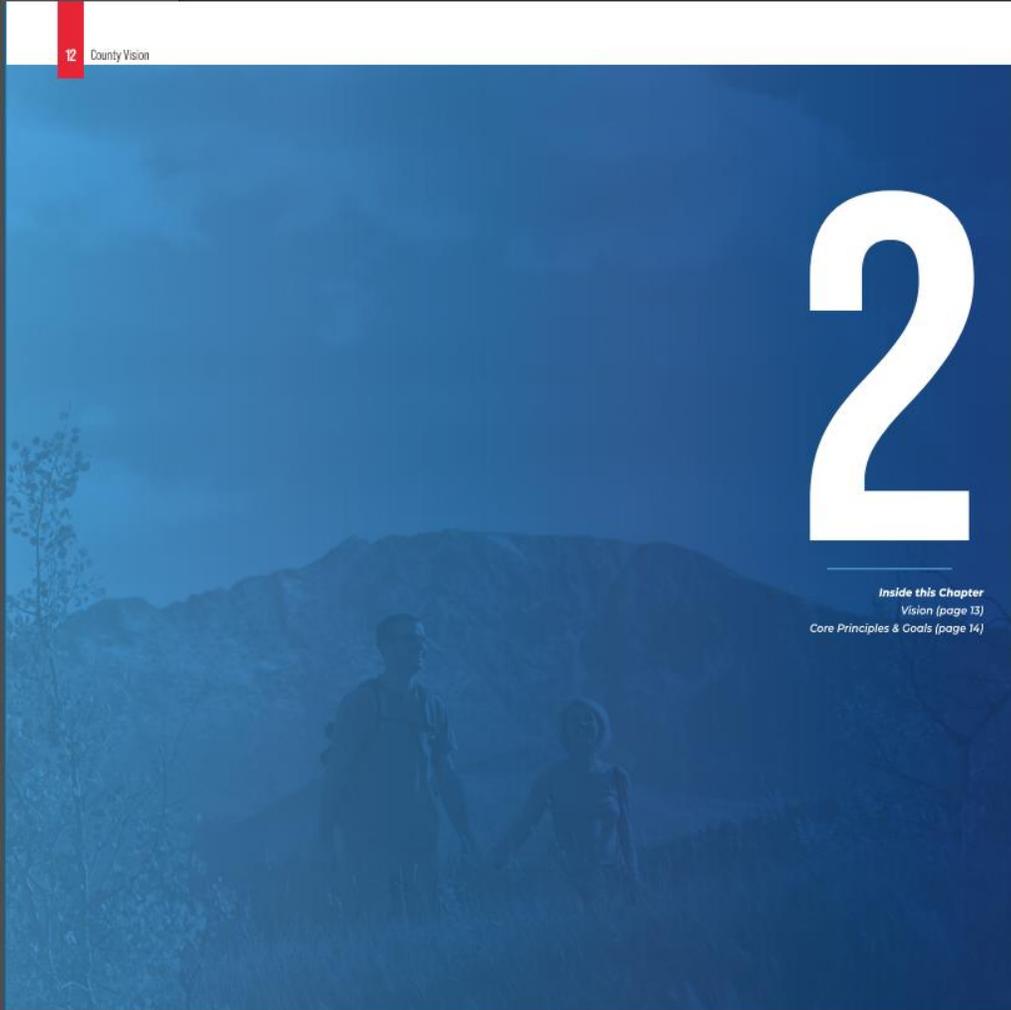


Mark to work out Fed/State land ownership around Schriever per comments by Darren H.

Existing Land Use

- Rural
- Managed Lands
- Large Lots or Ranchettes
- Suburban Development
- Rural Center
- Regional Center
- Mixed-Use Center
- Employment
- Urban Enclave
- Military
- Transportation Hub
- Incorporated Area
- <all other values>

remove



12 County Vision

2

Inside this Chapter
Vision (page 13)
Core Principles & Goals (page 14)

COUNTY VISION

remove "The"

The *Your El Paso Master Plan* is an expression of the community's desires for the future of El Paso County. This is outlined by the Plan's vision and further defined through accompanying goals. Together, they provide a flexible guide for decision-making and establish a framework for new projects and policies. For context, it is important to understand the intent of these Plan components and how they work together.

Vision - Illustrates what the County can achieve following the adoption of the Master Plan. The narrative is intended to be ambitious and inspirational, depicting the El Paso County community's collective desires, and serving as the foundation for the Plan's goals, policies, and recommendations.

Core Principles - Summarize and highlight the importance of high priority planning elements within the Master Plan. These define, at a high level, what recommendations within each chapter ultimately work towards achieving the vision for the County.

Goals - Describe desired results toward which planning efforts should be directed. They are broad and long-range and represent an ambition to be sought and require the culmination of many smaller actions in order to be fully achieved. Additional goals from other County plans and studies are referenced in their specific sections throughout this Master Plan.

Together, the vision, core principles, and goals provide specific direction and establish the broad picture of what El Paso County wants to accomplish through this Master Plan. They were developed based upon analysis of existing conditions and public engagement with residents, the business community, military stakeholders, service providers, public officials, and County staff.

← revise all from page 16-47 to state "Land Use"

3

LAND USE

remove "The"

Land use is a fundamental core component of any comprehensive plan and represents the first building block upon which other plan components are structured. And while it may be one of the first things addressed while developing a plan for the future, it is not the first thing people intuitively think of when asked to describe where they want to live. When people think about where they live or where they want to live, they typically don't reflect on land use or parcel size or road width, but rather they tend to think about the place. They think about their home and their neighborhood, about what restaurants and coffee shops are nearby, if they can bike to work or catch a bus to the grocery store, if they can see the night sky or walk through nature on a trail, or live on an open range without any neighbors for several miles. You think about the place.

In response to thinking about where we live more intuitively, the *Your El Paso Master Plan* focuses primarily on place rather than land use as an initial building block. The Master Plan defines the various places that exist in the County and how they can be enhanced in the future. The Plan determines what places should remain as they are and be supported moving forward and what new types of places are needed to support the growth of tomorrow. This approach to land use retains established places, identifies opportunities for growth, and provides strategies to mitigate impacts to the natural environment. This chapter is presented in three distinct sections for addressing future land use and development in El Paso County:

Key Areas – identifies those areas of the County that are defined by unique localized characteristics having influence on land use and development.

Areas of Change – identifies areas of the County that are anticipated to remain the same, undergo minor changes, or develop in a manner different than they exist today.

Placetypes – identifies the different development and land use characteristics for areas of the County that make up the various placetypes, which serve as the base for long-range planning.

Core Principle 1: Manage growth to ensure a variety of compatible land uses that preserve all character areas of the County.

Goal 1.1 - Ensure compatibility with established character and infrastructure capacity.

Goal 1.2 - Coordinate context-sensitive annexation and growth strategies with municipalities.

Goal 1.3 - Encourage a range of development types to support a variety of land uses.

Goal 1.4 - Continue to encourage policies that ensure "development pays for itself".

Key Areas

El Paso County represents a vast area composed of many distinct areas. These "Key Areas" have their own unique identity and are generally localized into smaller geographic areas with distinct characteristics that distinguish them from other areas of the County. It is important to note that these Key Areas are not defined by past planning boundaries or arbitrary jurisdictions, but instead are defined geographically by area-specific characteristics.

These Key Areas have influence on planning in the County and in the use and development of adjacent and nearby areas. Key Areas inform land use and development decision-making and are considerations that must be taken into account when planning for the future, regardless of the type of land use or development being considered.

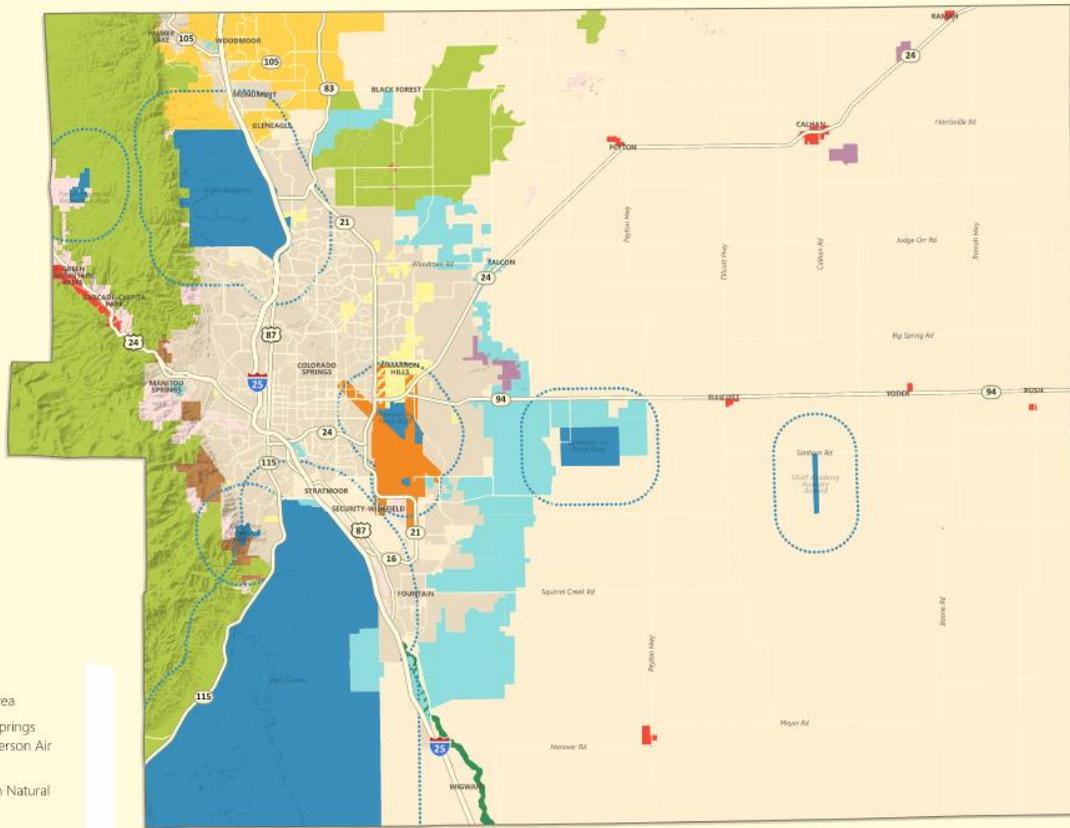
The Your El Paso Master Plan highlights these Key Areas and prioritizes them for more detailed planning in recognition of their unique and collective contributions to the overall character of El Paso County. Maintaining the unique character of some of these areas is a priority, while for other areas, it means appropriately planning to accommodate location-specific conditions that exist nowhere else in the County. The 10 Key Areas identified in the adjacent map are described on the following pages. Note: the two-mile notification zone is part of the Military Installation Key Area.

remove "The"

identities

Key Areas

- Military Installations and 2-Mile Notification Zone
- Potential Areas for Annexation
- Enclaves or Near Enclaves
- Small Towns & Rural Communities
- Fountain Creek Watershed Flood Control & Greenway District
- Forested Area
- Pikes Peak Influence Area
- Tri-Lakes Area
- Colorado Springs Airport/Peterson Air Force Base
- Uncommon Natural Resources



revise all from page 16-47 to state "Land Use"

Placetypes 17

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YOUR EL PASO MASTER PLAN

revise all from page 16-47 to state "Land Use"

A PLACE-BASED APPROACH

What are Placetypes?

The *Your El Paso Master Plan* defines future land use and development using a place-based approach that defines 11 distinct "placetypes." The placetypes classify specific areas based on defining character, scale, form and function. The place-based approach is not focused on the use of a specific parcel, but rather is concerned with the collective mix of uses that establish a place within the El Paso County community. Together, the placetypes provide a land use and development palette that sorts places by their unique identity and character.

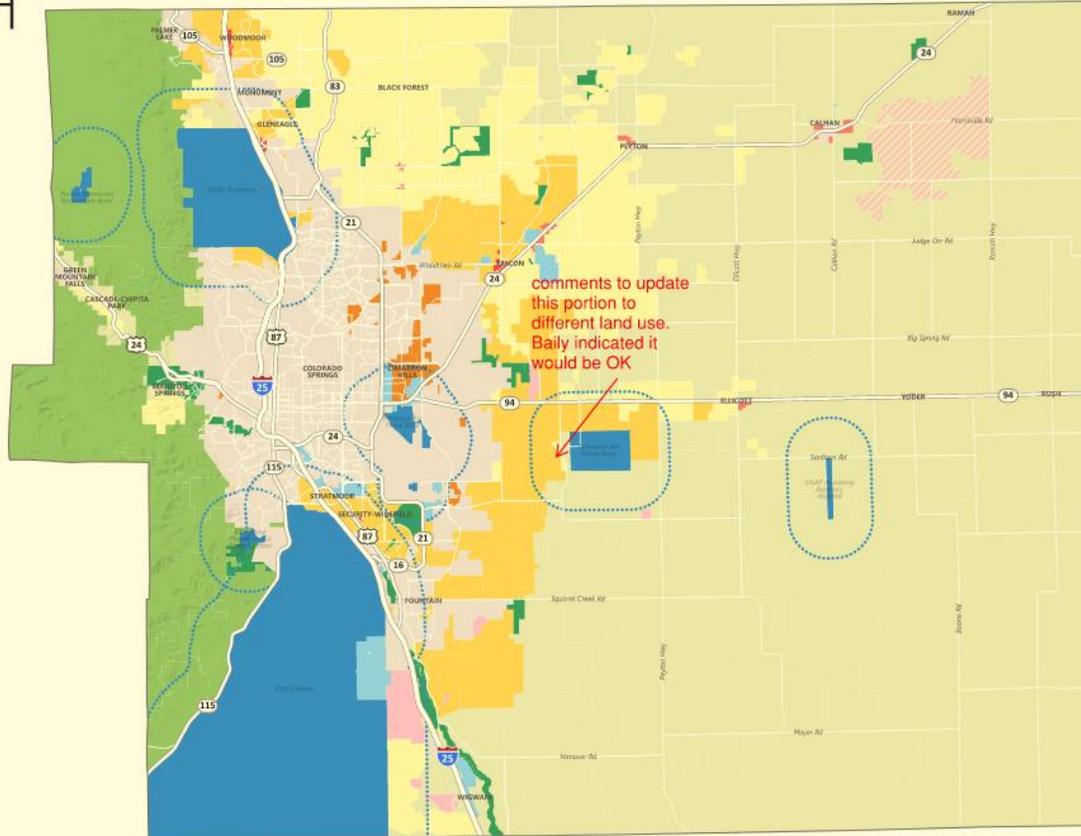
By thinking of El Paso County as a collection of unique places, the Master Plan promotes development of places at a neighborhood scale, creating context-appropriate flexibility and an opportunity for compatible change. The place-based approach promotes the full potential of vacant and undeveloped properties by allowing them to draw on different types of land uses. The creation of places not only depends on the land uses, but also on their specific design, functionality, access to infrastructure and services, and overall character.

Over time, the County will focus on improving and enhancing existing placetypes and creating new placetypes consistent with Master Plan. Building on the vision and goals of Your El Paso Master Plan, the different placetypes will take shape through community involvement, neighborhood planning, land use regulation, public investment, private investment, and public-private partnerships.

remove "The" insert "the"

Placetypes

- Rural
- Large-Lot Residential
- Suburban Residential
- Urban Residential
- Rural Center
- Regional Center
- Employment Center
- Regional Open Space
- Mountain Interface
- Military
- Utility
- Incorporated Area



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FOR DISCUSSION PURPOSES ONLY

revise all from page 16-47 to state "Land Use"

Placetypes 23

Placetypes

Placetype – is a collection of land uses that work together to establish the character of an area or multiple parcels of land.

From Black Forest to Midway to Rush, El Paso County is a community of unique areas joined to create one distinct County. As is true with many large counties, El Paso County has places with different histories and character, often separated by significant distances. Expected growth in population, employment, and development creates a challenge in maintaining all of the County's one-of-a-kind places. The intent of the Your El Paso Master Plan is to preserve existing, differing character areas while also accommodating new development, and joining them together to create a connected and cohesive growth strategy for the future.

The place-based approach will allow the County to partner with municipal jurisdictions and service providers to effectively plan and manage existing unique areas and define desired growth and development across the County. El Paso County's 11 placetypes are described in the following pages. Each placetype includes a description of the overall character of a placetype, including typical land use mix, key design features, mobility considerations, and other physical and functional elements that define each type of neighborhood or district. The land use mix is separated into primary and supporting land uses. Primary uses are the more prominent type that helps define the character of a placetype while supporting uses provide auxiliary functions in service to the primary uses.

remove "The"

Land Uses

Land Use – is a singular development type (residential, commercial, industrial) that can be built on a specific parcel of land.

The 11 placetypes consist of several land uses arranged in different patterns to provide a range of development intensity. Primary land uses are those that are most prominent and play a pivotal role in characterizing the placetype. Supporting land uses are less prevalent and serve an ancillary function that complements the primary land use. For example, Suburban Residential area primarily consists of single-family homes, but can also contain supporting uses such as multi-family, limited neighborhood commercial, and parks. The adjacent matrix identifies how land use fits into each placetype as a primary or supporting use.

Related to land use, is zoning. Zoning is a regulatory tool used to implement the placetypes. The list of primary and supporting land uses enables placetypes to be related to established zoning districts. Multiple zoning districts can be present in a placetype as long as they complement one another and support the general character of the placetype. The placetypes should serve as an essential tool in identifying needed updates to the County's development regulations.

Align with Placetypes

Placetypes are the foundation of the Master Plan and the first priority for future growth and development in the County. Development should be consistent with the allowable land uses set forth in the placetypes first and second to their built form guidelines. It is imperative that all development align with the placetypes to ensure the desired character of every part of the County, and provide appropriate density and use transitions to occur between differing placetypes.

PLACETYPES	LAND USES																		
	Agriculture	Farm/Homestead	Estate	Single-Family Detached	Single-Family Attached	Multifamily	Mixed Use	Restaurant	Commercial Retail	Commercial Service	Tourism Commercial	Entertainment and Arts	Light Industrial/Business Park	Heavy Industrial	Military Operation	Parks and Open Space	Natural and Paleontological	Institutional	Utility
Rural	●	●	○																
Large-Lot	○			●					○	○						○			
Suburban				●	○	○			○	○					○			○	
Urban Residential				●	●	●	○	○	○	○		○			○			○	
Rural Center				●	○	○		●	●	●								●	
Regional Center				○	○	○	○	○	○	○	○	○	○	○	○			○	
Employment Center								○	○	○		●	●	●					
Regional Open Space																●	●		
Mountain Interface				○					○	○	○	○			●	●	○		
Military				○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Utility																○			●

● **Primary Land Use:**
More prominent and play a pivotal role in characterizing that placetype

○ **Supporting Land Use:**
Less prevalent and serve to support the primary land use.

add limited commercial

← revise all from page 16-47 to state "Land Use"

PLACETYPE: RURAL

The Rural Placetype supports the County's established agricultural and rural identity. This placetype is uniquely sensitive to new development due to limited water access and infrastructure making sustainable growth a priority.

Character

The Rural placetype comprises ranchland, farms, and other agricultural uses. The primary land use in this placetype is agriculture however residential uses such as farm homesteads and estate residential are allowed as support uses. Residential lot development within the Rural placetype typically cover 35 acres or more per two units with the minimum lot area consisting of 5-acres per unit. The Rural placetype covers most of the eastern half of the County.

Rural areas typically rely on well and septic and parcels for residential development tend to be substantial in size. Rural areas are remotely located and distant from high activity areas or dense suburban or urban places, making access to regional transportation routes, such as Highway 24 and Highway 94, vital to the quality of life for rural community residents.

The agricultural lands that Rural areas contain represent a valuable economic resource and unique lifestyle that should be preserved. The Rural placetype includes agricultural lands which represent a valuable economic resource and allow for a unique lifestyle that should be preserved. As growth occurs, some Rural areas may develop and transition to another placetype, however leapfrog development should be discouraged, by pro-actively permitting changing areas contiguous to existing development to another placetype.

← remove "rewording of sentence"

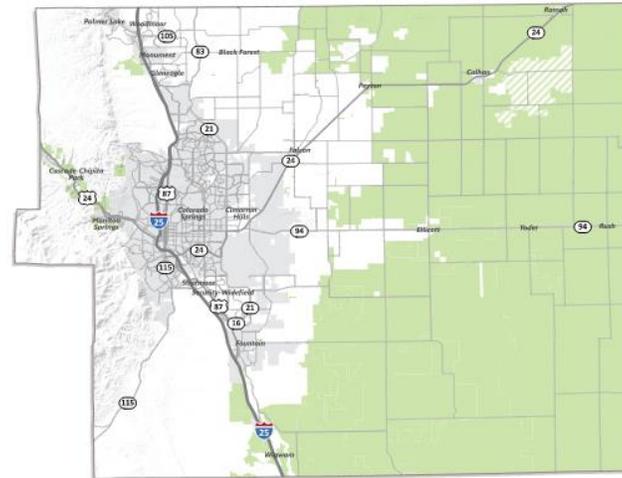
Land Uses

Primary

- Agriculture
- Parks/Open Space
- Farm/Homestead Residential

Supporting

- Estate Residential (Minimum 1 unit/5-acres)
- Institutional



revise all from page 16-47 to state "Land Use"

PLACETYPE: MOUNTAIN INTERFACE

The Mountain Interface placetype preserves the integrity of the mountainous/eastern foothills area of the Front Range while addressing the needs of existing residents in the area.

Character

The Mountain Interface placetype includes all areas in the County on or directly adjacent to the Eastern Slope area of the Front Range. As the largest and most-visited natural feature in El Paso County, the Mountain Interface presents a unique set of challenges to address in implementing the Master Plan. The Mountain Interface placetype recognizes the importance the Front Range plays in the County from both an ecologic and economic perspective.

Due to its unique nature and overall importance, the Mountain Interface placetype must be appropriately preserved to help maintain the natural beauty of the County and protect the habitats of its abundant and diverse wildlife. There are several residential developments within the Mountain Interface placetype, particularly within the Ute Pass and Highway 115 corridors. New development within the Mountain Interface placetype must be well managed against the necessity of preservation and protection of this unique environmental area of the County.

Land Uses

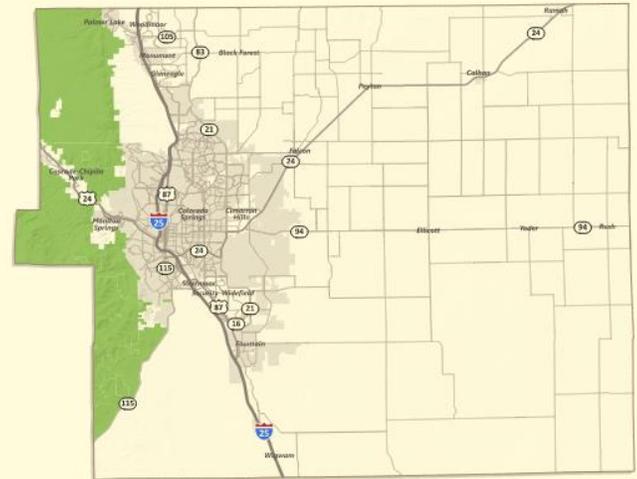
Primary

- Parks/Open Space
- Natural Areas

Supporting

- Single-family Detached Residential
- Neighborhood Commercial
- Tourism Commercial (Arts, Entertainment)
- Institutional (Public Facilities)

delete and replace with :
-Commercial Retail (Limited)
-Commercial Service (Limited)



revise all from page 16-47 to state "Land Use"

Placetypes 41



Placetype Characteristics

- A** Major roadways such as state highways and County roads are paved. Most local roads are also paved, especially if connecting to an existing paved road. Most roads follow terrain and avoid hazards. Existing gravel roads that receive increased development may need to be paved. County roads that do not meet current standards will be improved as new development occurs.
- B** Multiuse pathways or other multimodal facilities allow public access to the Front Range.
- C** Loading, trash service, and other similar areas are located at rear of the building.
- D** Commercial and tourism parking is well landscaped and incorporates best management practices. Access is controlled to major roads.
- E** Small-scale development sensitive to the unique local ecological conditions.
- F** Clustered residential minimizes impacts and preserves and protects the natural environment.
- G** Roads, sidewalks, pathways and other multimodal facilities connect to adjacent placetypes and allow for regional access.

Additional Design Considerations

- H** Commercial development is clustered and oriented towards major roadways with access controls to preserve roadway function and enhance safety. Parking facilities provide ADA-compliant internal network of sidewalk connections and highly visible crosswalks.
- I** Commercial uses do not cause nuisance noise, light, or traffic and are buffered with landscaping or screening from lower intensity uses.
- J** All right of way is preserved in association with new development. Major roads support longer trips to help connect higher-density and commercial areas, accommodate truck travel, and prioritize access to transit.

Function of Supporting Uses

The priority of Mountain Interface is preserving the natural environment while thoughtfully incorporating residential homes. Commercial uses are minimal in this placetype with small-scale standalone businesses located only on major roadways, specifically Highway 24 and T15, to serve the neighborhood. Tourism commercial includes services associated with the natural features that draw customers from across the County and region. Public facilities are appropriate to serve the residential uses. These include fire and other emergency services.

replace with: Commercial uses are buffered with landscaping or screening from lower intensity uses and negative impacts are appropriately mitigated

revise all from page 16-47 to state "Land Use"

PLACETYPE: MILITARY

The Military placetype consists of the installations and the supporting land uses that surround them. Military installations are major land owners and employers and to help support sustainable growth in the community they must also be adequately supported.

Character

Land use and development near and immediately adjacent to existing military installations, as well as their ancillary facilities, require additional consideration with regard to the compatibility of development and the potential for impacts or interference with military lands and potential future military base missions. The five military installations in the County, Cheyenne Mountain Air Force Base, Fort Carson, Peterson Air Force Base, Schriever Air Force Base, and the U.S. Air Force Academy (USAFA), each function of their own accord.

Most include a mix of residential and other supporting uses in addition to their core military functions. In total they serve over 151,000 active-duty, National Guard, Reserve, retired military personnel, contractors, and other related tenants throughout Colorado's Front Range. The County continues to partner with all of the installations to maintain compatible use transitions and buffers adjacent to each installation through open space protection and site-specific development restrictions. Base Realignment and Closure (BRAC) is a key factor in the Military placetype. This is the only placetype that proposes to describe primary and supporting land uses for areas around and near the placetype, which causes overlap with adjacent placetypes.

Replace "Base" with "Station"

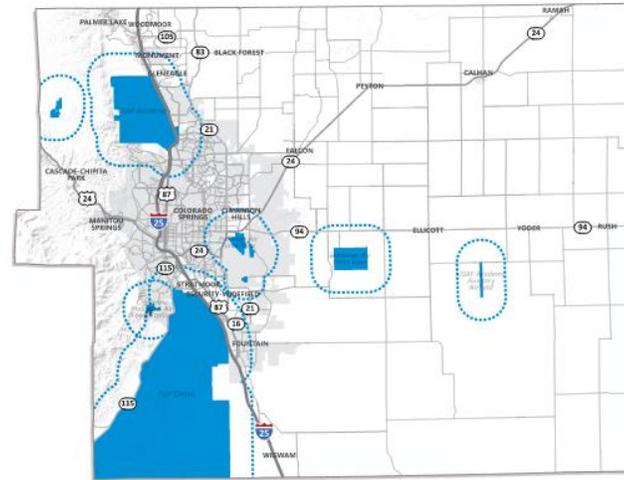
Land Uses

Primary

- Military Operation
- Office
- Light Industrial
- Multifamily Residential

Supporting

- Single-family Detached Residential
- Single-family Attached Residential
- Restaurant
- Commercial Retail
- Commercial Service
- Entertainment
- Institutional
- Parks and Open Space





Group Quarters

With its strong military presence (five installations) as well as several higher-education institutions, a significant number of El Paso County's population is living in group quarters. Group quarters are nontraditional residences where a group of people reside (permanently or temporarily), and the owner of the property provides housing and/or services for the residents. Group quarters residents are most commonly unrelated and do not require a traditional housing type. They often include colleges, university residence halls, military barracks, nursing homes, and correctional facilities.

Housing Impact

In 2000, three percent of El Paso County's population lived in group quarters, but that number has slightly decreased to about 2.5 percent for 2017. This is likely due to the exponential population growth in the County over the same time period. While the percentage of the population living in group quarters is declining, the military will remain a strong physical and employment presence. This will necessitate continued coordination with these institutions to ensure they have appropriate space for any growth or changes to their installations that their current available land cannot accommodate.

Need for Housing Variety

The County's housing stock is largely made up of single-family homes and the majority of planned residential development in unincorporated County is still focused on single-family housing. Existing multifamily units provide rental housing options, but the County will need significantly more throughout the life of this Plan to capture projected growth within the region. While it can be expected that a majority of El Paso County's future households will desire single-family homes, it is important that a mix of housing types be developed to provide options that support market demand and ensure affordability.

Supporting Seniors & Young Professionals

Changing demographic trends have been and will continue to affect housing demand in El Paso County. Young professionals and seniors (people ages 20-34 and 65 and older) are the fastest growing age groups in the County. As such, they will drive housing need in a more varied way than in years past.

Despite being a generation apart, both groups desire similar types of housing to meet their needs, which is predominantly multifamily apartments. For young professionals this is to provide comfortable, high-quality housing that they can afford and avoid a mortgage. For seniors, apartments help them downsize and reduce or eliminate home maintenance.

More dense housing development should occur in Suburban Residential, Urban Residential, Rural Center, and Regional Center placetypes. This will serve to offset higher land costs in these placetypes while also improving access to goods and services and increasing support for transit. Duplexes, townhomes, multifamily apartments, condominiums, and senior housing should be considered in each of these residential placetypes on a case-by-case basis, assuming they can be integrated into the character of a given neighborhood. The County should also support the development of these types of housing to further support aging in place in El Paso County.

Maintaining County Character

Single-family detached homes are the predominant housing type in El Paso County. This type also defines the character of the majority of its neighborhoods, regardless of development intensity. In rural areas, single-family homes are the only dwellings as they still largely exist to support the primary agricultural uses. They also define development patterns in suburban areas, ensuring any attached or multifamily dwellings match their design and character. Even in urban areas of the County, detached units are the predominant housing type, further solidifying its importance in the region.

Strategic Approach

Single-family detached housing will continue to support the lifestyle that the majority of County residents, existing and future, desire. However, continuing to allow detached housing development in all areas of the County will increase the burden on the County's underfunded infrastructure network. Given increasing infrastructure and environmental constraints, the County should focus detached housing development in Large-Lot Residential and Suburban Residential areas.

Transitioning with Attached Housing

There are two types of housing with increasing demand in the County right now: low-density single-family detached and higher-density multifamily. Both are appropriate and necessary in the right placetypes and locations in the County as defined in the Land Use Plan, but these two uses should not be located directly adjacent to one another in most contexts. Single-family attached housing such as townhomes, rowhomes, and multi-unit apartment homes should be used to create seamless transitions between low-intensity and high-intensity neighborhoods as well as nonresidential uses.

Design Flexibility, Reduced Costs

The variety of single-family attached dwelling styles allows for context-sensitive density that matches the scale and intensity of single-family detached neighborhoods. Attached housing can be molded to fit the desired character of adjacent existing neighborhoods while also providing flexibility needed to reduce development costs and related housing costs for buyers and renters compared to traditional single-family development. When a residential developer or property owner begins the application process the County should encourage the inclusion of single-family attached housing. This should occur within the appropriate placetypes: Suburban Residential, Urban Residential, Rural Center, and Regional Center.

replace "population is living" with "residents live"

replace "exponential" with "significant"

replace "Land Use Plan" with "Master Plan"

replace "exponential" with "significant"

Affordability

Like many growing communities across the United States, housing affordability is an issue in El Paso County. With exponential estimated growth over the next three decades, the County will undoubtedly have to continue addressing this issue. Since this Master Plan addresses unincorporated areas, the recommendations regarding affordability do as well.

In addition to housing strategies discussed in this section, more detailed discussion of housing funding mechanisms is provided in **Chapter 14 Implementation**.

Income Comparison – Attainable Housing

The following analysis compares existing housing values in El Paso County with household incomes. The evaluation is conducted by occupancy tenure, looking at both owner and renter households.

For El Paso County, a total is provided that deducts the households in each income range from the total "attainable housing units" for that income range. Attainable housing units are defined as those costing no more than 30 percent of annual income at the market rate. This is not to be confused with "affordable housing," which within this Master Plan refers to units that are made affordable through means of various public subsidies.

Owner

For owner households, the income comparison identifies a shortage of attainable housing units for existing households with annual incomes between \$10K-\$49,999K as well as those earning more than \$100,000 per year. For the highest-income households, lack of housing options is not a significant issue as they can easily afford a lower-value home where a surplus exists. However, a lack of inventory in upper price points of the market places added pressure on the housing supply, increasing competition for housing that would otherwise be available to low- to moderate-income households.

Renter

For renters, the shortages are most apparent for lower-income households with annual incomes less than \$25,000 a year. Currently, there is a need for an additional 16,360 units to serve households in this income group. This indicates a lack of attainable, market-rate housing units for these households to rent in their price range. Thus, many County residents who rent their home may be experiencing a housing cost burden (spending 30 percent or more of annual income on housing). Both owner- and renter-occupied households are experiencing an affordability disparity to some extent in El Paso County.

Methodology

The housing affordability analysis compares existing housing values in El Paso County with household incomes. The evaluation is conducted by occupancy tenure, looking at both owner and renter households. The incomes and home values/gross rents are analyzed at the zip code level, meaning the comparison is specific to each individual zip code and not the entire County.

For each zip code, the average household income is compared to the average housing cost, home value for owner-occupied homes and gross rent for renter-occupied homes. The housing cost is compared to the household income to determine attainability at the 30-percent cost burden standard. Attainable housing is defined as costing no more than 30 percent of annual income at the market rate.

For context, "affordable housing" refers to units that are made affordable through means of various public subsidies. The Department of Housing and Urban Development established the 30-percent standard as a means for examining affordable housing need across the country.

On the maps on the following pages, disparity is determined by how close average housing costs are to 30 percent of the average household income. The lower housing costs are compared to 30 percent of household income the more attainable housing is in that zip code. Disparity is represented on the smaller orange maps. Overall attainability is determined by whether the 30-percent household income value is above or below the average housing cost. If this number is more than the housing costs then a zip code is shown as attainable but if it is less than the housing costs it is not considered to be attainable. Overall attainability is shown on the blue maps.

Attainable vs. Affordable Housing

Attainable Housing

Housing that costs no more than 30 percent of annual income at the market rate.



Affordable Housing

Housing that is made affordable through means of various subsidies.



Increase Density in Target Areas

The County should increase density in key areas to reduce the land cost per unit for development. The primary focus should be in Urban Residential and Suburban Residential placetypes, which are appropriate for accommodating significant density that still conforms to the community's desired character. For example, in Cimarron Hills multifamily uses should be prioritized as infill opportunities arise. Additionally, Rural Center and Regional Center placetypes can accommodate more intense residential uses to increase support for businesses. Single-family attached and multifamily units should be located directly adjacent to commercial focal points to accommodate density in the County.

add: "or incorporated within mixed use developments."

Accessory Dwelling Units (ADU)

Accessory dwelling units can be designed and permitted through a variety of configurations. This diagram represents three of the most common configurations. The County's zoning code determines how and where ADUs are allowed in El Paso County.

Accessory Dwelling Units

Allowing alternative forms of density, such as small-lot homes or accessory dwelling units ("granny flats"), would provide more attainable housing units without altering neighborhood character. Allowing accessory dwelling units (ADUs), where appropriate, would be another tool to support more affordable rents. Accessory dwelling units can work well for people in various life stages, including students, young professionals, and empty nesters. Proactively promoting the construction of ADUs can take numerous forms including local fee waivers, pre-approved unit plans, assistance navigating the permit process, and working with local lenders to ensure construction and permanent financing is available for homeowners wishing to build ADUs.

Permit Mixed Housing Type Development

The County should permit projects that include a mix of housing types and increase market-driven affordability. This should include promoting missing middle housing options (duplexes, triplexes, multiplexes, courtyard apartments, and townhouses) on infill parcels within single-family neighborhoods to increase density and maintain neighborhood character. Reducing parking provisions, particularly for multifamily, should also be considered to help reduce the amount (and cost) of land needed per unit.

Employ Financial Incentives

The El Paso County Economic Development Department and the El Paso County Housing Authority (EPCHA) administer several housing funds to help provide attainable housing options throughout the County. In 2018, they helped open a 180-unit senior housing development using state housing tax credits. The two organizations also helped 227 existing County households procure housing assistance. The County should utilize tax credits and other financial incentives to accommodate affordable housing units to help meet the demand of lower-income households. The Economic Development Department and EPCHA should be key partners in procuring, marketing, and utilizing these incentives. The funding sources section in the **Chapter 14 Implementation** (Page 14-4) provides greater detail on this partnership and key funding sources.

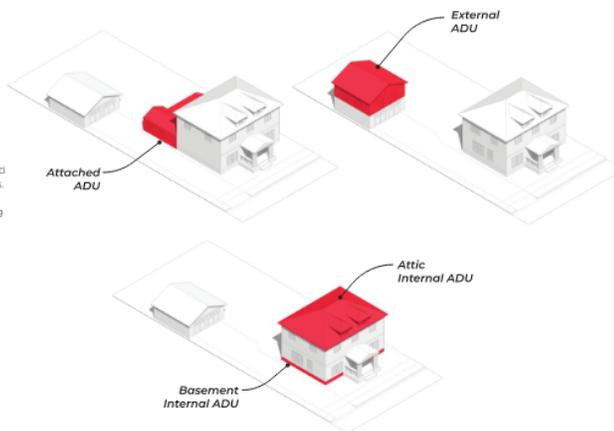
Homelessness

Homelessness is an important issue in El Paso County. El Paso County works closely with the City of Colorado Springs and the Pikes Peak Continuum of Care (PPCoC) to address the needs of our homeless population. Several county leaders are members of the governing board for the PPCoC. The PPCoC is the local decision-making group whose purpose and scope are to implement community wide commitment to the goal of ending homelessness. The PPCoC helps plan for and provide a full range of emergency, transitional, and permanent housing and other services to address the needs of persons experiencing homelessness. The Pikes Peak Continuum of Care PPCoC is made up of local government officials, service providers, advocates, and citizens who work to eliminate homelessness. The Colorado Housing and Finance Authority invests in affordable housing and community development. Other partners include the Colorado Springs Housing Authority, Family Life Services, Greccio Housing, Harbor House, Housing First, Itaska, Partners in Housing, Pikes Peak Habitat for Humanity, Rocky Mountain Community Land Trust, Family Mentor Alliance, Family Promise, Homeward Pike Peak, Springs Rescue Mission, and Partners in Housing.

Attainable Housing

Attainable housing programs include any policies that require or incentivize the creation of affordable housing when new development occurs, such as impact or linkage fees that generate revenue for affordable housing. Potential opportunities in El Paso County include:

- Expedited review timelines and rapid response review with associated entities.
- Allowances for administrative relief for dimensional requirements, parking, and landscaping.
- Application fee waivers or reductions.



WORKING DRAFT FOR DISCUSSION PURPOSES ONLY

Environmental Compatibility

El Paso County's greatest asset is its abundance of natural resources. While new residential development is necessary to accommodate the County's expected population growth it must not negatively impact the natural environment. Ensuring compatibility between the built and natural environment is a key component of the *Your El Paso Master Plan*.

Rural Character

Natural areas are an important part of the County's rural character, a character that defines El Paso County for residents and visitors alike. It is a critical County asset that residents, particularly in unincorporated areas, wish to see maintained. Preserving this character requires a targeted approach to planning for housing including a diligent review of all future development requests. When a developer begins the planning process, the County must continue to carefully analyze each proposal for compatibility with the natural environment and the rural character.

New subsection titled "Department of Defense REPI Program" followed by the following text: "Military bases may participate in the Department of Defense (DoD)'s REPI Program, which is a key tool for combating encroachment that can limit or restrict military training, testing, and operations. The REPI Program preserves and enhances these military missions by helping remove or avoid land-use conflicts near installations, ranges, and their associated facilities, range infrastructure, and airspace, as well as addressing regulatory restrictions that inhibit military activities. REPI projects contribute to the longevity of working farms, forests, and ranchlands; increase recreational and open space opportunities for nearby residents and military families; and protect against military relocations that would adversely affect the local economy."

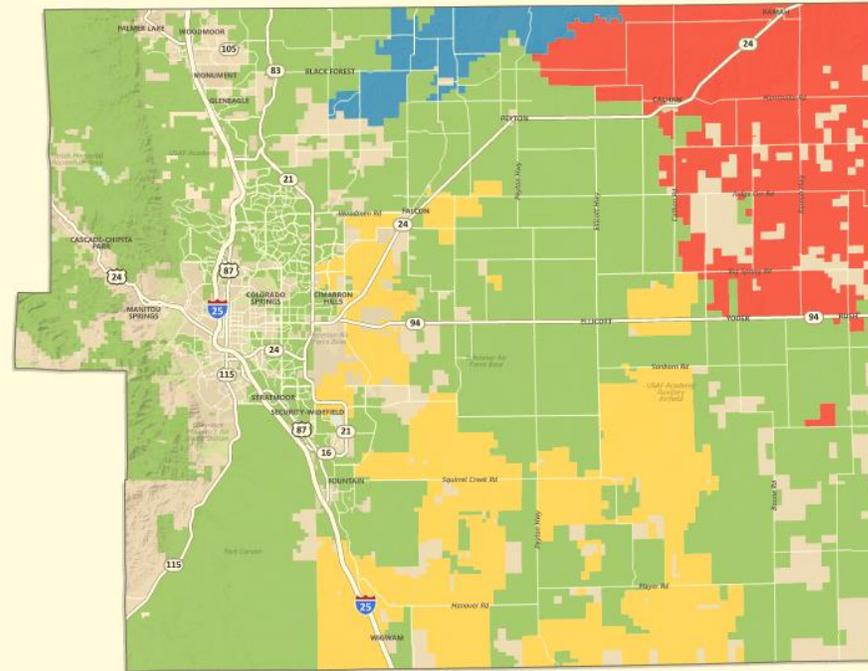
remove "The"

Conservation Easements

A conservation easement is a voluntary legal agreement that limits certain types of uses or prevents development from taking place on a piece of property in perpetuity. For example, a rural residential property owner or a farmer could transfer the development rights of their property to a nonprofit organization while still maintaining ownership. This ensures long-term preservation of the property's open space.

Conservation easements protect farmland and sensitive environmental features, preserve open spaces, and reduce sprawl. Some conservation easement properties can also be suitable candidates for regional trails, parks, and open spaces. While easements are most useful in rural areas, select locations within urban and suburban areas could also be appropriate, particularly forested and environmentally sensitive land. Several land trusts or land conservancy organizations operate within El Paso County, including Mountain Area Land Trust, Palmer Land Conservancy, El Paso County Conservation District, and Central Colorado Conservation District.

During appropriate discussion with residents and property owners the County should emphasize the use of conservation easements to protect open space and farmland. When development is proposed within a suburban area or in large lot residential areas adjacent growth areas, density bonuses should also be considered in exchange for allocating areas for conservation. Additionally, a developer or property owner can achieve conservation through PUD zoning with the county. The County should act as a coordinating body between the multiple conservation entities active within the region to streamline policies, identify recreation opportunities, identify land for purchase/transfer, and centralize properties into singular GIS database.



Conservation Districts

- Central Colorado Conservation District
- El Paso County Conservation District
- Double El Conservation District
- Kiowa Conservation District

WORKING DRAFT
FOR DISCUSSION PURPOSES ONLY

Conservation Design

A key tenet of *Your El Paso Master Plan* is protecting the natural environment as one of the County's biggest assets. Accommodating the County's significant anticipated growth will not be an easy feat, particularly when paired with the need and desire to protect an abundance of undeveloped land. New construction on untouched land is typically less costly than redevelopment of a vacant site or rehabbing an existing building. This can degrade or altogether remove such a high quality of life for its residents. However, there are opportunities for supporting development while protecting environmental areas.

Environmentally Sensitive Development

Regardless of the placetype within which future development is proposed, new development and redevelopment within El Paso County should be designed to incorporate a conservation design approach where appropriate. Conservation design, also referred to as clustered development, promotes the use of an environmentally sensitive development pattern that aims to preserve contiguous areas of open space and protect environmental features and areas by grouping development together. This approach to development creates the potential for the use of naturalized stormwater management techniques to minimize or eliminate stormwater runoff. It also maintains areas of shared open space that can be preserved as natural areas or used as neighborhood or community parkland. The conservation design approach also minimizes the amount of roadway and utility infrastructure needed to serve a given development.

Desired Density

Conservation design is a density neutral approach wherein a clustered subdivision achieves the same number of homes per acre as a conventional subdivision. It can even be utilized to increase density as well. As such, the County can encourage open space preservation, while facilitating development that approaches the overall density desired. Conservation development techniques will allow new development to minimize the impact on quality natural areas, preserving them for public enjoyment while maintaining the rural character of the County.

Stormwater Management

Impervious surfaces, including homes, apartment buildings, driveways, sidewalks, and parking lots, are hard surfaces that cannot absorb rainwater and instead disperse it elsewhere. This can lead to flooding, lower water quality, streamflow disruption, and pollutant runoff. For example, surface water runoff from roofs, pavement, and lawns contains oils, grease, sediment, lawn chemicals, salt, and other pollutants that have a negative impact on water quality. Impervious surfaces can create stormwater management challenges not only at the site level, but for public infrastructure in general, especially during major weather events.

The County should work with property owners (for both existing and future developments) to identify strategies to address stormwater runoff, leveraging stormwater best management practices (BMPs) and low-impact development (LID) techniques whenever possible. BMPs and LIDs can be applied to new and existing development in urban, suburban, and rural situations. An extensive discussion of stormwater management and best practices is included in detail in

Chapter 8 Infrastructure

add: (page 103-104)

Conservation Design by Placetype

Conservation design can be used to carry forward the quality of life that has come to be expected by El Paso County residents. Active outdoor recreation and trails, preservation of the natural environment and open space, and access to dependable services and infrastructure must be safeguarded and extended to new areas in the County. Saving room for open space areas, parks, and trails can help minimize the potentially negative impacts of future growth. The following section emphasize the variety of applicability of conservation design within each of the appropriate placetypes. One important strategy across all placetypes is the incorporation of parkland and trails to connect new development to the larger, regional recreation system. It is important to note that conservation design is inherently included the design and development of the Rural and Urban Residential placetypes. Rural placetypes prioritize protecting undeveloped land and significantly limit the ability for development. Urban Residential is about vertical construction to increase density which natural reduces the amount of land required for development.

Suburban Residential

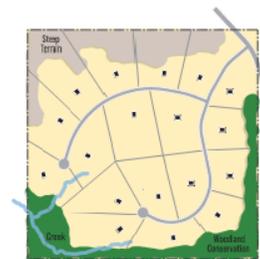
In Suburban Residential areas, clustered development should be encouraged to increase density while also preserving open space. In El Paso County, the Suburban Residential placetype provides a transition between urban and rural areas, while also providing a functional connection between urban areas and the County's natural environment. To accomplish these two objectives, development should consist of a mix of single-family detached, single-family attached, and multi-family units. Using conservation design techniques will ensure that a rural character can be maintained in more-populated areas.

Rural Center

One of the central roles of the Rural Center placetype is to maintain the natural environment while supporting rural families with better access to necessary goods and services. Conservation design can help establish a central commercial area in a rural community without encouraging sprawling land-consumption. The approach focuses on applying techniques to commercial development to create a downtown-like district within an otherwise rural community. Concentrating new uses in one location reduces the impact on the surrounding open space and agricultural land and helps create a more defined sense of place. Residential development within a Rural Center is appropriate to help provide a more direct customer base for the commercial uses to ensure their longevity and viability.

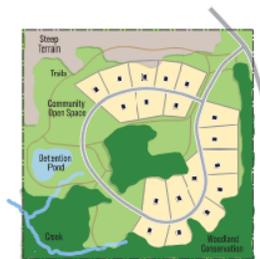
Large-Lot Residential

Within the Large-Lot Residential placetype, conservation design should be primarily utilized for preserving El Paso County's rural character, defined by large swaths of open space with minimal development. Additionally, some Large-Lot Residential parts of the County include environmentally sensitive areas that need to be protected. Development should not be allowed within a certain distance of the critical natural assets to ensure they are not negatively impacted by future development. Protecting farmland and scenic views is also an important component of conservation design within Large-Lot Residential areas. The County should evaluate new developments on a case-by-case basis to determine their impact on these natural assets.



Conventional Subdivision

- 18 Lots
- Minimum Lot Size: 5 to 35 acres
- No Undivided Open Space



Conservation Design

- 18 Lots
- Lot Size Range: less than one acre
- 50% Undivided Open Space



4 Bradley Road

Similar to the second employment area, this center is primarily heavy, outdoor industrial uses that require a large amount of land for operation. However, unlike the employment center along Interstate 25, this one is less likely to transition to something else. A reservoir, sand quarry, and solar farm constitute the majority of areas within this employment center each of which is a long-term, land-intensive businesses that is unlikely to relocate or fall throughout the life of this Plan.

- The County should **continue to support the existing industrial businesses** in this area.
- The County should encourage the consolidation of smaller commercial business for **redeveloped into a more employment-centric business**.
- The County should **also encourage the develop of the available land along Bradley Road** as a larger-scale employment use.

Revise to state: "Similar to the Security/Widefield Along I-25 Employment Area"

insert "For Security/Widefield Along I-25" and delete "along Interstate 25"

5 Highway 21

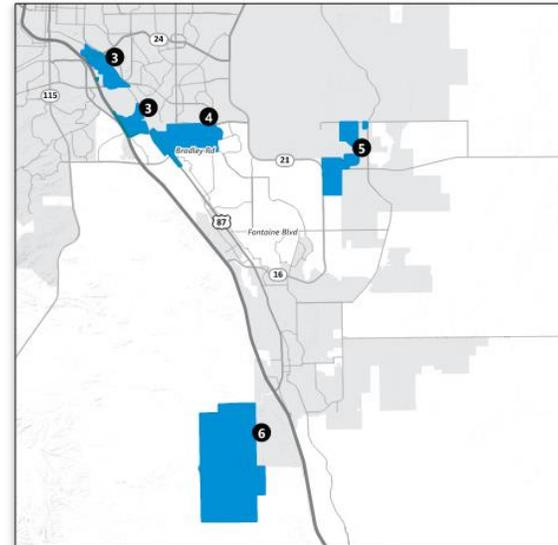
Colorado Springs Airport (COS) has experienced significant growth in passenger totals over the past few years and this trend is expected to increase over life of the Master Plan. The County has already recognized the importance of the Airport to its economy and has created programs and opportunities to capitalize on it. El Paso County established the Commercial Aeronautical Zone (CAZ) to attract local businesses and allow them to succeed at the Airport.

- With businesses expansion already happening around COS, including a 3.6 million square foot Amazon distribution facility, the County should **encourage the develop of unincorporated portions of this area as a formal Employment Center**.
- **Priority businesses should match those that already exist around the airport**, such as industrial flex, manufacturing, and distribution.
- The County should also **target the growing sectors of the region** including professional services, healthcare, and technology. The proximity to Peterson Air Force Base could also support companies with a military focus.
- The County should **continue to prioritize non-residential growth in this area** to help establish the first true Employment Center in unincorporated El Paso County.

6 Railway by Fort Carson

This area is conceptually planned as a new railyard adjacent to Fort Carson and two major power stations owned by Colorado Springs Utilities. The proposed railyard would be the major distribution hub for the southern end of the County. A major railyard could spur vertical integration with the creation of supporting businesses such as manufacturing, warehousing, and roadway distribution due to the proximity to Interstate 25. Depending on scale, these types of businesses could have consequential effects on new employment opportunities for County residents.

- The County should **support the development of the railyard** as a catalyst for the creation of a strong employment hub to serve the entire County.



Employment Center Priority Development Areas

Major Transportation Corridors Plan

The Major Transportation Corridors Plan (MTCP) is a long-range plan to keep pace with the dynamic nature of growth and infrastructure within the County. The MTCP looks to create an updated vision for the future transportation in the County as well as a prioritized list of transportation improvements. Funding strategies as well as policies are addressed to ensure the implementation of the completed plan. Improvements outlined in the MTCP are grouped into the following categories:

- Paving/repaving projects
- Rural county road upgrades
- New road connections
- Multimodal connectivity
- County road capacity improvements

The MTCP is the leading document for transportation infrastructure in El Paso County. As such it establishes and defines the recommendations in this chapter and other transportation-related policies and strategies throughout the rest of the Plan. Updates to the MTCP supersede transportation recommendations in the *Your El Paso Master Plan*.



El Paso County Major Transportation Corridors Plan (MTCP) Update

Road Impact Fee

The County has a policy to encourage development to contribute a reasonable and fair share toward necessary off-site transportation improvements. This Road Impact Fee is a method of more fairly and equitably allocating the impact of new development and the traffic it generates and recovering the cost attributable to new development than individually negotiated developer agreements.

Per Resolution 16-454, after January 1, 2020, property in the unincorporated area of the county that receives a Land Use Approval either in a public hearing or administratively, is subject to the payment of Road Impact Fees. Fees are required to be paid for an approval or permit issued for a new use or structure on a parcel of property in unincorporated El Paso County that generates new trips for such parcel; examples include building permits, access permits, site plans, site development plans, special use approvals and variance of use approvals.

The fee pays for the capital costs of building new roads and road improvements that are triggered by the traffic generated by new development. The purposes of the program are to identify transportation improvements needed to accommodate growth, to fairly allocate the costs of transportation improvements among new developments, and to ensure the proper and timely accounting of improvements and funds. The program does not include all roads in the unincorporated County, only higher traffic roads that provide for regional travel.

remove "The"

Related Plans & Studies

The planning process and implementation of the MTCP is effectively coordinated with State, regional, and municipal transportation planning efforts. The following is a list of the other key recent and ongoing plans and studies that relate to the MTCP:

- Hodgen Road Access Management Plan
- US Highway 24 Access Management Plan
- Marksheffel Road Access Management Plan
- Woodmen Road Access Management Plan
- Woodmen Road Corridor Improvement Project
- Eastonville Road Corridor Study
- Briargate-Stapleton Corridor Study
- Stapleton/Judge Orr Corridor Study
- Highway 105 Corridor Study
- Meridian Road Corridor Plan
- Road Safety Plan
- PPACG Moving Forward 2045 Regional Transportation Plan
- CDOT Central Front Range 2045 Regional Transportation Plan
- CDOT US 83 Access Study
- CDOT US 24 West Environmental Assessment
- CDOT Powers Corridor Environmental Assessment
- CDOT US 24 East Planning and Environmental Linkages Study
- CDOT I-25, Monument to C-470 Planning and Environmental Linkages Study
- City of Colorado Springs Intermodal Transportation Plan
- Las Vegas Street Corridor Improvements

Roadways

Roadways serve as the primary network of connections between people and places and as these roadways weave through various placetypes they take on different characteristics. For example, in the Rural placetype, Highway 24 is a three-lane road with an unpaved shoulder and no curbs, sidewalks, or barriers. While this same road in the Urban Residential placetype has additional lanes in both directions separated by a median, a separate turn lane at the majority of intersections, and streetlights. These changes in the roadway's configuration reflect differences in the community character and development intensity between the two placetypes. In general, as roads that go from less-intense placetypes like Large-Lot Residential to more-intense placetypes like Regional Center, their various elements such as travel lanes, intersections, shoulders, sidewalks, medians, and lighting are more heavily designed.

Functional Classification

As proposed roadway improvements are planned and developed, the guidelines and standards associated with their classification and function should be considered to the degree practical and appropriate. The County's roadway design standards are provided in the Engineering Criteria Manual (ECM). Local jurisdictions and CDOT each have roadway design standards applicable to the streets under their jurisdiction.

Classification	Description of Roadway
Freeway	Roadways that serve high-speed and high-volume regional traffic. Access to a Freeway is limited to grade separated interchanges with no mainline traffic signals.
Expressway	Roadways that serve high-speed and high-volume traffic over long distances. Access to an Expressway will be highly controlled and may have both grade-separated interchanges and signalized intersections. Adjacent land uses, both existing and future, shall be served by other network roadways.
Principal Arterial	Roadways that serve high-speed and high-volume traffic over long distances. Access is highly controlled with a limited number of intersections, medians with infrequent openings, and no direct parcel access. Adjacent land uses, both existing and future, shall be served by other network roadways, service roads and inter-parcel connections.
Minor Arterial	Roadways that currently serve high-speed and high-volume traffic over medium distances. Access is restricted through prescribed distances between intersections, use of medians, and no or limited direct parcel access.
Collector	Roadways that serve as links between local access facilities and arterial facilities over medium-to-long distances, outside of or adjacent to subdivision developments. Collectors are managed to maximize the safe operation of through-movements and to distribute traffic to local access.
Local	Roadways that provide direct parcel access and deliver parcel generated trips to the collector network.

Roadway Improvements

The jurisdictions in El Paso County have identified a number of roadways for improvement and/or new connections. They include state highways, County roads, and even municipal roads. Each is intended to reduce travel times and improve overall accessibility throughout the County. The majority of the planned or proposed roadway upgrades are for east-west routes, where connectivity is significantly lacking. There are several north-south roadway projects as well. Most of these are general upgrades to rural roads and enhancements to accommodate multimodal transportation options. While all road improvements are important, east-west connections are critical to creating fully functional and accessible road network in incorporated and unincorporated El Paso County and these improvements are discussed in greater detail in the next section.

East-West Connections

The County is relatively well served with north-south roadway connections. However, Highway 94, Highway 24, Bradley Road, and Woodmen Road are the only direct east-west routes into Colorado Springs. Many of the other east-west routes are disjointed, forcing drivers to jog north or south to continue their trip east-west across the County. East-west connections mainly support the residents of eastern rural communities' access to Colorado Springs and other municipalities such as Monument and Fountain. Residents of eastern rural parts of the County often lack commercial goods and services in their own communities and must travel to more urban/denser areas to purchase groceries, find a mechanic, and otherwise meet routine needs. East-west connections are critical to overall quality of life for residents of eastern El Paso County.

The County should work with CDOT to complete its list of east-west priority projects along Highway 94 and Highway 24. These include widening a portion of Highway 94 between US 24 and Enoch to add passing and turn lanes set to be completed in up to four years and the widening of a section of Highway 24 east through Falcon to four lanes set to be completed in five to 10 years. Additionally, the 2016 Major Transportation Corridors Plan Update identifies roadway paving/repaving improvements to many important east-west roadways. The County should continue to prioritize the improvements listed in this Plan. The County should also conduct a study to identify possible new roadways that create more east-west and north-south connections to ensure the east side of the County has efficient access to Colorado Springs and other County destinations.

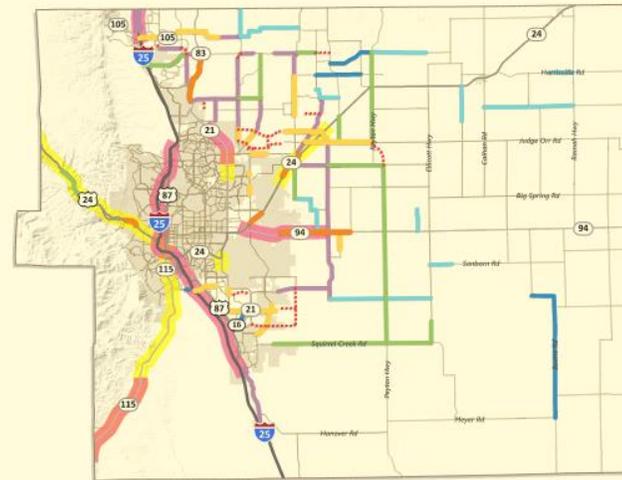
2016 Major Transportation Corridors Plan

The 2016 Major Transportation Corridors Plan Update identifies roadway paving/repaving improvements to key east-west roadways such as Funk Road between Calhan Highway and Ramah Highway, Sweet Road between Peyton Highway and Ellicott Highway, and Drennan Road between Curtis Road and Ellicott Highway. The Plan also identifies key road capacity improvements to east-west routes for widening including Judge Orr Road between Eastonville Road and Peyton Highway, Walker Road between State Highway 83 and Steppier Road, and State Highway 94 between the City limits and Siocum Road.

Colorado Statewide Transit Plan (2045)

The Colorado Statewide Transit Plan (2045) is the follow up plan to the Colorado Statewide Transit Plan (2040) which was the first plan to establish a framework for creating an integrated statewide transit system that meets the mobility needs of the residents of Colorado, initiated by the State's Division of Transit and Rail (DTR) within CDOT. The plan compiles recommendations from previous plans conducted by the DTR in order to provide a comprehensive picture of existing and future transit in the state. The main goals of the Plan are to create:

- A modally integrated transit system that provides local, regional, and interregional connectivity and is affordable, efficient, and easy to use.
- A resilient transit network that makes travelers feel safe and secure.
- A high-quality transit system that is financially sustainable and operates in a state of good repair.



Roadway Improvements

- New Roadway Connection
- County Road Capacity Improvements
- Rural County Road Upgrades
- State Highway Capacity Improvements
- Multi-Modal
- Paving Project
- Resurface Project
- Projects in 1-4 Years
- Projects in 5-10 Years

Improvement from the 2016 Major Transportation Corridors Plan and 2045 Colorado Statewide Transit Plan

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YOUR EL PASO
MASTER PLAN

add "s" to road

Revise to: "Highway 24 and Enoch Road"



Access Management

Roads generally provide two important functions: mobility and access. The County's roadway system consists of a hierarchy of road types ranging from freeways that solely provide a mobility function to local streets that solely provide an access function. The classification of a roadway reflects its role in the County's street and highway system and forms the basis for street design guidelines and standards. The roadway functional classes in the 2016 MTCP represent a desired function based on the character of service they are intended to provide for the year 2040. The character of service includes attributes such as traffic volumes, trip lengths, speeds, and relationship to adjacent land use. Existing roadways may not meet all of the desired characteristics implied by their function, but strategic improvements can serve to fulfill the vision over time.

Multimodal Access

While all placetypes would benefit from a safe, walkable, and connected street network, multimodal access is a defining and critical feature in Urban Residential, Rural Center, and Regional Center placetypes and other areas that promote a mix of uses and mobility options. The County should encourage sidewalks and other multimodal facilities in all new development in placetypes, as appropriate, and upgrade existing infrastructure to these types of facilities when maintenance is needed.

Subdivision Access

Local access is key to connecting residents to the region and residents have identified subdivision access as a primary concern. Input received as part of the **Your El Paso County** outreach process cited a need for subdivision communities to have two points of access, or two ways in and out. Generally, single access subdivisions create points of high traffic and congestion where they join the primary street network and are disconnected from other neighborhoods by roads that dead end at cul-des-sac. Having two points of access allows for a more contiguous street network and would remove these barriers.

Providing multiple points of access to a subdivision also improves efficiency in emergency response times, and allows for better pedestrian and bicycle access across neighborhoods. Better access can be the difference between a resident or visitor choosing to walk over drive to their destination. Increased access especially with multimodal options for walking and biking has the opportunity to reduce vehicular travel and ultimately congestion and stress on roadway infrastructure.

The County should continue to require that new subdivision developments in the County have multiple points of access to existing roadways to minimize congestion and improve emergency access. They should be sited in a manner that improves connectivity to adjacent areas. Spacing between access points is a key consideration in this process. Roadways that provide these access points should also include sidewalks and bike lanes where appropriate to support multimodal transportation options in the County. Existing subdivisions should also be encouraged to find ways to expand points of access and open up connections to neighboring developments and subdivisions such as through stub roads or easements.

remove "maintenance is"

remove "The"





Responsibilities & Maintaining Roads

Roadways in El Paso County are maintained by a variety of jurisdictions.

- Major roads that are state or U.S. highways are maintained by CDOT and include I-25, US 24, State Highway 83 (SH 84), SH 94, SH 105, SH 115, and SH 21 (Powers Boulevard).
- Connector roads in the incorporated areas of the County are primarily maintained by the municipalities they are located within.
- Many of the arterial roads connecting incorporated municipalities are owned and maintained by the El Paso County DPW.
- County arterial, collector, local roads in unincorporated parts of the County are maintained by the Department of Public Works.

There are jurisdictional responsibilities assigned to ensure roads are properly maintained in the County, however, funding has been a consistent challenge for the County to keep up with road maintenance demands. Thus, highlighting a real need to share responsibilities with municipalities to maintain at a minimum County roadways segments that are within their municipal boundary or develop agreements with the municipalities to maintain roadways within and near enclaves. In addition to taking responsibility of existing County roads, as municipalities grow and annex adjacent lands for development, it is critical that they also take responsibility to maintain the roadways within, or otherwise primarily serving, these annexed areas rather than leave them to the County or PPRTA.

Lack of Funding

Roughly 4,335 lane miles of bridges and roads are owned by the County and managed by the Department of Public Works (DPW). This includes 266 bridges, about 109,000 linear feet of drainage ditches, over 382,000 feet of drainage pipe, over 24 miles of guardrail, 29,000 traffic control signs, 92 traffic signals, and over 22,000 acres of right-of-way. To properly maintain this extensive network the DPW needs to conduct pavement overlays on approximately 70 to 100 miles of road per year (about 10 percent of the system). Currently the DPW has funding to conduct pavement overlays on about 20 miles of road each year. As the roadway network expands, DPW's capacity to fund maintenance projects will become even more strained.

"SH 84" should be "SH 83"

Currently, roadway needs exceed available funding. Identifying funding sources for County infrastructure projects is an important subject requiring continuous study. Finding State and Federal sources of grant funding is paramount to keeping up with the infrastructure maintenance and expansion needs of the County into the future. Transportation infrastructure improvements also effect cyclist and pedestrian access as well as overall safety. Denser development also encourages multimodal transportation, affects transportation infrastructure needs, and can incentivize annexation.

The County should continue to actively seek out Federal and State funding sources to supplement maintenance and the expansion of the roadway network. Funding sources should not only serve to close the current gap but provide continued dollars to deal with maintenance into the future. Multimodal transportation should also be required with all new projects as there are specific federal funding opportunities for these types of project. The County should also prioritize denser development adjacent to municipal limits to encourage annexation.

Relationship with CDOT

El Paso County shares responsibility for operation, maintenance, construction, planning for, and funding of roads within its jurisdiction. A strong collaborative relationship is critical to ensure that the complete and multimodal transportation systems work throughout the County. Regional transportation plans, either through DPACC or the Central Front Range, are shared with CDOT for inclusion in the Statewide Transportation Plan. Additionally, the Planning Department invites CDOT to Early Assistance meetings at the beginning of the development process, where traffic can affect state highways, to establish a fair share of costs for signals or improvements that are triggered by development applications. The County should continue its close relationship with CDOT to ensure the maintenance and development of a complete transportation network throughout El Paso County.

Defense Access Roads

Considering the multitude of military installations in the County, planning for the future of transportation infrastructure in the region must prioritize defense access roads. Major corridors provide important access to military installations that balance access with functionality like Highway 94 and Bradley Road providing key access to Schriever Air Force Base, I-25 providing access to the Air Force Academy, and I-25 and Mesa Ridge Parkway providing access to Fort Carson. Regional transportation decisions related to defense access roads have major implications. In order to maintain safety and support the readiness of military installations and their missions, El Paso County should continue to support transportation projects along Highway 94, South Academy Boulevard, and other major access corridors. This includes supporting current efforts now underway as part of the Military Access, Mobility and Safety Improvement Project.

Public Transportation

Existing Infrastructure

Public transportation options in El Paso County are limited and often require preorganized travel arrangements. Public transit travel between communities within the County is primarily completed by bus or shuttle. The County does not operate or maintain any public transit services.

Mountain Metro Transit

Mountain Metro Transit (MMT) provides 21 routes providing transit service to approximately 188 square miles of Colorado Springs and portions of the broader County. Most routes run at 30 to 60-minute frequencies with limited evening and weekend service. The weekday annual ridership is roughly 1,200,000 while weekends are much lower at below 200,000 riders over the course of the year. During 2013, Route 25 experienced the highest ridership followed by Routes 7, 5, 3, 1, 14, and 9. The MMT bus operations focus primarily on servicing City residents. ADA or paratransit services are also limited to an urban service area.

add a new paragraph to read as follows:
"Schriever AFB personnel have participated in the Mountain Metro Rides Vanpool service which groups commuters who live and work near each other. Passengers share the ride and pay a low monthly fare for a minivan seating up to 6, or a full-size van seating up to 10 people. All fuel, maintenance, and insurance are included."

However, MMT offers limited bus route service outside Colorado Springs city limits into Manitou Springs and a few unincorporated areas, such as bus service to Security-Widefield along Route 32. While service to unincorporated County areas is currently sparse, MMT could see expanded service if funding levels are increased in the future. Future changes to service routes or frequencies could affect both development patterns and reliance on personal vehicles in the County. In addition, most MMT riders utilize this service as a "lifeline" as they do not have access to a car or other means of transportation. The MMT currently cost \$1.75, keeping this transportation option affordable should a top priority.

The County should coordinate with Mountain Metro Transit (MMT) to ensure routes are meeting the needs of the community as it grows and changes in the future. This may mean additional routes need to be added or existing routes redrawn as land use changes and new development occurs. The County should also work with MMT to increase route frequencies and reliability of service through adding buses to the fleet or redrawing routes in smaller loops to create quicker turn around for service. Future studies to find gaps and provide solutions should be considered. Working with MMT to find strategies to keep fare cost down for those that are least able to pay should also be considered. This could be through an income stepped fare card that gives a discount to those that are receiving federal income assistance or other services.

Calhan Connection

Calhan Connection is a regional bus system owned and operated by Envida that connects Colorado Springs to communities along Highway 24. In Spring 2019, the Connection announced they expanded service to three times a day, Monday through Thursday, from Calhan to Colorado Springs with stops in Peyton and Falcon. Currently, Calhan Connection is building its ridership as a new service and no data is available on frequency of service or volume of riders. Other transportation options such as vanpool are arranged through various social agencies or senior services groups in El Paso County, including through PPACG Agency on Aging and El Paso Fountain Valley Senior Citizens Center.

The County should support Calhan Connection increase ridership by promoting and advertising the service in the County. This advertising should include searchable service information under the transportation section of the County website and social media postings to let residents know where and how to access the service along with other details. The County should use its platform and existing connections with the community to encourage wider public transportation use in the region.

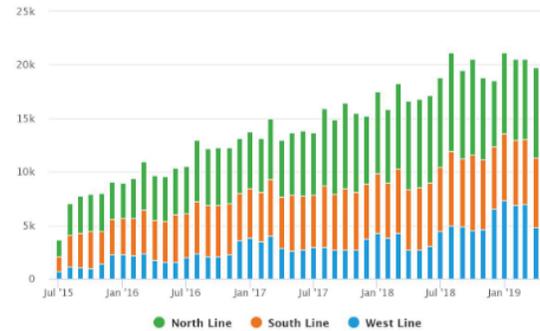
Bustang

Bustang began interregional express bus service operation in 2015. This service connects urbanized areas of the State in a network of routes and is funded and managed by CDOT. Currently Bustang provides service along four routes: the North Line (Denver to Fort Collins), West Line (Denver to Grand Junction), South Line (Denver to Colorado Springs), and the Colorado Springs to Denver Tech Center Line. The Bustang network is also supplemented by multiple specialty bus services including the Snowstang which provides seasonal service to major ski destinations in the state and the RamsRoute serving Fort Collins to Denver. All routes of the Bustang have seen significant growth in ridership since their inception starting at 43,532 in 2015 and ballooning to over a 300% increase in ridership by July of 2018 serving over 450,000+ passengers.

Bustang Outrider

Bustang Outrider provides interregional lifeline transit service to rural communities in Colorado. In El Paso County it runs from Colorado Springs south along Interstate 25 to Pueblo. Initiated in 2018, Outrider connects residents to major activity centers for goods and services. Planned expansion to this service will add four new routes by 2021 and additional extensions to priority routes as funding becomes available. Outrider sees the heaviest ridership on its Gunnison-Denver route providing over 15,000 rides in 2019. In total, all routes in 2019 saw a ridership of over 27,400.

Bustang Ridership



Graph does not include Denver Tech Center Line. Source: www.cdot.org





Public Safety

Public safety is an important variable and contributor to a community's overall quality of life. Public safety is also facing increasing challenges to provide services as populations rise, development increases, and service area expands. Public safety services in El Paso County include fire, law enforcement, and emergency medical services. Each service is an independent entity but operates in coordination with the other two when necessary. As the County's population grows and new development occurs the public safety system needs to be flexible. Continued coordination and a strategic network of nodes between service providers will become even more crucial to maintain adequate levels of service and response times for residents of the County.

Fire & Emergency Services

There are 68 fire and emergency services facilities, in 21 Fire Districts, across El Paso County, including those affiliated with municipalities. The Fire District count does not include the City of Colorado Springs, which is protected by its own fire department. Each district has a fire chief who is supported by firefighter staff, or volunteer firefighters who are more frequently relied on in the southeastern districts. More densely populated districts have more staff than other more rural districts in the County. In addition, portions of El Paso County rely exclusively on fire-based medical response, such as Tri Lakes/Monument, Ellicott, and Calhan.

As the County continues to see an increase in population and development, the layout of the fire and emergency medical service (EMS) facilities have become an increasingly important factor in service capacity and response time. New development in previously undeveloped areas means redrawing existing fire and EMS contractual response areas. For some new developments, fire districts have noted the overall challenges for fire services and fire infrastructure requirements. This lack of fire and EMS access is a key concern for the County and those tasked with providing these lifesaving services. The El Paso County Emergency Services Authority (ESA) assesses response time data in contractual response areas in the County. The ESA is an important partner for a County wide approach to coordinating EMS and fire services with existing and future development in El Paso County.

The County, in collaboration with the ESA, should conduct a County-wide assessment of contractual response areas based on current and projected population/development growth in the County. This assessment should consider planned infrastructure projects and work closely with developers during the planning process to design appropriate access roadways suitable to support emergency response times.

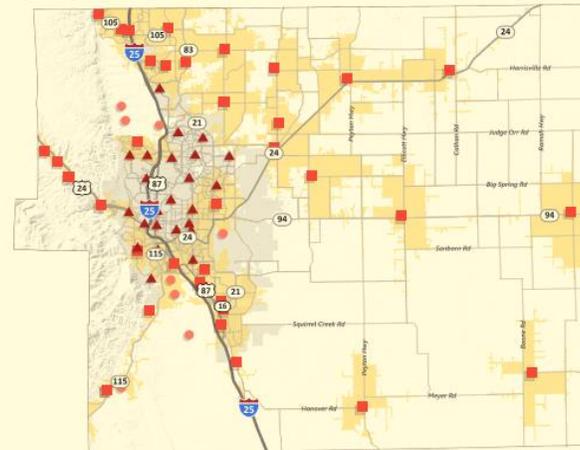
Disaster Response

The Pikes Peak Regional Office of Emergency Management (OEM) is responsible for providing mitigation, preparedness, response, recovery, and coordination for large-scale emergencies such as wildfires. For more information on the OEM and disaster response, see **Chapter 13 Resiliency & Hazard Mitigation**

Response Times

Fire Districts are concerned about increasing response times due to continued development in far lying regions of the County. New development presents new challenges to existing fire and emergency service capacity. If development continues to occur in far lying areas, new fire and emergency facilities may need to be constructed to provide appropriate levels of service.

Roadway condition, particularly in the rural areas of the County, is another issue affecting access to these outlying development areas. Dealing with response times needs to be a holistic system approach that analyzes the current and projected service areas for the County and the facilities needed to maintain and improve the response time to all areas. An assessment of the existing road network and service nodes was completed in the 2016 Master Transportation Corridors Plan and should be reassessed periodically. This would provide information needed to determine where and how the fire and EMS service nodes and network should shift to meet the anticipated needs of the County in the future. Further, the County should require new developments to participate in and join the closest fire district provide on-site fire/ems service facilities in subdivisions.



Fire and Emergency Service Facilities

- County Fire Facility
- Municipal Fire Facility
- State/Federal Fire Facility
- County Fire and Emergency Service Facility 8 Minute Travel Time (Based on NFPA Standard 1710 for fire response)

should this be 18 or 21? Page 91 says 18

(page 132)



Water Access

The continued development of outlying areas stretches the capacity of existing fire facilities to provide adequate service, which is compounded by limited water access in these areas. After serving residences with water for all necessary functions such as drinking and cleaning, the priority for water supply in new development should be for fire suppression capabilities, rather than for ancillary residential uses such as landscaping. Using an inadequate water network for fire suppression can actually cause damage to the network of water lines in a subdivision and still may not supply enough water to suppress or contain a fire. As development is expected to continue in these outlying areas, the County must take steps to ensure that the manner in which these areas develop mitigates fire risk. The County should continue to improve coordination with fire districts, developers, and other groups to ensure that new development provides appropriate fire suppression water supplies and infrastructure.

Wildfires are common occurrences in Colorado and much of east El Paso County, being natural grasslands, is especially vulnerable to fire events. With limited water access in these areas, there is little chance to control wildfires with water. The best way to fight wildfires is to prevent them from occurring in the first place. New development and existing development, especially in the grasslands, should utilize defensive landscaping and building techniques to minimize the potential threat and spread of wildfires. To enforce this the County should adopt a Wildland Interface Code which would require construction permit applicants to supply a fire protection plan, vegetation management plan, and building material classifications in accordance with ULI or other equivalent fire standard ratings.

Sheriff's Office

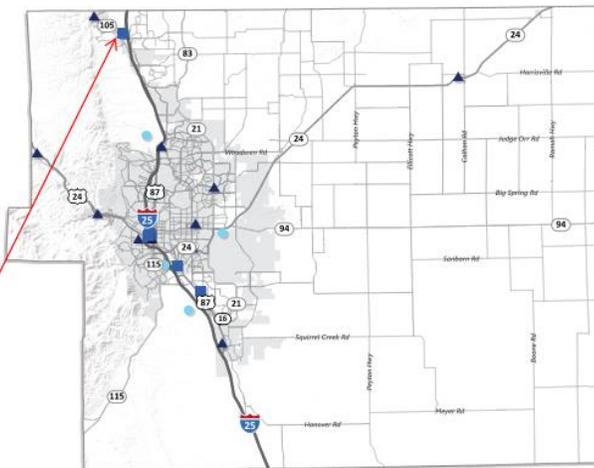
The County Sheriff's Office is tasked with duties set forth in Colorado Revised Statutes that are outlined in its mission to "provide the citizens of El Paso County effective and efficient public safety services." They manage and maintain several services across the County, including general law enforcement in unincorporated areas, jailhouse operation, neighborhood watch, and search and rescue coordination.

In 2015, the Sheriff's Office established the Rural Enforcement and Outreach Unit (REO) to increase patrol services in the eastern part of the County. This unit's main role is to form relationships with rural residents to help address the unique public safety issues they experience in rural areas of the County. Currently 534 sworn deputies serve the Office. Despite the creation of the REO, outreach conducted during the planning process for Your El Paso Master Plan found residents perceived a lack of patrol officers in rural areas. To strengthen Sheriff's officer presence in rural communities the County should consider the potential creation of a part time or volunteer unit to act as community liaisons on behalf of the REO and the Sheriff's Office in these rural communities. Employing a network of part time or volunteer support officers would supplement the Sheriff's team and provide wider presence in rural communities and possibly shorten response times depending on the qualifications of part time or volunteer staff.

Response Times

Even with the REO, the response times for emergency calls to the Sheriff's Office are still seen as a major public safety concern in the vast County territory. The County should explore possible planning solutions to shorten response times across El Paso. Improving response times is key to fixing the perceived lack of patrol officers in these rural areas. Sheriff response times are affected by the lack of roadway connections in the eastern portion of the County just as fire and EMS response times are impacted by a lack of adequate roadway network and infrastructure. Lack of connections is in part, caused by the lack of regular need. Daily traffic counts help determine capacity needs in the County and dictate whether or not a new roadway is necessary.

The County should continue to require new developments provide multiple points of access into subdivisions from major arterial roads to help decrease response times. More access points mean more route options for response teams to better avoid traffic and, therefore, provide shorter response times. These new subdivision developments also present the opportunity for partnerships with the Sheriff's Office to provide satellite Sheriff Offices or support facilities to add strategic nodes to the network of public safety facilities across the County. These nodes can also be utilized to dispatch response units directly within subdivisions.



change to triangle for Municipal

Law Enforcement Facilities

- County Law Enforcement Facility
- ▲ Municipal Law Enforcement Facility
- State/Federal Law Enforcement Facility

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YOUR EL PASO MASTER PLAN



94 Community Facilities

Education

There are 17 public school districts that provide primary education to students in both incorporated and unincorporated El Paso County. Within this system there are 219 schools for all grade levels, including some for adult education. These are supported by 69 private educational institutions, the majority of which are geared toward early learning and childhood development. Of the 288 total education facilities in the County, 222 are located in incorporated areas. The remaining 66 education facilities are located in unincorporated areas. The County also has numerous choice and charter schools. Most education facilities in the County (outside of Colorado Springs) are located in unincorporated areas adjacent or near to a municipality.

School Facilities



17

School Districts

288

Education Facilities



219

Public Schools

69

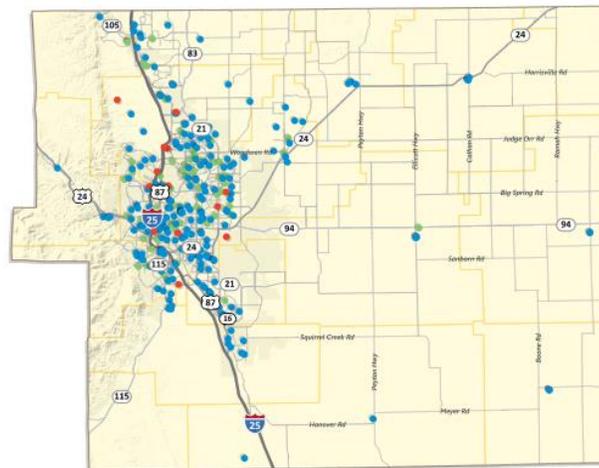
Private Schools



replace this sentence with "Similar to tax funding for infrastructure as addressed in the earlier County Government section, funding for education is also affected by the TABOR amendment."

El Paso County is also home to a number of higher education institutions including University of Colorado-Cororado Springs, Colorado College, United States Air Force Academy, and Pikes Peak Community College. These institutions, and others, draw students and researchers from around the world to study and work. They support the County's economy by developing the workforce, providing space for research, and attracting people to visit, shop, dine, lodge, and recreate in the County.

Some school districts are currently at or near capacity for both staff and facilities. This capacity issue ties directly into a general lack of funding across all 17 Districts. Similar to tax funding for infrastructure as addressed in the earlier Local Government section, funding for education is also affected by the TABOR amendment. Before TABOR, local property taxes were the primary source of school funding. However, with this amendment, the state contributes roughly 63 percent of education funding to municipalities. Through the subdivision regulations, the County accepts and holds lands for school sites where the school district may subsequently request transfer of the land upon demonstration of a need to develop a school. In the alternative, a school fee could be collected for each residential lot platted, which can be requested by the school district annually.



Education Facilities

- Public Schools
- Private Schools
- College/University
- School Districts



Charter Schools

The number of charters schools in the state of Colorado continues to grow, with just over 260 schools serving students in the 2019-2020 school year with over 30 located in El Paso County.

A charter school in Colorado is a public school that is tuition free and open to all students, operated by a group of parents, teachers and/or community members as a semi-autonomous school of choice, operating under a contract or "charter" contract between the members of the charter school community and either the local board of education or the state Charter School Institute (CSI), depending on which entity oversees the charter school. Charter schools receive state funding based on Per Pupil Operating Revenue (PPR), which is a formula for each student enrolled, just like traditional public schools.

Parents must apply to charter schools if they choose to enroll their child(ren) in a charter school. A charter school generally has more flexibility than traditional public schools as regards curriculum, fiscal management, and overall school operations, and may offer an education program that is more innovative than traditional public schools.

Growth Accommodation

The County population has grown quickly and has caused a significant need for additional schools for all grade levels, particularly in the northern areas of the County. Further, the population is projected to grow in the future, which will continue to put pressure on education facility providers. Coordination is needed to support the educational system as it absorbs this growth today and in the future.

To accommodate this growth the County should support efforts by the school districts to develop individual long-range capacity and facilities plans based on planned growth in El Paso County. These plans should inventory current educational facilities and capacity as well as anticipated needs over the next 10 to 20 years and may include transfer of dedicated school land until a time when it is needed for development.

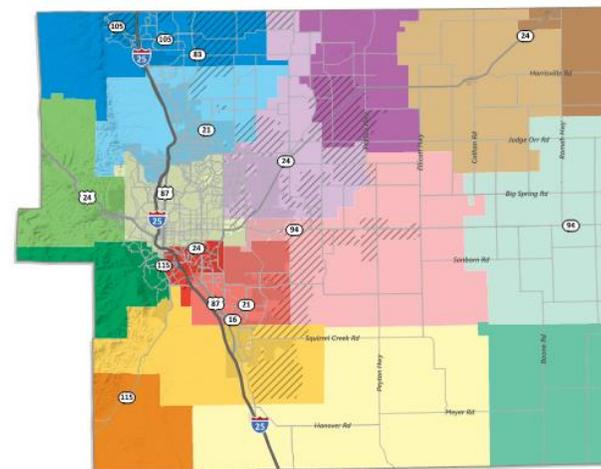
In addition, they should be considered living documents that needs to be updated at least every few years to measure whether the school districts are on track with meeting the needs of the educational community. These capacity plans should explore the feasibility of new construction and the utilization of joint facilities that can be shared by elementary, middle, and high schools in the same district such as athletic fields or pod/mobile classrooms as supplements to permanent space. In addition, new construction of any educational facility should be strategic and planned out to meet the continued needs of the community, this means utilizing designs that have support structures that allow for expansion out or up in the way of additional stories in the future.

Safety

add an "s"

Many of the schools in the County are located along major thoroughfares and while these roads are great for access to schools for cars, automobile speeds at major intersections near schools can be a safety concern for students. Many roadways lack adequate bike and pedestrian infrastructure especially in unincorporated areas of the County where typically there are lower volumes of bicycle and pedestrian traffic. To make routes to school safer for students the County should partner with schools to design projects that make crossing these major intersections and navigating to school safer. The County encourage school districts to secure federal funding sources for safe routes to school and related projects around pedestrian and bicycle safety and support schools through the planning and implementation processes.

Due to growing security concerns at schools, school spending on security has increased, however, funding has not increased to cover these additional security costs. If schools do not have the funds there is little they can do to provide building materials, resource officers, social workers, or mental health programming. The County should encourage school districts to conduct a study to assess the current and anticipated needs for security funding for all schools in the County and publish findings with school districts and circulate educational media to residents.



School Districts

- Lewis-Palmer School District 38
- Fountain/Ft. Carson School Districts 8
- Ellicott School District 22
- Academy Schools District 20
- Ri-2 Fremont/Florence School District 39
- Falcon School District 49
- Manitou Springs School District 14
- Hanover School District 28
- Miami-Yoder School District 60
- Colorado Springs School District 11
- Big Sandy School District 100
- Peyton School District 23
- Harrison School District 2
- Calhan School District R11
- Widefield School District 3
- Cheyenne Mountain School District 12
- Edison School District 54
- Wildfield School District 3

/// Priority Development Areas



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empoweringcolorado.org

Gas replace sentence with "Black Hills Energy was required in Colorado to generate 30 percent of its energy by 2020 from designated renewable energy sources."

El Paso County is served by Black Hills Energy, which is regulated by the Colorado Oil and Gas Conservation Commission and the Colorado Department of Public Health and Environment. El Paso County also has regulations specific to oil and gas development within the Land Development Code.

Black Hills Energy

Black Hills Energy is a company providing natural gas and electric utilities, which serves a small portion of El Paso County. Black Hills Energy is required in Colorado to generate 30 percent of its energy by 2020 from designated renewable energy sources. This requirement is known as the Renewable Energy Standard or RES. The steps Black Hills Energy is taking to comply with these standards are detailed in reports Black Hills Energy file with the Colorado Public Utilities Commission.

Colorado Springs Utilities

Colorado Springs Utilities' (CSU) 2015 Gas Integrated Resource Plan (GIRP) process developed three primary types of demand forecasts: annual, peak-day, and peak-hour. Annual demand forecasts are used for preparing revenue budgets and developing long-term natural gas procurement plans. Peak-day and peak-hour demand forecasts are critical for determining the adequacy of existing gas supply resources, or the timing for new resource acquisitions and capital investments required to meet customers' needs during a peak demand.



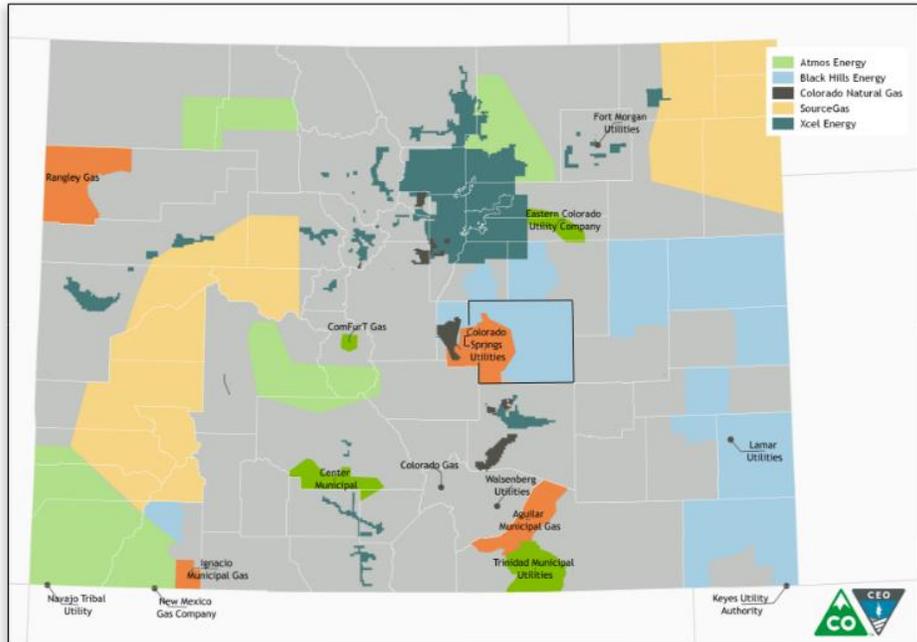
tistically, these conditions will occur once every 20 to 30 years and typically last no more than 3 consecutive days.

Demand forecasts focus on two primary drivers, residential natural gas usage and nonresidential usage. The nonresidential base in Colorado Springs is relatively small compared to other cities of similar size, therefore CSU's natural gas usage is predominately driven by weather sensitive heating loads. Since there is substantial weather volatility in the CSU service area, forecasting daily and hourly demands is a challenging process. Demand forecasts include wind speed in addition to average temperature as fundamental demand-influencing factors. GIRP analyzed weather data dating back to 1946 and determined a one-in-25-year occurrence to be a -13 °F average daily temperature. In order to meet customer load demands, contracted quantities need to be equal or greater than the forecasted firm peak demand volumes.

The recommended GIRP action plan outlines activities for development and inclusion prior to the next regularly scheduled GIRP review process cycle. The purpose of these actionable items is to position CSU to provide the best cost/risk resource portfolio and to support and improve GIRP planning.

Colorado Interstate Gas Company

Colorado Interstate Gas Company (AKA Kinder Morgan) owns and operates multiple high-pressure gas pipelines, and meter stations throughout El Paso County. It is a major producer of natural gas, connected to major supply basins in the Rocky Mountains. CIG has worked with Colorado Springs Utilities for over 90 years to provide reliable and affordable natural gas to communities and businesses in Colorado.



Colorado Natural Gas Utilities (linked image)

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108 Infrastructure

Alternative Energy

Due to its location in the United States and climate, El Paso County has a variety of opportunities for alternative energy production and use. In general, all forms of energy generation should be considered and appropriately sited in the County as opportunities arise.

Wind

NextEra Energy brought a 145-turbine wind farm near Calhan in eastern El Paso County online in 2017. Since then, some health concerns related to the sound and solar flicker produced by the blades have been raised. New technology to reduce noise and flicker may need to be developed in the future to mitigate these impacts and help support wind farm installations as a more acceptable form of sustainable power generation in the County. Area of land with sufficient wind resource capacity is somewhat limited within El Paso County. The County should monitor the development of new technologies as it continues to consider new opportunities for wind energy. The USAFA and its flight training areas should be considered in the development of new wind energy sites to avoid impacts to military missions.

Solar

Since Colorado receives about 300 days of sun per year, it provides an excellent platform for solar power and the focus for future alternative energy sources. Continued support for resources and technology is necessary to ensure clean energy is both reliable and sustainable. To better serve its customers in the future, CSU is becoming more creative and embracing new technologies. By 2024:

- Renewable energy mix will be more than 20 percent;
- More than 100,000 homes annually will be powered by solar energy; and
- CSU will have more than 264 megawatts (MW) of solar power in its generation portfolio.

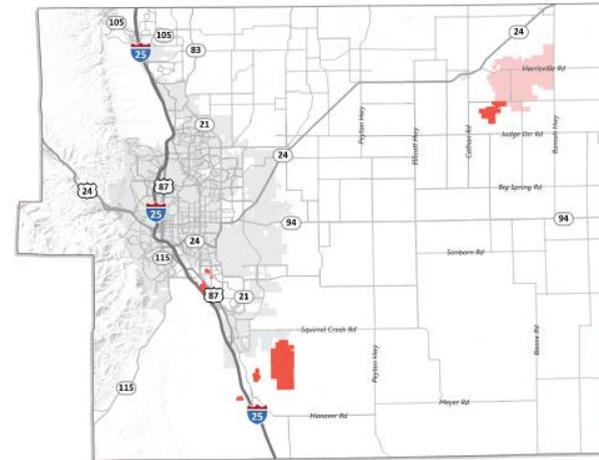
Ongoing Projects

Pike Solar + Battery Project: A project is currently underway for 150 MW of new energy generation facility and a 25-MW battery storage system. This project is expected to come online in 2023. At this time, it is the largest energy storage facility announced in Colorado. The battery associated with this project will be used to store cost-efficient solar energy during the day so that it can be used during expensive peak demand periods and at night. It will also provide CSU with valuable information about improving solar power integration into the system.

Grazing Yak Solar Project: In November 2019, the Grazing Yak Solar Project was brought online. Consisting of more than 119,000 panels across 278 acres near Calhan, CO, this project provides 35 MW of electricity to customers. This is enough power for approximately 13,000 homes per year.

Palmer Solar Project: In April 2020, the Palmer Solar Project, CSU's largest solar project to date, was brought online. Containing more than 220,000 panels on about 700 acres southeast of Colorado Springs, Palmer Solar provides 60 MW of electricity to customers, enough to power about 22,000 homes annually.

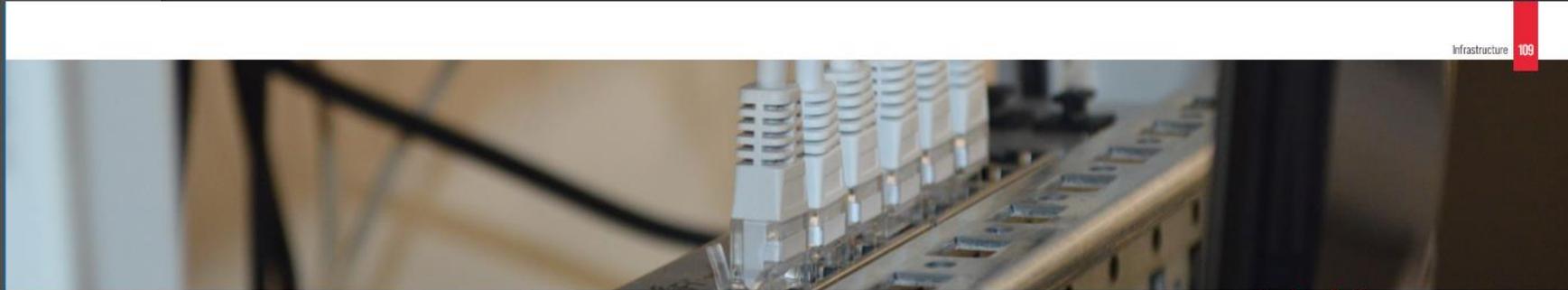
Clear Spring Ranch Solar Array: Commissioned in 2016, this array was the first utility-scale solar project that benefits all CSU customers. This 10-MW solar array consists of 42,000 panels and produces enough electricity to power approximately 3,000 homes annually. Solar energy is sustainable, renewable, and plentiful (especially in El Paso County). As the cost of using solar to produce electricity goes down each year, many Americans are increasingly switching to solar. As of November 2020, the average solar panel cost in El Paso County is \$3.17/W. Given a solar panel system size of 5 kilowatts (kW), an average solar residential installation in the County ranges in cost from \$15,472 to \$18,228, with the average gross price for solar in El Paso County coming in at \$15,850. After accounting for the 26% Federal Investment Tax Credit (ITC) and other state and local solar incentives, the net price a residential customer would pay for solar can fall by thousands of dollars. Solar panels can increase the value of a home and reduce greenhouse gas emissions.



Alternative Energy

- Solar Projects
- Wind Farm

move the sentence "Solar Energy is sustainable, renewable, and plentiful..." through the end of the paragraph up to the very beginning of the Solar paragraph.



Telecommunications

Broadband services, including digital subscriber line (DSL), cable, or fiber, generally are widely available in and around Colorado Springs and in Front Range communities along the I-25 corridor. Broadband service is sparser in the eastern part of the County, but is available in some areas, particularly in the more densely developed communities. Terrestrial fixed or terrestrial mobile wireless services are available across most of the County. Cellular service from major carriers is widely available in and around Colorado Springs, including the Cimarron Hills, Fountain, and Manitou Springs areas, and along the I-25 corridor. In the eastern part of the County, cellular service is more limited, with the primary coverage areas along Highway 24. Out of a total of over 235,000 occupied housing units in the County, approximately 97 percent had telephone service, while the remaining three percent (approximately 6,400 housing units) had neither landline nor cellular telephone service.

Residents and businesses in more rural areas and areas with lower population density are generally served by fixed wireless, cellular, or DSL. These technologies underperform the standard of service for broadband. In order to address underserved areas, the County should develop assets that align to a strategic plan and make them available through partnerships with the private sector.

These assets are often referred to as "broadband currency" because they can be brought to the table and used to assist other governmental functions and leverage private sector participation. The County does not have current policies or a formal basis in which to identify, purchase, lease, or share assets like fiber optic cable, conduits, building/tower sites, etc. The 2019 Broadband Strategic Plan for El Paso County recommended the following strategic recommendations to improve broadband access throughout the County.

Create Public-Private Partnerships to Extend Broadband

The County recognizes the importance of improving broadband access for underserved El Paso County residents. Real broadband service throughout the County will drive social and economic benefits for businesses, residents, and the public sectors. The creation of effective public-private partnerships will enable the County to target the use of scarce resources such as staff time and County budget to the areas in which the highest potential impact can occur.

Be Proactive in Working with Public and Private Sectors

Because telecommunications services are deployed relatively rapidly, it is important for the County to have existing strategic plans and existing relationships with the private sector. The County should consider creating a working group with these providers that would meet quarterly to discuss issues of interest to both the County and their private partners.

Align Projects to Mutual Needs

The County should create key Targeted Improvement Zones and additional projects that can improve services for underserved populations. This would serve as a continuation of the 2019 Broadband Strategic Plan to identify paths in which the deployment of fiber and conduit can create a platform for future private-sector service enhancement.

Identify, Champion & Provide Resources to Implement

One of the most crucial recommendations is to create a structure of both resources and an internal organization structure to sustainably execute this plan. The implementation champion(s) need not be a technology professional, but must be someone who has a strong grasp of the value to the County of implementing this study's recommendations. Importantly, due to the need for cooperation by multiple functions within the County's structure, these champions must not only have a passion for the initiative, but also have the authority and the political capital to influence across County departments in order to drive successful outcomes.

The County may wish to consider hiring a broadband project manager or identifying a key consulting resource to fulfill that role in order to have the right talent to advance the complex relationships and roles required. A budget should be set to cover both the time and the necessary capital and operating expenses that may be incurred in pursuit of goals.

Develop & Formalize Supportive Public Policy

The *Your El Paso Master Plan* creates a unique opportunity to develop and align supportive policies that will enable the creation of broadband coverage throughout the County. The most critical is the creation of a Dig-Once/Join-Build policy, which will help the County to develop assets and extended broadband coverage. In addition, the County's pavement degradation and street cut policies should be updated to ensure full cost-recovery. Additional policies to govern the deployment of 5G/small cell infrastructure should also be considered.

Identify Targeted Improvement Zones & Develop Project Strategies

Several areas in the County experience a confluence of residential, business, County and anchor institution needs that create opportunities to develop shared solutions. These Targeted Improvement Zones should be studied in further detail to determine the viability and form of solutions that involve the County, other public entities and the private sector.

replace "owed" with "owned"

Areas that have been identified as Targeted Improvement Zones include:

- **Ute Pass:** The County is partnering with the Colorado Department of Transportation and local governments to jointly fund and build fiber infrastructure from Interstate 25 to the western El Paso County boundary near Green Mountain Falls. This fiber is a significant asset and could help to address needs of residents and businesses in Green Mountain Falls, Manitou Springs, and surrounding areas.
- **Black Forest to Calhan:** With a relatively high population to serve, the route through Black Forest to Calhan could create improvements for many residents. The County has significant facility needs in Calhan and desire to improve connectivity at the Fairgrounds.
- **City of Fountain:** The City of Fountain is currently studying its options for community broadband. A potential community-owned broadband service would reach beyond the city limits and could serve in excess of 7,000 unincorporated County residents who reside inside the electric service area of Fountain Municipal Utilities. The County could assist with this effort by increasing access to County residents through grants and policy direction in legislation.
- **Woodmen Valley:** An organized group of residents living south of the USAFA highlighted their concern for improvements to the current DSL service in this enclave. Residents are reporting only a single service provider and download speeds that in some cases deliver less than 5 megabits per second (Mbps).

remove "The"

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YOUR EL PASO
MASTER PLAN



MILITARY

remove "The" and replace with "Your" and delete "County"

The military installations in El Paso County are a key part of the El Paso County Master Plan. Military installations within El Paso County play a defining economic role within the County. Because of this, El Paso County has worked to support its military installations through its land use, transportation, and natural resource planning. As the County continues to grow, ongoing efforts to support effective, coordinated planning efforts with military installations should help to maintain the quality of life of County residents, a robust economic base, and the viability of the key military missions that take place within the region.

Core Principle: Foster effective working relationships with military installations to support planning efforts and mutual success.

Goal 6.1 - Support compatible land uses within and in close proximity to bases and associated facilities.

Goal 6.2 - Ensure coordinated planning efforts for transportation impacts and access.

insert "Station"



Cheyenne Mountain Air Force Station

Cheyenne Mountain AFS hosts the North American Aerospace Defense Command (NORAD), U.S. Strategic Command, U.S. Air Force Space Command and U.S. Northern Command (USNORTHCOM). Cheyenne Mountain AFS is located in southern Colorado Springs and is located adjacent to Cheyenne Mountain State Park. Its core functions are housed underground within the Cheyenne Mountain Complex where it performs global warning functions. Cheyenne Mountain AFS is under the command of the 21st Space Wing located at Peterson Air Force Base.

Transportation & Access

Highway 115 serves as the major thoroughfare connecting to NORAD Road leading to Cheyenne Mountain AFS. Maintaining a high level of service along Highway 115 is a key priority for the base. El Paso County should continue to participate in discussions with installation representatives and CDOT regarding proposed changes along Highway 115 that could impact the installation.

Compatible Land Use

105 acres of undeveloped land within the County are located within the two-mile buffer area of Cheyenne Mountain AFS. El Paso County should coordinate with Cheyenne Mountain AFS on development proposals in this area, in particular proposed telecommunications facilities or infrastructure that could impact the installation due to potential radio frequency spectrum interference. In addition, the County should work with Cheyenne Mountain AFS and other partners regionally to address wildfire risks along the mountain range.

JLUS Recommendations

- Create a fire mitigation plan with residents (potential fire-resistant materials, defensible space, fire suppression systems, etc.) to reduce potential wildfire impacts in neighborhoods adjacent to installations and training areas.
- Craft a wildfire mitigation and watershed preservation plan for higher elevation forest areas west of the installation to include insect infestation management.
- Support national defense goals to improve the resilience and sustainability of local installation plans through maintenance and future infrastructure development.

Schriever Air Force Base (AFB)

Schriever AFB is located in central El Paso County approximately 10 miles east of the City of Colorado Springs, and it is the only military installation entirely surrounded by unincorporated area. U.S. Space Force units stationed at Schriever AFB perform both space and cyberspace warfighting operations in support of the military worldwide in support of programs such as Global Positioning System (GPS) and the worldwide Air Force Satellite Control Network. Schriever AFB employs over 7,000 personnel and has an annual economic impact of approximately \$77 million dollars.

Utility Development

El Paso County should consult with Schriever AFB to ensure utility and other infrastructure projects promote compatibility with their operations. This includes transportation infrastructure that may induce incompatible urban growth, as well as development (including energy or communications infrastructure) that may generate radio frequency interference or physically block key look angles of ground-based systems located on base. Private utility providers should be included in this coordination when necessary.

Transportation & Access

In order to maintain safety and support the readiness of Schriever AFB missions, El Paso County should continue to support CDOT transportation improvement projects along Highway 94. This includes current efforts now underway as part of the Military Access, Mobility and Safety Improvement Project. In addition to Highway 94, the County should coordinate with Schriever AFB to address other key corridors including Curtis, Irwin, Bradley, and Enoch Roads.

Compatible Land Use

El Paso County should coordinate with Schriever AFB on all land use development within the two-mile notification buffer (as required by state law). In addition, as noted in the Peterson AFB section, the County should coordinate with Schriever AFB on land use proposals located between Schriever AFB and Peterson AFB to ensure radio frequency interference does not compromise mission requirements.

JLUS Recommendations

- Evaluate current methods for addressing road safety issues associated with trash-hauling activities on Highway 94.
- Support national defense goals to improve the resilience and sustainability of local installation plans through maintenance and future infrastructure development.
- Pursue conservation partnering opportunities for compatible land use buffering under flight training areas and other critical areas as needed.
- Identify specific needed improvements to safety and capacity of State Highway 94 pursuant of CDOT studies.

Add the population table back in

add population table back in. The table should be updated to show that the Schriever population should be 9,053, employees over 7,255 personnel, and has an economic impact of \$766,254,782.



Military 113

Fort Carson

Fort Carson extends from Colorado Springs south to the County border and into Pueblo County. It is the largest military installation in the region, covering approximately 137,000 acres with a total population of nearly 100,000. It is home to the 4th Infantry Division, the 10th Special Forces Group, and also hosts the Army Reserve, Navy Reserve, and the Colorado Army National Guard, among many others. As of April 2020, Fort Carson employs 33,635 active duty and civilian personnel (including reservists and contractors) with an annual economic impact of \$2.4 billion dollars.

Stormwater Management

Where possible, El Paso County should coordinate with Fort Carson, the Fountain Creek Watershed District, and Colorado Springs Utilities to reduce stormwater impacts from new development. These groups should also partner together to implement the Monument Creek Watershed Plan (particularly in the upper watershed where possible), develop regional criteria, and improve flood monitoring practices.

Add population table back in.

Transportation & Access

Fort Carson maintains numerous gates along major thoroughfares within El Paso County. The County should work with Fort Carson, CDOT, and local municipalities to improve the safety and effectiveness of the transportation network along major Highway 115 and I-25. This includes improvements along I-25, South Academy Boulevard, and the Charter Oak Road/Santa Fe Avenue intersection currently underway as part of the Military Access, Mobility and Safety Improvement Project.

Compatible Land Use

Fort Carson manages numerous training ranges and maneuver areas to support training for infantry and mechanized units. These activities can produce noise, smoke, dust, and vibrations that can affect neighboring landowners. El Paso County has worked closely and effectively with Fort Carson over time to minimize incompatible development around its perimeter through appropriate land use regulations and land acquisition buffering along Fort Carson's borders. The County should review and update Regional Building Department Guidelines and policies that may impact military air operations during the construction process.

JLUS Recommendations

- Implement consistent and compatible zoning regulations for land areas within Accident Potential Zones (APZs).
- Continue to pursue conservation and compatible land use buffering efforts with Fort Carson through various programs and initiatives, including the Sentinel Landscape Program and Army Compatible Use Buffer (ACUB).
- Improve Charter Oak Ranch Road outside Gate 19 at Fort Carson.
- Develop an alternate rail connection to Fort Carson to support redundant and increased rail service.
- Create a fire mitigation plan with residents (potential fire-resistant materials, defensible space, fire suppression systems, etc.) to reduce potential wildfire impacts in neighborhoods adjacent to installations and training areas.
- Craft a wildfire mitigation and watershed preservation plan for higher elevation forest areas west of the installation to include insect infestation management.
- Support national defense goals to improve the resilience and sustainability of local installation plans through maintenance and future infrastructure development.
- Pursue conservation partnering opportunities for compatible land use buffering under flight training areas and other critical areas as needed.



T14 Military



Peterson Air Force Base (AFB)

Peterson Air Force Base is located within the City of Colorado Springs and to the immediate south of the Cimarron Hills area of El Paso County. It is home to U.S. Space Force, Peterson Schriever Garrison, North American Aerospace Command (NORAD), U.S. Northern Command (USNORTHCOM), the 302nd Airlift Wing, and the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command. Peterson AFB is co-located with the Colorado Springs Airport. As of July 2020, Peterson AFB employs 9,597 active duty and civilian personnel with an annual economic impact of \$1.3 billion dollars.

Transportation & Access

As major transportation corridors, Marksheffel Boulevard, Highway 24, and Highway 94 play a key role in the daily activities of Peterson AFB employees and residents. El Paso County should continue to work with CDOT to prioritize transportation improvements along these routes. El Paso County should also work in cooperation with CDOT and the Pikes Peak Area Council of Governments (PPACG) to meet regional military transportation needs.

Add population table back in

Compatible Land Use

The missions at Peterson AFB, which include both airplanes and satellite tracking and control, create some unique factors within El Paso County. Renewable energy development, such as wind turbines and solar farms, has the potential to impact the flying operations of the 302nd Airlift Wing and other aircraft based at Peterson AFB. Because renewable energy development is likely to continue throughout the region, El Paso County should work to notify Peterson AFB when these occur, including in areas beyond the state-required two-mile notification zone.

Similarly, land development between Peterson AFB and Schriever AFB has the potential to cause radio frequency transmission interruptions between the two bases. This could result from specific structures, particularly telecommunications infrastructure or through new development in general. Both can increase the amount of radio frequency "noise" levels and generally degrade communications capabilities between Peterson AFB and Schriever AFB that are core to the missions of both installations. To that end, El Paso County should coordinate land use development applications located between Peterson AFB and Schriever AFB to limit radio frequency spectrum impacts.

Groundwater & Stormwater

In 2016 the Environmental Protection Agency (EPA) issued a health advisory limit for perfluorinated compounds (PFC) and perfluorooctanoic acid (PFDA) at 70 parts-per-trillion. Water officials in Fountain, Security, and Wriefield conducted tests of local groundwater in these areas indicated the supply was at or exceeding the limit. Potential sources of the contamination centered around the use of firefighting foam at Peterson AFB. Officials from Peterson AFB and regulatory agencies at the federal, state, and local level are continuing to collaborate to address this issue.

JLUS Recommendations

- Manage encroachment issues from nearby development that could impact utility infrastructure, transportation routes, and that may generate vertical obstructions beneath airspace utilized by flight operations.
- Implement consistent and compatible zoning regulations for land areas within Accident Potential Zones (APZs).
- Facilitate public outreach and communication from Peterson AFB regarding PFOAs and water-quality issues.
- Support national defense goals to improve the resilience and sustainability of local installation plans through maintenance and future infrastructure development.
- Pursue conservation partnering opportunities for compatible land use buffering under flight training areas and other critical areas as needed.
- Identify specific needed improvements to safety and capacity of State Highway 94 pursuant of CDOT studies.



remove "centered around" and replace with "include"



U.S. Air Force Academy (USFA)

The Air Force Academy is to the northwest of Colorado Springs. Its core mission as an institution of higher learning is to lead cadet military training and Airmanship education for 4,400 cadets each year who should become officers in the U.S. Air Force.

Stormwater Management

Where possible, El Paso County should coordinate with the Air Force Academy, the Town of Monument, the Fountain Creek Watershed District, and the City of Colorado Springs to reduce stormwater impacts from new development. These groups should also partner together to implement the Monument Creek Watershed Plan [particularly in the upper watershed where possible], develop regional criteria, and improve flood monitoring practices.

Transportation & Access

El Paso County should continue to support coordination efforts with the Academy, CDOT, and the City of Colorado Springs to ensure that transportation infrastructure and operations can meet the demands of the Academy's workforce and its visitors. This includes key corridors such as I-25, Powers Boulevard, Northgate Boulevard, and Academy Boulevard, as well as shared City/County intersections in the vicinity of the True North Commons, Powers Interchange, and the Struthers Road/Northgate Boulevard intersection.

Air Operations

El Paso County should coordinate with the Academy to ensure that proposed development within the Academy's formally designated accident potential zones remain compatible with airfield activities. This area is located along the Academy's eastern boundary just north of the Briargate I-25 exit. Potential impacts near the Academy beyond its Clear Zone and Accident Potential zones should be minimized by limiting the intensification of current, low-density residential or agricultural land uses. Similar measures should be implemented in the vicinity of the Bullseye Auxiliary Airstrip (south of Sanborn Road approximately 5 miles southeast of Ellicott), which supports practice landings, takeoffs and touch-and-goes of airmanship program participants.

The County should also review and update Regional Building Department Guidelines and policies that may impact military air operations during the construction process. In addition to land in the immediate vicinity of the Academy, El Paso County should coordinate with the Academy to ensure its training areas in eastern El Paso County are preserved. This has the potential to shape not only conventional development, but also the extent and siting of communications and renewable energy infrastructure in the eastern part of El Paso County.

Ground Operations

El Paso County should coordinate on land use development projects north of the Air Force Academy to ensure compatibility with the activities that regularly occur within Jack's Valley, an outdoor training complex and small arms training range.

JLUS Recommendations

- Implement consistent and compatible zoning regulations for land areas within APZs.
- Create a fire mitigation plan with residents (potential fire-resistant materials, defensible space, fire suppression systems, etc.) to reduce potential wildfire impacts in neighborhoods adjacent to installations and training areas.
- Craft a wildfire mitigation and watershed preservation plan for higher elevation forest areas west of the installation to include insect infestation management.
- Support national defense goals to improve the resilience and sustainability of local installation plans through maintenance and future infrastructure development.
- Pursue conservation partnering opportunities for compatible land use buffering under flight training areas and other critical areas as needed.



Add population table back in

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Parks & Recreation

El Paso County offers parks, open space, and recreation amenities which include both passive and active recreational spaces, as well as environmental features. These environmental features showcase a diverse and varied landscape across the County which are the cornerstone of the region's natural beauty and sense of place. The County's parks system, open spaces, and recreational opportunities were inventoried and reviewed to identify key issues and opportunities. The following section outlines these and provides targeted recommendations and strategies to address, enhance, and develop these natural assets.

El Paso County System

The El Paso County parks system offers a range of natural features covering over 8,000 acres of parkland. The Parks Division of the County's Community Services Department manages 19 parks facilities including County parks, nature centers, and open space, and an additional 130+ miles of regional trails, all of which is managed and operated by the Parks Division of the County's Community Services Department. Two nature centers and a number of open spaces are also included in the County's recreation system. The County is currently finalizing a master plan to determine the location of a third nature center in the northern part of the County.

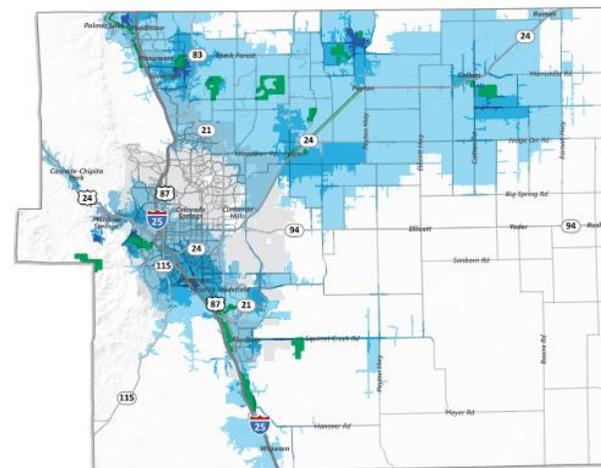
Service Area Analysis

Utilizing the National Recreation and Parks Association (NRPA) classification and standards system, a 10- and 15-minute drive time is a standard used to define the service area for parks facilities. The same standard has been applied even though some parks are significantly smaller in size than others and travelers within El Paso County may be more willing to go longer distances to get to recreational opportunities than in other parts of the nation. The service area boundaries are analyzed in comparison to the census tract populations for the 129 tracts within El Paso County.

Service Area Analysis Findings

The service area analysis concludes that 61 percent of the County's population is within a 15-minute drive of a County parks facility. A majority of the remaining 39 percent of the County population is within municipal boundaries, mostly in Colorado Springs, which are served by their own municipal parks systems. When these municipal parks are included in the analysis, 93 percent of the total County population is served by a park facility, natural area, or open space.

A key issue highlighted by this analysis is the lack of facilities in the southeast sides of El Paso County, and along the western edges. However, those on the western edge of the County are served by Pike National Forest, which can be publicly accessible. Similarly, the southeastern portion of the County is rural and has far fewer residents.



County Park Service Area Analysis

- County Parks
- 0-5 Minute Drive to County Park
- 5-10 Minute Drive to County Park
- 10-15 Minute Drive to County Park

please confirm accuracy for 10-15 min depiction of map (concern is that the areas are immediately adjacent to the parks but are 10-15 min away)

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Safety

Safety is an important factor in how residents and tourists utilize trail infrastructure. There is a perceived lack of safety and connectivity between County parks and open spaces. Many factors that make a space seem unsafe are simple design elements such as poor lighting, narrow paths, landscaping that obstructs the view corridor, etc. With new trails and parks, it is important to consider environmental design as a means to create defensible space to make places feel safer. The concept of defensible space in environmental design promotes well-lit and well-maintained spaces with strategic landscaping that provides a buffer of visibility along paths and around buildings, among other recommendations. These design elements increase the perceived level of safety in an area by creating highly visible spaces that do not provide opportunity for people to hide adjacent to paths. These design concepts should also be utilized in existing trails and parks when maintenance and updates are appropriate.

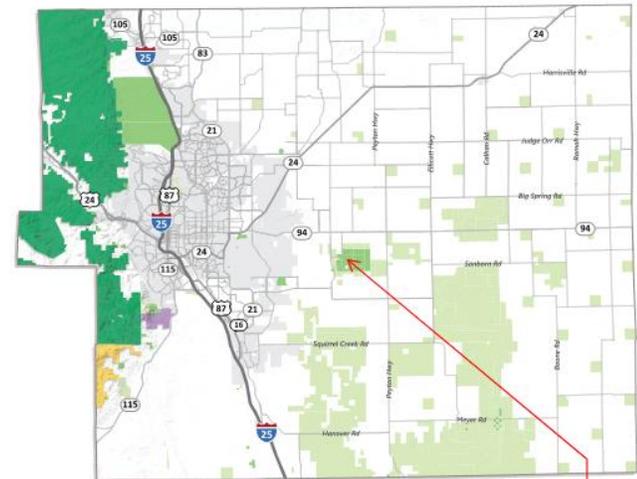
Safety Design

The environmental design of spaces can help to improve the perceived safety of the trail network but it is also important to address crime and incident. The integration of a blue light, emergency phone and call box system along trails can offer a quick notification and response system directly tied into the El Paso County Sheriff's Office and Rural Enforcement and Outreach Unit (ROE). These blue light systems also give a feeling of safety to an area and have been found to deter crime. To promote safety along trails the County should utilize defensive environmental design standards to create well-lit and visible pathways.

The Parks Division has also begun to add staff to specifically address safety concerns by providing a physical presence in the parks and on the trails. The Division currently has two dedicated staff members and is in the process of adding more, particularly at Paint Mines Interpretive Park and the Rainbow Falls Historic Site. The County should continue to support the addition of staff members to promote safety in the parks system.

State & Federal Land

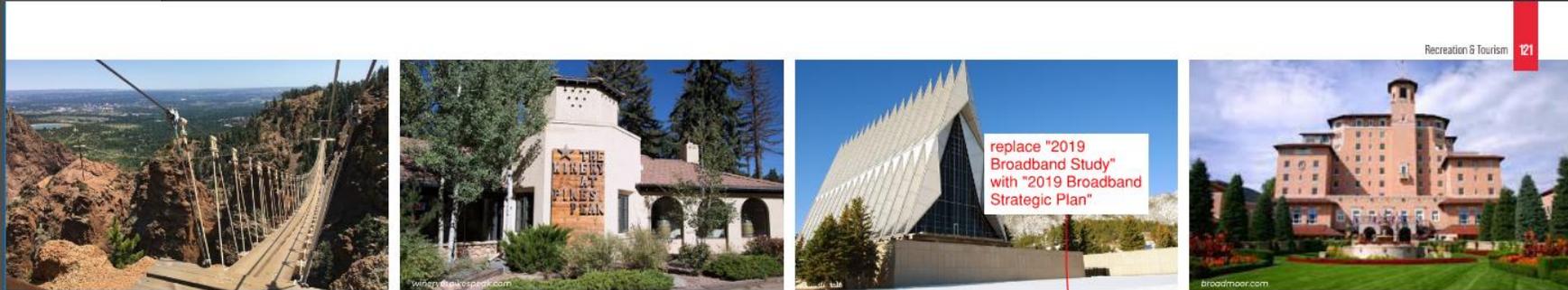
Cheyenne Mountain State Park is the sole park owned and operated by Colorado Parks and Wildlife in El Paso County. The park offers 2,100 acres of camping, hiking, biking, horseback riding, and a myriad of other outdoor recreational options. It also includes several conference, pavilion, and amphitheater facilities for public and private use. The US Forest Service manages the Pikes Peak National Forest on the north-western and western edges of the County. These State and Federal lands serve the entire County and also attract tourist from beyond the region. Continued coordination with Colorado Parks and Wildlife and US Forest Service on planning initiatives, services, and programs is important for the County Parks Division to maintain and grow. Communication between these service providers will ensure programs and services do not compete and detract from each other but rather are coordinated to benefit state, federal, and County agencies. Similarly, communication would also ensure all major parks are not closed for maintenance at the same time to ensure residents always have the opportunity for recreation. Management for all three of these agencies should foster working relationships that allow for the flow of information in a consistent and reliable manner between the organizations in order to provide the highest and best level of service to the community.



State and Federal Lands

- Bureau of Land Management Land
- Cheyenne Mountain State Park
- Pike National Forest
- Other State Land
- Other Federal Land

Mark to work out State/Fed around Schriever per comments by Darrin H.



Arts & Culture

The region relies heavily on outdoor recreation destinations for tourism. In order to make the region a destination for all four seasons the County should consider expanding its arts and culture industry to take a leading role in tourism especially during the off season. The newly constructed Ent Center for the Arts in Colorado Springs is the leading performance and visual arts complex in the region and is home to the Colorado Springs Philharmonic. Promoting events at the Ent Center for the Arts and other venues across the County and the addition of a robust calendar of year-round programming would attract tourism when outdoor recreation options are limited. The County can also promote regional arts and culture tourism by funding public art campaigns and securing partnerships with organizations that draw residents and visitors to new places across the County with mural or sculpture walks, festivals, and other programming.

Existing events and festivals should be expanded upon and new signature events should be developed to provide tourist attractions throughout the year. To help create new events, the County should support improvements to existing, as well as the development of new, arts and culture indoor and outdoor venues. Indoor facilities would also allow organizations to host year-round events. The County should also leverage the Ent Center for the Arts to promote arts and cultural programming and partnerships throughout the community.

Sporting Events

El Paso County also has a strong athletic legacy that was established by the Colorado Spring Olympic Training Center and continues to grow with the construction of the United States Olympic Museum. The City of Colorado Springs has branded themselves as OLYMPIC CITY USA. However, despite this branding many sporting event organizers see the region as lacking in a sufficient number of indoor athletic venues. This lack of facilities creates hurdles in hosting major tournament events. Improving existing facilities and finding appropriate locations for new development is important to attract athletic tourism and the economic benefit that they encompass with increased spending at local restaurants, hotels, and retail establishments.

Shared Economy

Another challenge to regional tourism is the emergence of the sharing economy with Uber, Lyft, and AirBnB. These industries are often seen as disruptors to the tourism industry, causing conflict with existing hotel and taxi service providers. Despite the tension between traditional and emerging services it is important to work with and not against these businesses as they do provide niche services that fill gaps and make the County more accessible for visitors.

Conventions

Adequate and attractive facilities are extremely important in drawing in major sports events, conferences, and conventions. Currently, Colorado Springs offers 26 venues for meetings across the City, the largest of which is the Broadmoor World Arena with 8,000 theatre seats and is located 11 miles outside of downtown. The City of Colorado Springs is one of the only mid-sized cities in the United States that does not have a downtown convention center. Noted in the Colorado Springs and the Pikes Peak Region Destination Master Plan are pressures to compete nationally and internationally to host conventions. Currently cities around the world are making significant investments in new and existing meeting facilities, lodging, branding, amenities, and infrastructure including regional transit connections that connect residents and visitors to key attractions and the airport.

More and more cities are attracting conventions and convincing attendees to extend their business trip stay to experience the city with the unique local experiences and attractions they provide pumping billions of tourism dollars into their local and regional economies annually. For El Paso County to stay competitive and entice organizations to host conventions in the region the feasibility of a convention center should be studied. Quick and easy access to the convention center, including a public transit connection from the Colorado Springs Airport, is also important. Regional partners should consider conducting a feasibility study for a new public or private convention center in El Paso County, possibly in Downtown Colorado Springs. The study should include the potential for direct public transportation access from the Colorado Springs Airport to the convention center.

Broadband

There is also high demand for a reliable cellular and Wi-Fi network throughout the region by both residents and visitors. Expanding this network enhances safety, and GPS navigation in environmental areas that are currently "dead zones" and provides opportunities to market these assets. Peer-to-peer sharing on social media has added a new frontier to marketing tourism to the masses. Art and design in the public realm are becoming branding mechanisms for communities. The landmark LOVE statue in Philadelphia is a great example. El Paso County has many of these opportunities with its natural resources such as Paint Mines Park, Garden of the Gods, and Pikes Peak. Expanding cell and Wi-Fi throughout more natural areas allows for peer-to-peer promotion of the many attractions the region offers in real time. Live streaming and photo sharing act as free advertising and encourage people to get out and explore the region by showcasing its greatest assets. Developing a robust cellular and Wi-Fi network should be a priority. The County should utilize the Findings and recommendations from the 2019 Broadband Study to help expand cellular service and Wi-Fi coverage throughout the region to eliminate dead spots and enhance safety, GPS navigation, and sharing of experiences on social networks.

Niche Experiences

Visitors are also looking for local experiences that connect them to a destination's history, people, and culture. With offers through AirBnB Experiences, people can curate their own bespoke adventures in the places they travel to such "Learn to make croissants with a Parisian" or "Dye your own silk scarf with a working artist." This rising demand for niche travel and customized experiences is even more crucial to address with reopening businesses to tourism after the COVID-19 pandemic that forced social distancing protocol across the U.S. These small-group tourist experiences provide tourist attractions in a more controlled setting and offer an alternative way to spend your leisure time in the region while avoiding crowds in public spaces and at events. Small group activities can include but are in no means limited to art making, wine tasting, walking tours, or horseback riding sessions. Forming partnerships with small businesses, artists, and indoor and outdoor recreation providers and giving them a platform to offer bespoke travel experiences for tourists directly through the County or Colorado Springs Convention and Visitor Bureau (CSCVB) website would give consumers confidence and encourage them to travel to the region.

replace "2019 Broadband Study" with "2019 Broadband Strategic Plan"

replace "Colorado Spring Olympic Training Center" with "US Olympic and Paralympic Training Center"

add a sentence at the end "Other sporting events in El Paso County include NCAA Division I activities at the US Air Force Academy and Colorado College, as well as other NCAA activities at the University of Colorado at Colorado Springs (UCCS), and minor league professional soccer and baseball."



Economic Impact

Tourism is one of El Paso County's strongest industries with year-round outdoor events and pristinely preserved natural resources drawing thousands of visitors to the region every year. The Colorado Springs Convention and Visitor Bureau (CSCVB) website and Visitor Information Center in Colorado Springs connects visitors to resources such as a visitor's guide, events list, and tour maps to help visitors, new and old, experience everything the County has to offer, no matter the season. The CSCVB boasts over 55 exciting things to do and see in the region. From its rich natural features home to the Garden of the Gods, which has been ranked the second-best U.S. park by TripAdvisor to major destinations such as the U.S. Air Force Academy, El Paso County also hosts many festivals and events that attract people from around the region such as the El Paso County Fair which holds concerts, auto races, bull riding, animal exhibits, theme days and much more bringing roughly 25,000 fair-goers annually. El Paso County is also home to the City of Colorado Springs which holds multiple events and festivals throughout the year in connection to the U.S.A. Olympic Center and the USAFA campus. A popular event is the Rocky Mountain State Games, one of Colorado's largest multi-sport festivals for athletes of all ages and abilities. This event and others spur regular economic growth for Colorado Springs businesses and subsequently the County.

replace "U.S.A. Olympic..." with "US Olympic & Paralympic Training Center"

Recreation

Natural resources such as the Pikes Peak, Paint Mines Interpretive Park, and Garden of the Gods attract visitors throughout the year to experience and explore the beauty and native character of these natural features. Even if tourists use many parks for free, or spend modestly on recreational activities, they end up spending considerable amounts on food, entertainment, lodging, fuel, gifts, and other items during their time in Colorado Springs and El Paso County. The Colorado Springs & Pikes Peak Region Destination Master Plan predicts that visitors to the region are expected to increase 25 percent by 2028 and that visitor spending will increase to \$3.6 billion annually on overnight and same-day visits for Colorado Springs and an additional \$1.3 billion throughout the region. Visitors to parks and other destinations in the County support local jobs, increase spending at local businesses, and create local tax revenue. Thus, these resources, natural and developed, permanent and temporary, should be protected and strengthened for their crucial importance to El Paso County's tourism industry and overall economy.

The County should explore the feasibility of expanding and developing new indoor sports venues in the region to host regional tournaments. Work with the City of Colorado Springs to leverage the Olympic City USA brand and Olympic partners to promote the County as a destination with an Olympic legacy to attract additional sports tourism opportunities. The County should also continue to maintain and improve existing natural assets and destinations including parks, trails, and open space facilities that support outdoor recreation tourism in the region.

Access

Easy and equitable access to tourist destinations is just as important as the attractions themselves. Many of the routes and roadways are not under El Paso County's jurisdiction. Therefore, the County should work with CDOT, municipalities, and transit service providers to ensure road improvements and new roads have appropriate wayfinding, sidewalks, bike lanes, and bus access. Pedestrian and cyclist improvements should be in accordance with the El Paso County Major Transportation Corridors Plan Update (2016) and the COS Bikes! Colorado Springs Bike Master Plan (2018) and provide an inviting network of pedestrian and bike paths for residents and tourists. The County should also work with host organizations to ensure programming and events are inclusive of the aging population including holding activities in ADA accessible facilities with access to public transportation.

Partnerships

The County should continue to maintain and create new partnerships with organizations and sponsors for events, festivals, and conferences to enhance the visitor experience in El Paso County. One such opportunity is to provide a platform and support for unique experiences in the region by partnering with small and local businesses that offer small group and individual programming. The County should also partner with military installations to provide recreational and tourism information and discounts for military families to invite them to explore the region and foster a connection to its landscape. Along these lines, the County should continue to partner with the USAFA to coordinate and enhance the visitor experience as it relates to the renovated planetarium, new visitor center, renovated Cadet Chapel and areas open to the public.

Marketing

The County should coordinate with the CSCVB and the Colorado Tourism Office (CTO) to promote and market El Paso County and its tourist destinations to a broader audience. To help support this effort, the County should support efforts to secure additional funding for branding and marketing specifically targeting tourist attractions and activities in the off season to promote year-round tourism. Additionally, the County should encourage hotels, restaurants, and entertainment venues to offer packaged deals and discounts including unique regional experiences to help make it easier for business travelers to "make a trip" out of their time in El Paso County.

Visitor Spending Growth

The Colorado Springs & Pikes Peak Region Destination Master Plan predicts that visitors to the region are expected to increase 25 percent by 2028 and that visitor spending will increase to \$4.9 billion annually on overnight and same-day.

2028 Aspirational Targets



Disaster Response & Recovery

El Paso County must also plan to meet the needs of its communities when impacts from resiliency issues and hazards have occurred. While the County is not new to disaster response and recovery, its efforts must be adapted as problems evolve with a changing environment and changing community. While the Pikes Peak Regional Office of Emergency Management plays a central role for disaster response and recovery in El Paso County, other agencies and County residents play important roles as well.

Pikes Peak Regional Office of Emergency Management

The Pikes Peak Regional Office of Emergency Management (OEM) is responsible for providing mitigation, preparedness, response, recovery, and coordination for large-scale emergencies and disasters, both natural and human-caused, to all residents of El Paso County for the purpose of saving lives and preventing property damage. This regional entity is separate from the County and is funded by the participating jurisdictions. The organization manages a variety of services in the region including:

- Mitigating and planning for large-scale all-hazards emergencies and disasters
- Developing and maintaining regional emergency operations plans
- Serving as liaison to local, county, state, military and federal agencies and departments
- Providing preparedness education to citizens and government employees

- Coordinating multi-jurisdictional exercises
- Responding to multifamily structure emergencies
- Managing resources needed to assist responders and the affected population
- Assisting partner response agencies and the affected population
- Providing assistance and preparedness through the administration of federal and state grant funding

Mitigation

OEM oversees writing and updating the Hazard Mitigation Plan for the Pikes Peak Region, as well as outlining the functions and responsibilities of all City departments and agencies during emergencies or disasters. OEM maintains close working relationships with all levels of government.

Preparedness

Because it is impossible to predict when a specific disaster will occur, OEM participates in and helps plan numerous preparedness exercises throughout the year. The exercises are disaster simulations that may involve all levels of government and can range from an organized discussion about a potential threat, to full-scale training that involves actual response units, real-time events and actors who play the role of victims. This training gives management and responders a chance to address and resolve challenges before a real disaster occurs.

Response

During a large disaster, the OEM provides overall coordination for regional response efforts. This can involve the activation of the Emergency Operations Center, which becomes a single gathering point for representatives from the region's departments and partner agencies. These representatives facilitate resource coordination, mutual aid, and policy decisions.

Recovery

The OEM assists in the coordination of both short-term and long-term recovery functions. Short-term recovery efforts begin immediately following an emergency or disaster, as the region works to restore basic services and functions to the affected community. Long-term recovery involves restoring economic activity, and rebuilding communities and citizens' quality of life.

Make a Plan

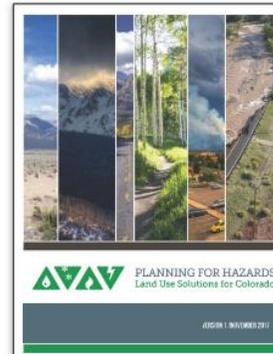
Creating plans for family communications, loved ones with special needs, household matters, financial documents, and evacuation are all part of being well prepared. During an emergency, family members may not be together, and a Family Communications Plan will assist people in contacting each other. Household Plans will assist your family in knowing how to prepare ahead of time and what to do during and immediately after an event. Many businesses, schools, and neighborhoods have taken steps to develop plans as well. Neighbors and coworkers often support each other during times of disaster, especially if first responders are unable to get to the area.

Resiliency

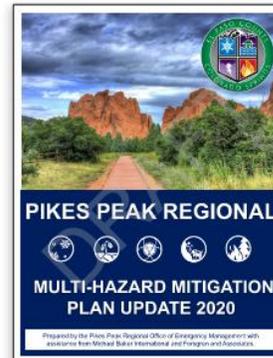
Resiliency is often incorrectly thought of as being synonymous with hazard mitigation and emergency preparedness. Resiliency is different in that it addresses the underlying causes and vulnerabilities for hazards, emergencies, and other changes in the community that impact its resources, economy, and residents. Resiliency planning looks at the long-term fundamental factors of a hazard that may have put the community at risk, such as deferred maintenance of infrastructure, lack of redundancy in energy and water resources, and high rates of unemployment. The basic framework of resiliency is akin to sustainable development, another holistic approach to development and other human activities that has been in practice for decades. As stated by the Colorado Resiliency Office, resiliency planning "links together the environment, social, and economic sectors to holistically improve communities by being adaptable to changing conditions," including the impacts from hazards and other emergencies, as well as other shocks and stresses, and potentially compounding effects of their interrelationships.

Key existing plans and resources are summarized in this section to provide specific recommendations for resiliency in the **Your El Paso Master Plan**.

remove "The"



Planning for Hazards: Land Use Solutions for Colorado (2017)



El Paso County Multi-Jurisdictional Hazard Mitigation Plan (2020)

Next Steps

This section briefly highlights the next steps that should be undertaken to begin the process of implementation. These include:

- Regular use of the Plan at both the regional and local level, including the review of development applications
- Encouraging the reviewing and updating of zoning and subdivision controls to reflect policies presented in the Plan, where appropriate
- Updating the Plan at regular intervals
- Enhancing public communication regarding long-range planning
- Promoting cooperation with municipalities and key stakeholders
- Exploring possible funding sources and implementation techniques

Administration

The Master Plan should be used daily, functioning as the official policy guide for land use, development, and community improvement in El Paso County. It should act as the "go-to" document to assist County staff, the Board of County Commissioners, and other commissions by providing guidance for the review and evaluation of future projects, development proposals, and initiatives. In addition, the County should encourage service providers and partner organizations to utilize the Plan when establishing goals and analyzing future development, new facilities, infrastructure extensions, and programming.

Regularly Use the Plan

To ensure routine usage and further educate the community about Your El Paso County Master Plan, the County should:

- Make a digital version of the Plan and associated maps available online.
- Aid the public by explaining the Plan and its relationship to public and private development projects and other proposals, as appropriate.
- Meet with department directors and officials to explain the purpose, importance, and intended benefits of the Plan.
- Meet with department directors and officials to explain the purpose, importance, and intended benefits of the Plan.
- Provide a Plan "orientation" for new staff, officials, and board members that highlights key takeaways and major goals of Master Plan that are essential to local policy and initiatives.
- Maintain a list of recommended amendments, issues, or needs that may be the subject of changes, additions, or deletions from the Plan.

Develop & Maintain Partnerships

El Paso County should be the primary lead for Plan implementation, coordinating administrative actions, reviewing and approving land development applications, and public improvement projects as identified within the Master Plan. The success of implementation will be reliant on developing and maintaining partnerships with the numerous stakeholders throughout the County, including public agencies, community groups, municipalities, the local business community, foundations, and the private sector. Given the breadth and scope of the Plan, these organizations will be essential to assisting the County in reaching the established goals and vision for the future of El Paso County.

Per the recommendations of the Plan, the County should identify specific organizations and agencies to assist with implementation and explore opportunities for potential partnerships and collaborations. Discussions should continue following adoption of the Plan regarding how implementation of the goals and recommendations can be jointly accomplished with partner agencies. Further, the County should ensure that property owners and developers plan for and construct improvements that are consistent with the directives of the Plan.

remove "County"

Maintain Public Communication

The Master Plan should be supported by an outreach process intended to gather public input and foster a sense of stewardship and excitement for the Plan. Through outreach events, public workshops, the project website, online surveys, interactive mapping tools, and other media, residents and stakeholders were able to get involved and stay informed of the Plan's development. This public participation throughout the process helped communicate the importance of long-range planning and provide individuals with a better understanding of ongoing efforts to improve their community and the overall quality-of-life in El Paso County.

The outreach process should serve as a foundation for continued communication with members of the public throughout the implementation process. The County should ensure that major recommendations and the overall vision for El Paso County, as defined within the Plan, are conveyed to the entire community. This should be supported by regular updates, coverage of major milestones, and additional opportunities for residents to voice their opinion. In addition, the County should maintain avenues by which residents and stakeholders can communicate with County staff and receive information about planning and development efforts. This includes methods for residents to voice questions and concerns that are then reviewed and addressed in a timely manner.

period (.) after years and delete the word "and". start new sentence with " The review..."

Update Regularly

Noting the County's dedication to thoughtful planning, the Master Plan should not exist as a static document, but rather the center of a continuous planning process. Following adoption of the Plan, the community will continue to move forward, change, and evolve. As such, the Plan should be reviewed and updated as necessary on a regular basis to respond to these changes, addressing shifts in community aspirations, increasing growth pressures, changing market and demographic conditions, as well as new and unexpected issues as they arise. The County should regularly undertake a systematic review and analysis of the Plan.

In general, a review of the Plan should be completed at least every two to three years and should include preparing a report of findings for discussion by the Planning Commission and the Board of County Commissioners. This review should be referred to, as appropriate, when developing the County's forecasted budget, Strategic Plan, and Capital Improvement Plan (CIP), enabling recommendations and projects from the Plan to be considered as part of upcoming funding commitments. Establishing a routine for review of the Plan will ensure the document remains relevant to the needs and desires of El Paso County.

, or as requested by the Planning Commission or Board of County Commissioners,

Economic Development

Small Business Development Center

The Pikes Peak Small Business Development Center (SBDC) is El Paso County's resource for small business establishment. The center offers a wide range of services including free consulting, workshops, networking events, and long-term programs. The County's Economic Development Department hosts the SBDC as a component unit of the Department. Being under the Economic Development umbrella has created a strong collaborative relationship that has spurred the development of several strategic programs to support small businesses in the County including Bundle Up for Small Businesses and Leading Edge. Coordination between the SBDC and the Economic Development Department ensures that all programs have a financial component and supportive services. As the County continues to grow and begins the process of updating its Five-Year Strategic Plan, it should continue to collaborate internally across departments to create incentives and policies that support the efforts of the SBDC.

Colorado Main Street Loans

This loan program offers character-based financing options for small businesses unable to secure a conventional loan or start their business. Loans range between \$5,000 to \$50,000 and are intended to support a variety of business purposes in underserved communities. Funds are available for start-up expenses, working capital, purchasing equipment, leasehold improvements, buying a business or franchise, or business debt refinancing. Funding for this loan program comes from a variety of sources, including Colorado Lending Source, banks, foundations, private entities, investors, and government agencies.

remove "Colorado Lending Source,"

Planning Program & Local Technical Assistance Program

The Local Technical Assistance program strengthens the capacity of local or state organizations, institutions of higher education, and other eligible recipients to create regional economic development plans to improve economic prosperity and resiliency of an area, such as through feasibility studies and impact analyses. The Program is administered by the Department of Commerce Economic Development Administration and offers up to \$300,000 with a cost-share/match requirement.

Existing Industry Customized Training Programs

Administered by the Colorado Office of Economic Development and International Trade and the Colorado Community College System, the program provides up to \$1,200 per full-time employee. The training program provides funds for net new hire training and focuses on businesses relocating to or expanding in Colorado and are in need of training workers with the skills necessary to improve their productivity, increase wages, and reduce the need for public support. The program focuses on established Colorado companies to assist them in remaining competitive within their industry, adapt to new technology, and prevent layoffs.

Biotechnology Sales & Use Tax Refund

Qualified taxpayers may seek a refund every year for all Colorado sales and use taxes they paid on purchases of tangible personal property used directly in research and development of biotechnology. This includes properties such as microscopes, chemical reagents, and software.

Colorado Historical Foundation (CHF) Revolving Loan Fund: Preservation Loans

The Colorado Historical Foundation established the CHF Revolving Loan Fund to provide financing for preservation projects and the acquisition of historically designated properties. CHF Revolving Loan Fund loans are for rehabilitation, restoration, or adaptive reuse. Projects must adhere to the Secretary of the Interior's Standards for the Treatment of Historic Buildings. The funds can also be applied to the purchase of a national or local historically designated property in Colorado.

Tax Incremental Financing/Urban Renewal Areas

Urban Renewal Areas (URA) provide the opportunity to fund eligible improvements within a specific geographic area as property tax revenue increases. The increase in tax revenue, or increment, over the base year of establishing tax increment financing (TIF) can be leveraged for infrastructure improvements, property acquisition, improvements to existing development, and related allocations. The duration of the TIF is 25 years with the opportunity to be reset or restarted but not without going to the taxing districts for approval or new pledges. Projects may now request County property and/or sales tax to assistance with the TIF and are reviewed in close coordination with CSURA.

Rural Technical Assistance Program

The State of Colorado's Office of Economic Development and International Trade (OEDIT) operates a program specifically for rural economic development. The Rural Technical Assistance Program (RTAP) offers a community-centric approach to strengthening economies in the State's rural areas. Communities qualified for the Rural Jumpstart or Enterprise Zone programs are automatically eligible to participate in the RTAP. With the ultimate goal of creating and retaining jobs in rural communities, RTAP includes seven different initiatives for supporting existing businesses, bolstering existing industries, and removing barriers for entrepreneurs. The initiatives include:

- Certified Small Business Community
- Community Placemaking
- Coworking 101
- Colorado Rural Academy for Tourism (CRAFT) Studio 201
- Creativity Lab of Colorado
- Film Festival
- Grow Your Outdoor Recreation Industry

The Economic Development Department, in collaboration with the SBDC, should promote these initiatives in its unincorporated communities. The SBDC has had recent success in bolstering rural economies in the Falcon and Peyton areas, but these initiatives can help expand that success. The County should also consider working directly with interested communities to apply for these initiatives.

Pikes Peak Enterprise Zone Program

The Pikes Peak Enterprise Zone Program (EZ) was established to improve the local business climate and facilitate economic growth in targeted areas of El Paso County. The EZ is a state income tax credit incentive which encourages new and established businesses to locate and expand in economically distressed areas.

Commercial Aeronautical Zone (CAZ)

The Commercial Aeronautical Zone (CAZ) was established to attract local businesses and allow them to succeed at the Colorado Springs Airport. Aeronautical businesses can benefit from numerous tax rebates within the CAZ by resolution adopted by the Board of County Commissioners.

Business Personal Property Tax Credit

Since 2000, El Paso County has provided a credit to businesses for the County's share of business personal property taxes. All businesses receive this credit and it is applied as a Tax Rate Reduction/Credit on Property Tax Statements from the El Paso County Treasurer. All types of businesses, from restaurants to manufacturers, are provided this incentive.

New Markets Tax Credit (NMTC)

Administered by the Department of the Treasury, the NMTC increases the flow of capital to businesses and low-income areas by providing a modest tax incentive to private investors, businesses, and communities across the country. The Colorado Housing and Finance Authority (CHFA), through the Colorado Growth and Revitalization (CGR) fund, administers NMTCs in the State of Colorado.

Parks, Open Space & Trails

Land & Water Conservation Fund

This fund provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities (as well as funding for shared federal land acquisition and conservation strategies). Funds are provided through the U.S. Forest Service, U.S. Fish and Wildlife Service, National Park Service, and Bureau of Land Management.

Nonmotorized Trail Grants

The mission of the Colorado Parks and Wildlife Trails Program is to promote understanding and stewardship of Colorado's outdoors by providing opportunities for the public use and support of Colorado's diverse system of trails. The grant program is a partnership among Colorado Parks and Wildlife, Great Outdoors Colorado (GOCO), the Colorado Lottery, the federal Recreational Trails Program (RTP), and the Land and Water Conservation Fund (LWCF).

Community Development Block Grants (CDBG)

Community Development Block Grants (CDBG) can be used to improve parks and trails and other recreational opportunities in low- and middle-income areas of the County.

Colorado Springs Health Foundation Grants (CSHF)

Colorado Springs Health Foundation Grants (CSHF) grants focus on lower- and middle-income areas as well.

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Community Development Block Grants (CDBG)

The Community Development Block Grant (CDBG) prioritizes activities benefiting low- and moderate-income residents, aiding in the prevention or elimination of slums or blight, or meeting an urgent community need. This can include funding to improve parks, trails, and other recreation opportunities in low and middle income areas of the County.

Colorado Springs Health Foundation Grants (CSHF)

The mission of the Colorado Spring Health Foundation Grants program is to provide grants that target immediate health care needs and encourage healthy living. One of CSHF funding focuses is to cultivate healthy environments in high-need or under served communities. Healthy environments are those that encourage physical activity or those that increase access to healthy affordable food. CSHF can be utilized to provide parks, trails, and other recreation opportunities in low income areas of the County.

Environment & Sustainability

Colorado Brownfields Revolving Loan Fund (CBRLF)

This fund is intended to facilitate the reuse and/or redevelopment of contaminated sites by making low-cost funding available for financing environmental cleanups. It is administered by the U.S. EPA and Colorado Department of Public Health and Environment.

Natural Resources Matching Grants Program

This program provides matching state funds towards the costs of on-the-ground conservation projects and educational conservation activities. Grant funds range between \$10,000 and \$25,000. Administered through the Colorado Department of Agriculture, the matching grant is a competitive program. A committee of government and private conservation experts score the applications based on the following criteria: focused approach with measurable outcomes, conservation impact, feasibility, district involvement, and partner involvement.

Source Water Assessment & Protection Pilot Planning Project

The Colorado Department of Public Health and Environment provides funds for source water protection entities that develop exemplary and comprehensive source water protection plans. Funding ranges between \$25,000 and \$50,000.

please add this key to each page (148-169) (near the bottom)

WORKING DRAFT
FOR DISCUSSION PURPOSES ONLY

Protection Plan Development & Implementation Grants

This grant program provides funds for source water protection entities to develop and implement a protection plan up to \$5,000. It is administered by the Colorado Department of Public Health and Environment.

Wildlife Restoration Program

This program provides grant funds to states and insular areas fish and wildlife agencies for projects to restore, conserve, manage, and enhance wild birds and mammals and their habitats.

Colorado Healthy Rivers Fund Grants

Administered by the Colorado Department of Natural Resources, this fund provides both project and planning grants. Project grants are intended for projects that promote the improvement and/or protection of the condition of the watershed. Planning grants are for the planning of successful watershed restoration or protection projects. Eligible applicants include locally based watershed protection groups who are committed to a collaborative approach to the restoration and protection of lands and natural resources within Colorado's watersheds.

Colorado Watershed Restoration Grants

The Colorado Department of Natural Resources provides grants for watershed/stream restoration and flood mitigation projects throughout the State.

Action Matrix

The Action Matrix offers a comprehensive list of all implementation strategies, policies, and recommendations contained within the Your El Paso Master Plan. The matrix provides staff with a tool to prioritize implementation activities and projects over the life of the Plan. In addition, the matrix allows the County to approve specific, actionable items on an annual basis and evaluate progress based upon completed implementation strategies. The implementation action matrix offers a brief description of each action or project, priority actions, and time frame.

Responsible Entity & Partner Organization

For each recommendation, responsible entities and/or partner organizations are discussed in the appropriate sections of each chapter (1-13). To reference these organizations please go to the page number listed next to each Specific Strategy.

Time Frame

'S' = Short-Term (1-3 Years)

'M' = Mid-Term (3-5 Years)

'L' = Long-Term (5+ Years)

'O' = Ongoing (Requires immediate action and continued attention throughout the life of the Plan)

Replace this paragraph with the following "In most instances, the entities and/or partner organizations that are responsible for implementation of each recommendation within the matrix have been identified in the appropriate sections of each chapter of this Plan. In other instances, implementation of a recommendation will require efforts by multiple different entities and/or partner organizations. In this instance, no specific entity or organization has been identified. The County should continue to work with the appropriate entities and/or partner organizations to implement the recommendation."

EL PASO

Land Use Continued

Core Principle: Manage growth to ensure a variety of compatible land uses that preserve all character areas of the County.

Goal LU3.

Encourage a range of development types to support a variety of land uses.

Objectives

Objective LU3-1: Development should be consistent with the allowable land uses set forth in the placetypes first and second to their built form guidelines.

Objective LU3-2: The agricultural lands within the Rural placetype represent a valuable economic resource and unique lifestyle that should be preserved.

Objective LU3-3: The Suburban Residential placetype should be characterized by predominantly residential areas with mostly single-family detached housing.

Objective LU3-4: The Urban Residential placetype should consist of established neighborhoods immediately adjacent to equally dense or more dense urban neighborhoods in incorporated areas, as well as new, largely residential neighborhoods in previously undeveloped areas where centralized utility services are available.

Specific Strategies:

- **Priority:** The New Development areas will be significantly transformed as new development takes place on lands currently largely designated as undeveloped or agricultural areas. Undeveloped portions of the County that are adjacent to a built out area should be developed to match the character of that adjacent development or to a different supporting or otherwise complementary one such as an employment hub or business park adjacent to an urban neighborhood.
- **Priority:** The Transition areas are fully developed parts of the County that may completely or significantly change in character. In these areas, redevelopment will be intense enough to transition the existing development setting to an entirely new type of development.
- Future development in the Tri-Lakes Area should align with the existing character and strengthen the residential, commercial, employment, and entertainment opportunities in the adjacent communities of Monument, Palmer Lake, and Woodmoor.
- The Minimal Change: Developed areas are likely to see more intense infill development with a mix of uses and scale of redevelopment that will significantly impact the character of an area. Regardless of the development that may occur, if these areas evolve to a new development pattern of differing intensity, their overall character should be maintained.
- As a gathering place and town center for rural areas, development within the Rural Center placetype should be located along a community's main street or near the intersection of an area's most-frequented roadways.
- The Regional Open Space placetype includes undeveloped areas with significant ecological value as well as programmed parks accommodating passive and active recreation, both of which may function as stormwater-management facilities.
- The Utility placetype, which includes facilities such as landfills, power plants, water treatment facilities, and water reservoirs, is often located adjacent to the Rural or Large-Lot Residential placetypes as these are largely uninhabited areas.

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Goal LU4.

Continue to encourage policies that ensure "development pays for itself."

Objectives

Objective LU4-1: Foster collaboration among the Forest Service and the other destinations in the Pikes Peak influence area to coordinate events and activities that capitalize on the high volume of visitors to Pikes Peak to further bolster the County's economy.

Objective LU4-2: The Regional Center placetype should include large scale shopping centers that house a variety of commercial businesses and support a high activity of users on a regular basis such as grocery stores, pharmacies, clothing stores, automotive centers, restaurants, entertainment opportunities, home improvement stores, and other major retailers.

Objective LU4-3: Employment Centers should comprise land for industrial, office, business park, manufacturing, distribution, warehousing, and other similar business uses.

Specific Strategies:

- **Priority:** Continue to evaluate development impact fees, requiring adequate private investment to ensure any long-term maintenance of new development will not overburden County resources, and will be served by adequate infrastructure until they can be incorporated if necessary or desired.
- **Priority:** Annexation should be considered as development occurs in unincorporated areas that are adjacent to incorporated municipalities.
- The county should revise or update the Special District Policies in conjunction with the involved and affected county departments.

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Revise: Continue to evaluate development impact fees, requiring adequate private investment to defray the cost of capital improvements needed due to new development so that new development will not overburden County resources, and will be served by adequate infrastructure until they can be incorporated if necessary or desired

Transportation & Mobility

Core Principle: Connect all areas of the County with a safe and efficient multimodal transportation system.

Goal TM1.

Establish a transportation network that connects all areas to one another, emphasizing east-west routes, reducing traffic congestion, promoting safe and efficient travel.

Objectives

Objective TM1-1: Ongoing coordination should continue to occur at all levels of government in order to maintain open lines of communication and to ensure transportation projects align with the desires of the community.

Objective TM1-2: Continue to stay involved as a member of the PPRTA.

Objective TM1-3: Continue to prioritize the improvements listed in MTCP.

Objective TM1-4: Encourage sidewalks and other multimodal facilities in all new development in placetypes, as appropriate, and upgrade existing infrastructure to these types of facilities when maintenance is needed.

Objective TM1-5: Continue the close relationship with CDOT to ensure the maintenance and development of a complete transportation network throughout El Paso County.

Objective TM1-6: Continue to support transportation projects along Highway 94, South Academy Boulevard, and other major access corridors in order to maintain safety and support the readiness of military installations and their missions, which includes supporting current efforts underway as part of the Military Access, Mobility and Safety Improvement Project.

Objective TM1-7: Help facilitate communication between the other airports to prevent conflicts between their operations and those of Colorado Springs Airport, Meadow Lake Airport, and all military installations.

Objective TM1-8: Apply 1041 powers as given through the Colorado General Assembly to ensure that local government maintains a seat at the table on rail projects and that placement of such corridors maximizes economic opportunities for the communities.

Specific Strategies:

- **Priority:** Review and update the Master Transportation Corridor Plan (MTCP) regularly to ensure that it can be relied upon over the Master Plan if conflicts arise.
- As proposed roadway improvements are planned and developed, the guidelines and standards associated with their classification and function should be considered to the degree practical and appropriate.
- Continue working with Pikes Peak Area Council of Governments (PPACG) and participating on its various committees to ensure coordination occurs on all transportation plans and projects in the El Paso County.
- Work with Colorado Department of Transportation (CDOT) to complete its list of east-west priority projects along Highway 94 and Highway 24. These include widening a portion of Highway 94 between US 24 and Enoch Road to add passing and turn lanes set to be completed in up to four years and the widening of a section of Highway 24 east through Falcon to four lanes set to be completed in five to ten years.
- Conduct a study to identify possible new roadways that create more east-west and north-south connections to ensure the east side of the County has efficient access to Colorado Springs and other County destinations.
- Continue to require that new subdivision developments in the County have multiple points of access to existing roadways to minimize congestion and improve emergency access. They should be sited in a manner that improves connectivity to adjacent areas.
- Encourage existing subdivisions to find ways to expand points of access and open up connections to neighboring developments and subdivisions such as through stub roads or easements where a burden would not be placed on existing roads.
- Undertake a reassessment of facility needs and compliance as projects in the current Meadow Lake Airport Master Plan near completion to continue strengthening this asset.
- Continue to utilize the 2013 Colorado Springs Airport Master Plan to ensure compatibility between future development and airport operations.
- Help facilitate the development of the railyard located adjacent to the Fort Carson spur of the shared BSNF and UP line.

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O	82
O	82
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Military

Core Principle: Foster effective working relationships with military installations to support planning efforts and mutual success.

Goal M1.

Support compatible land uses within and in close proximity to bases and associated facilities.

Objectives

Objective M1-1: Continue to include military installation representatives in regional planning efforts such as transportation plans, master plans, and facilities planning to ensure compatibility among future desired development and military operations.

Objective M1-2: Educate local planning staff and elected officials on the effects of incompatible development on military operations.

Objective M1-3: Prioritize improving and expanding the capacity of existing roads or construct new roads to improve connectivity to and support of Schriever AFB operations.

Specific Strategies:

- Continue to participate in discussions with installation representatives and CDOT regarding proposed changes along Highway 115 that could impact the installation.
- Coordinate with Schriever AFB on all land use development within the two-mile notification buffer (as required by state law).
- Implement consistent and compatible zoning regulations for land areas within Accident Potential Zones (APZs).
- Continue to pursue conservation and compatible land use buffering efforts with Fort Carson through various programs and initiatives, including the Sentinel Landscape Program and Army Compatible Use Buffer (ACUB).
- Notify Peterson AFB of renewable energy developments, including in areas beyond the state-required two-mile notification zone.
- Coordinate land use development applications located between Peterson AFB and Schriever AFB to limit radio frequency spectrum impacts.
- Manage encroachment issues from development that can interfere with operations on Runway 13/31 at Peterson AFB and special-use aircraft taking off in hot weather.
- Limit commercial or industrial uses that pose a security threat to Colorado Springs Airport and Peterson AFB operations (storage, shipping, truck trailers, etc.).
- Coordinate with the Air Force Academy to ensure that proposed development within the Academy's formally designated accident potential zones remain compatible with airfield activities.
- Potential impacts near the Academy beyond its Clear Zone and Accident Potential zones should be minimized by limiting the intensification of current low-density residential or agricultural land uses.
- Potential impacts near the Bullseye Auxiliary Airstrip (south of Sanborn Road approximately 5 miles southeast of Ellicott), which supports practice landings, take-offs and touch-and-goes of airman ship program participants, should be minimized by limiting the intensification of current low-density residential or agricultural land uses.
- Collaborate with Pikes Peak Regional Building Department to review and update Regional Building Department Guidelines and policies that may impact military air operations during the construction process.
- Coordinate with the Air Force Academy to ensure its training areas in eastern El Paso County are preserved.
- Coordinate on land use development projects north of the Air Force Academy to ensure compatibility with the activities that regularly occur within Jack's Valley, an outdoor training complex and small arms training range.

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Goal M2.

Ensure coordinated planning efforts for transportation impacts and access.

Objectives

Objective M2-1: Manage future transportation projects that could affect gate traffic and associated stormwater impacts.

Objective M2-2: Continue to work with CDOT to prioritize transportation improvements along the routes that serve military bases.

Objective M2-3: Cooperate with CDOT and the Pikes Peak Area Council of Governments (PPACG) to meet regional military transportation needs.

Specific Strategies:

- Priority:** Ensure transportation projects leave at least one access route unaffected by interference from road construction at any given time.
- Work with Cheyenne Mountain AFS and other partners regionally to address wildfire risks along the mountain range.
- Consult with Schriever AFB to ensure utility and other infrastructure projects promote compatibility with their operations. Private utility providers should be included in this coordination when necessary.
- Continue to support CDOT transportation improvement projects along Highway 94 in order to maintain safety and support the readiness of Schriever AFB missions.
- Coordinate with Schriever AFB to address key corridors including Curtis, Irwin, Bradley, and Enoch Roads.
- Coordinate with Fort Carson, the Fountain Creek Watershed District, and Colorado Springs Utilities, where possible, to reduce stormwater impacts from new development. These groups should also partner together to implement the Monument Creek Watershed Restoration Plan (particularly in the upper watershed where possible), develop regional criteria, and improve flood monitoring practices.
- Work with Fort Carson, CDOT, and local municipalities to improve the safety and effectiveness of the transportation network along major Highway 115 and I-25.
- Improve Charter Oak Ranch Road outside Gate 19 at Fort Carson.
- Evaluate current methods for addressing road safety issues associated with trash-hauling activities on Highway 94.
- Develop an alternate rail connection to Fort Carson to support redundant and increased rail service.
- Facilitate public outreach and communication from Peterson AFB regarding PFOAs and water-quality issues.
- Where possible, El Paso County should coordinate with the Air Force Academy, the Town of Monument, the Fountain Creek Watershed District, and Colorado Springs Utilities to reduce stormwater impacts from new development. These groups should also partner together to implement the Monument Creek Watershed Plan (particularly in the upper watershed where possible), develop regional criteria, and improve flood monitoring practices.
- El Paso County should continue to support coordination efforts with the Academy, CDOT, and the City of Colorado Springs to ensure that transportation infrastructure and operations can meet the demands of the Academy's workforce and its visitors.
- Create a fire mitigation plan with residents (potential fire-resistant materials, defensible space, fire suppression systems, etc.) to reduce potential wildfire impacts in neighborhoods adjacent to installations and training areas.
- Craft a wildfire mitigation and watershed preservation plan for higher elevation forest areas surrounding each installation to include insect infestation management.

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Recreation & Tourism Continued

Core Principle: Maintain and expand the County's recreation and tourism options.

Goal RT3.

Explore projects, programs, and initiatives for enhancing tourism in unincorporated areas.

Objectives

Objective RT3-1: Prioritize partnerships and support for the marketing and programming of City for Champions projects.

Objective RT3-2: Appropriate funding for maintenance and improvements should be a high priority for existing tourism assets.

Objective RT3-3: Consider expanding the arts and culture industry to take a leading role in tourism especially during the tourism off season in order to make the region a destination during all four seasons.

Specific Strategies:

- **Priority:** Continue to maintain and improve existing natural assets and destinations including parks, trails, and open space facilities that support outdoor recreation tourism in the region.
- Promote regional arts and culture tourism by funding public art campaigns and securing partnerships with organizations that drew residents and visitors to new places across the County with mural or sculpture walks, festivals, and other programming.
- Expanded upon existing events and festivals and develop new signature events to provide tourist attractions throughout the year. Support improvements to existing, as well as development of new, arts and culture indoor and outdoor venues.
- Leverage the Eni Center for the Arts to promote arts and cultural programming and partnerships throughout the community.
- Improve existing facilities and find appropriate locations for new development to attract athletic tourism opportunities and the economic benefit that they encompass with increased spending at local restaurants, hotels, and retail establishments.
- Work with and not against shared-economy businesses as they do provide niche services that fill gaps and make the County more accessible for visitors.
- Regional partners should consider conducting a feasibility study for a new public or private convention center in El Paso County, possibly in Downtown Colorado Springs. The study should include the potential for direct public transportation access from the Colorado Springs Airport to the convention center.
- Utilize the findings and recommendations from the 2019 Broadband Study to help expand cellular service and Wi-Fi coverage throughout the region to eliminate dead spots and enhance safety, GPS navigation, and sharing of experiences on social networks.
- Protect and strengthen recreational tourism resources, natural and developed, permanent and temporary, due to their crucial importance to El Paso County's tourism industry and overall economy.
- Explore the feasibility of expanding and developing new indoor sports venues in the region to host regional tournaments.
- Work with the City of Colorado Springs to leverage the Olympic City USA brand and Olympic partners to promote the County as a destination with an Olympic legacy to attract additional sports tourism opportunities.
- Work with host organizations to ensure programming and events are inclusive of the aging population including holding activities in ADA accessible facilities with access to public transportation.
- Continue to maintain and create new partnerships with organizations and sponsors for events, festivals, and conferences to enhance the visitor experience in El Paso County.
- Partner with military installations to provide recreational and tourism information and discounts for military families to invite them to explore the region and foster a connection to its landscape.
- Continue to partner with the USAFA to coordinate and enhance the visitor experience as it relates to the renovated planetarium, new visitor center, renovated Cadet Chapel and areas open to the public.
- Coordinate with the Colorado Springs Convention and Visitors Bureau and the Colorado Tourism Office (CTO) to promote and market El Paso County and its tourist destinations to a broader audience. To help support this effort, the County should support efforts secure additional funding for branding and marketing specifically targeting tourist attractions and activities in the off season to promote year-round tourism.
- Encourage hotels, restaurants, and entertainment venues to offer packaged deals and discounts including unique regional experiences to help make it easier for business travelers to "make a trip" out of their time in El Paso County.

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replace "2019 Broadband Study" with "2019 Broadband Strategic Plan"

WORKING DRAFT FOR DISCUSSION PURPOSES ONLY



