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## IMPLEMENTATION

*Your El Paso Master Plan provides direction for growth and development within El Paso County and serves as a guide for County staff, officials, residents, and stakeholders. The Master Plan is the product of a collective effort between County staff and elected and appointed officials, the Master Plan Advisory Committee, the Planning Commission, the Board of County Commissioners, and most importantly, the residents of El Paso County. It represents the end of a 30-month planning process, but also the first step towards guiding change within the community and implementing the recommendations of the Plan.*

*The Implementation chapter is intended to translate the Master Plan's recommendations into proposed actions. This chapter outlines specific steps to assist the County in achieving Your El Paso Master Plan's long-term vision. It includes an action matrix detailing recommendations to realize the Plan's supporting strategies and identifies a variety of potential funding sources to support these efforts.*

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## 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.
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- 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 to occur 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.

## Maintain Public Communication

The Master Plan was 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.

## 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.

## Land Development Regulations

The County's Land Development Code, including zoning, development standards, subdivision design, overlay districts, division of land, annexation, and more, governs the use and development of property and provides a legal framework for many of the Master Plan's recommendations. Simply put, zoning is a powerful and effective tool for Master Plan implementation. The purpose of the County's Land Development Code is to preserve and improve the public health, safety and general welfare of the citizens and businesses of El Paso County, and to:

- Implement the Master Plan.
- Promote predictability, consistency, and efficiency in the land development process.
- Ensure appropriate opportunities for participation in the development process.
- Ensure due consideration is given to protecting private property rights, rights of individuals, and rights of the community as a whole.
- Guide future growth and development of the County in accordance with the Master Plan.
- Guide policy and action to provide adequate and efficient transportation, water, sewerage, schools, parks, playgrounds, recreation, and other public facilities.
- Establish reasonable standards of design and procedures for the subdivision of land.
- Ensure public facilities and services are available concurrent with development and will have a sufficient capacity to serve the proposed subdivision.
- Prevent the pollution of air, streams, and ponds; assure the adequacy of drainage facilities; and encourage the wise use and management of natural and biological resources throughout the County to preserve the integrity, stability, and beauty of the community and the value of the land.

## Code Amendments & Updates

It is important that the Land Development Code, particularly zoning, be reviewed and amended as necessary to ensure consistency and alignment with the principles, goals, and recommendations of the Master Plan, and to ensure these regulations remain an effective tool for plan implementation.

Your El Paso Master Plan establishes the overall character and intensity of land use and development throughout the County, as well as the policies and goals related to infrastructure, transportation, facilities and services, the natural environment, and much more. Based on the Master Plan's vision, principles, goals, and recommendations, the County should audit the existing Land Development Code and amend as necessary and appropriate to better meet the needs and desires of the El Paso County community. With guidance from the Master Plan, it is likely that several items may need to be evaluated in the Code, including but not limited to:

- Variances of use, special uses, and development review standards
- Conservation design standards
- Special use applications for mineral extraction
- Landscaping standards for new development
- Storage facilities and contractor equipment yards
- Shooting ranges including siting and safety considerations
- Billboards for the purpose of addressing visual clutter and light pollution
- Consolidation or elimination of obsolete zoning districts

## Guidance for Evaluating Land Use Applications

A key value of the Master Plan is using it to help inform and guide decision-making related to land use applications (zoning and subdivision), including use variances, special uses, planned unit development, standard district rezoning, sketch plans, preliminary subdivision plans, and final plats. Depending on the proposal being considered, the applicability for and level of needed Master Plan alignment will range significantly. For example, a standard rezoning request or Planned Unit Development (PUD) would necessitate a thorough compatibility review of the proposed land use application and the Master Plan. On the other hand, review and approval of a final plat of subdivision will already have been reviewed for land use, placetype, and areas of change compatibility, and will require a much less strenuous applicability review relative to the Master Plan. However, while acknowledging the various level of discretion and review needed, it is important that all land use related request be evaluated relative to compatibility, consistency, and overall support of the Master Plan.

## Guidance for Evaluating “One-Off” Uses & Development Requests

It is important to recognize that over time, uses and development will be proposed that were not anticipated are not consistent with some parts of the Master Plan, but may ultimately be determined to be desirable and appropriate. The Master Plan should be relied upon for guidance when considering a land use related application and consistency with the Plan should be added to the Land Development Code as one of the criteria for approval when taking formal action to approve or deny the land use application.

By using the Master Plan as an evaluation tool and decision-making guide, questions like those below can help determine land use compatibility and overall appropriateness and desirability from a planning perspective:

- Is land use/development consistent with the Placetype character and objectives within which the property is located?
- Will the proposed use/development enhance or, in the alternative, negatively conflict with the unique identity or character of a Key Area?
- Will the proposed use/development further the County's objective of meeting the Vision, Principles, Goals, and recommendations of the Master Plan?
- Will the proposed use/development support or, in the alternative, negatively conflict with the conservation design principles or other best practices identified in the Master Plan?

These are just some of the questions that could be asked and are examples of how applying the Master Plan can help guide the decision-making process specific to variances of use.

The County should continue to perform detailed review of land use related requests by comparing the proposed land use with the regulations outlined in the Land Development Code and in determining whether the proposed use could have significant adverse impacts on nearby properties resulting in use-to-use compatibility issues. While the use request may propose a use not anticipated or identified in the Master Plan's designated Placetypes, it is important that the proposed use or development is still compatible with the surrounding land uses and supports the overall character of the area. It is not possible to know, predict, or forecast all potential future uses or opportunities. As such, the Master Plan should serve as a guide to assist the County in the process of evaluating land use requests.

## Requests for “One-Off” Uses

One-off requests often require some form of zoning relief including variances, special uses, PUDs, rezoning, and others. While these proposed one-off requests include uses that may be desirable, they are often uses that were not previously predicted or anticipated and can be inconsistent with aspects of the Master Plan. Usually, market forces and demand for land use types, such as residential, commercial, businesses, and employment centers, can be forecasted through market analyses and can be planned for in terms of location, infrastructure, and character. However, with atypical land uses, such as concrete batch plants, mineral extraction operations (mining), large-scale energy generation facilities, and landfills, for example, market demands and locational needs cannot be predicted due to lack of data and the industries' variable nature. Instead, the siting of such uses can sometimes be solely based upon opportunities that can arise and change at any given time.

Considering this, the County should remain open-minded and adaptable to such uses, seizing opportunities that benefit the economic vitality and development potential of the community, while responsibly managing natural resources and preserving the overall character of each placetype. Again, considering and accommodating these often necessary but sometimes locally undesirable “one off” uses should be informed by and guided by the Master Plan.

### Factors to be Considered

There are numerous factors to take into consideration when reviewing a land use request. This includes determining potential impacts to the surrounding area, existing and proposed infrastructure, and the environment, including but not limited to the following:

- Major Roadway Access.** Connectivity and access to major roadways as well as traffic impacts and roadway degradation must be considered. If the proposed use is expected to create a large influx of traffic, existing roadway capacities must be assessed to ensure they can sufficiently support it. The County and development should reach an agreement on an approach to capacity improvements and safety enhancements in order to ensure public safety and to minimize the impacts to County infrastructure. If the proposed use is anticipated to cause undue degradation to County roadways, then the use should be carefully considered along with all necessary mitigation measures.
- Larger Land Area.** Many single large parcels or multiple smaller parcels owned by a single landowner exist in the County that create desirable opportunities for siting larger land uses through the redevelopment process. Multiple parcels under the same ownership, for example, could be consolidated to support and mitigate the impacts typically associated with large-scale land uses, such as energy generation facilities, landfills mining operations, or concrete batch plants.
- Environmental Impacts.** El Paso County contains a wide variety of environmentally sensitive areas that are cherished by residents and visitors alike. It is important that any approved use changes do not significantly impact these natural areas.

- Well-Integrated Within Established Placetype.** While some land use development changes are bound to propose a use that is different than what a respective placetype typically anticipates, it is crucial that the County ensures that the use is in keeping with the character of the placetype and that it is generally compatible and cohesive with existing uses in the area. This includes making sure the siting, scale, intensity, setbacks, and architectural character can be appropriately integrated into the surrounding area. Where proposed uses exhibit some degree of use-to-use incompatibility, buffering and screening should be provided at a scale that ensures reasonable mitigation of negative impacts.
- Connectivity to Adjacent Placetypes.** It is important that all approved use changes are well connected to adjacent placetypes. This means ensuring new roadways are appropriately paved, well-maintained, and integrated into the surrounding network; preventing dead-end arterial and collector roads; and providing safe, well-connected pedestrian access near residential areas and areas that provide daily goods and services. Environmental connectivity, such as wildlife migration corridors, open space contiguity, and drainageways are also key considerations.

### A Flexible Plan

Recognizing that it is impossible to foresee or forecast all future land use or development requests and given the unpredictable nature of land use requests, this Plan was written with the intention of remaining open and flexible to such opportunities. Moving forward, while using the Master Plan as a foundational guide for decision-making, it will be the role of County officials to implement the Plan by making decisions on land use requests in a manner that best fits the needs and vision of El Paso County.

### Land Use Request Master Plan Evaluation Checklist

The Land Use Request Master Plan Evaluation Checklist, provided below, is meant to serve as a guide to ensure the Master Plan is used in the decision-making/evaluation and approval process. Using the checklist, various relevant components of the Master Plan can be used to determine compatibility of a proposed land use. It is a given that not all land use requests will be compatible or supportive of every Master Plan component. But in the end, to be approved, a land use request should demonstrate that overall, it is compatible with and supportive of the Master Plan, even if not on every checklist item. As part of Master Plan implementation, the Land Use Request Master Plan Evaluation Checklist should be produced as standalone document and provided to the Planning Commission and Board of County Commissioners along with every land use application submittal packet of materials, as well as provided to all applicants. This checklist should be used throughout the public hearing process by Plan Commission members to track questions and responses and to more systematically and consistently use the Master Plan to evaluate land use requests.

### Master Plan Consistency Evaluation Checklist

The Master Plan Consistency Evaluation Checklist has four categories of considerations to use to facilitate the review of a proposed land use related project. **Baseline Considerations** are the minimum that should be asked to determine if the land use request is viable and beneficial to the County. **Geographic Considerations** help answer if the location of the proposed land use request is compatible with the Master Plan Placetypes, Areas of Change, and Key Areas. **County Systems Considerations** evaluate the land use request against its accessibility to existing infrastructure and services, and or the proposed provision of necessary infrastructure. **Best Practices Considerations** determine if the proposed project is utilizing the best tools and techniques to support development in the County. To use the Checklist, answer each question Yes or No for the specific request. If the request does not meet the specific condition (No), or if you have particular considerations or concerns of note, record you comments as to how concerns could be mitigated.

	Yes	No	Mitigation Comments
<b>Baseline Considerations</b>			
1. Is there a desirability or demand within the community for this use?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
2. Does the market support the need for the use/would it be viable if built right now?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
3. Would the use be providing necessary housing or essential goods and/or services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
<b>Geographic Considerations</b>			
1. Is the proposed use located within a Key Area? If so, does it fit with the development recommendations for that particular Key Area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
2. Does the use promote the level of change identified in the Areas of Change?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
3. Does the use fall within the primary or supporting land uses within the appropriate Placetype?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
4. Is the use located in a Priority Annexation Area? If so, does it align with the growth and development plans for the nearby municipality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
5. Is the use located within a Housing Priority Development Area? If so, is it one of the allowed housing types?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
6. Is the use located within a Commercial Priority Development Area? If so, is it one of the allowed commercial uses for that area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
7. Is the use located within an Employment Priority Development Area? If so, is it one of the allowed employment-focused uses for that area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
<b>County Systems Considerations</b>			
1. Is there existing infrastructure to which the development can connect? If so, what infrastructure exists? If not, are there existing or proposed plans to extend infrastructure to this area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
2. Does the development trigger the need for such infrastructure?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
3. Does the proposal trigger the need for pedestrian or multimodal connections and are those connections being provided?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
<b>Best Practices Considerations</b>			
1. Does the development appropriately include conservation design best practices to protect/preserve existing natural resources?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
2. Does the development include best practices to protect existing natural resources and prevent unnecessary property damage? If not, does it include methods for impact mitigation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>

## Funding Sources

Some policies and strategies recommended in the Master Plan may require special financing or expertise. In these cases, the County should pursue external partnerships and funding sources. A list of potential funding sources and incentives is provided in the following section. County staff should regularly monitor these sources to account for legislative or statutory changes that may influence the applicability or availability of funding, as well as proactively seek new, available funding sources. The following list provides a general overview of potential tools and resources rather than a detailed list of all requirements and applications.

## Housing

### Low-Income Housing Tax Credits (LIHTC)

LIHTCs are dollar-for-dollar federal tax credits for the creation of multifamily, affordable housing units. A developer could receive either a four or nine percent credit to cover the costs of redeveloping a multifamily building. This credit helps to increase the housing stock of livable housing units in neighborhoods. In addition, it provides affordable options for low-income families and helps them to access better neighborhoods.

### Historic Rehabilitation Tax Credit (HTC)

HTCs are subsidies used for the preservation of historically significant buildings and/or neighborhoods. A developer could receive up to a 45 percent tax credit for the rehabilitation and maintenance of a historic property. The Federal Historic Tax Credit provides a 20 percent federal income-tax credit to renovate income-producing, historic buildings. The State's Historic Preservation Tax Credit allows developers to obtain up to a 25 percent state income-tax credit on the rehabilitation of a historic property. By using HTCs qualifying housing could be saved, and properties of significance preserved.

### Senior & Active Military Property Tax Deferral Program

The Colorado Department of Treasury makes payments directly to the County for property taxes of qualifying seniors and active military personnel. This direct payment of property taxes is a lien against the property and does not have to be paid back until the individual is no longer eligible for deferment. Seniors must be at least 65 years old. Military personnel must be actively serving by January 1 of the year they sign up for the program. All previous years' property taxes must be paid and participants must own and occupy the property to participate in the program. As of 2016 El Paso County had 61 participants in the Deferral Program, second-most in the State behind Boulder County with 364.

### Senior & Veteran Property Tax Abatement Program

The Colorado Department of Local Affairs (DOLA) administers this program for seniors, their surviving spouses, and veterans living with disabilities. Through DOLA, the State Treasury distributes funds that cover half of the first \$200,000 in actual value of their property. Seniors must be at least 65 years old and have owned and occupied the property as their primary residence for the past ten years. Veterans must be rated by the U.S. Department of Veterans Affairs as permanently disabled and owned and occupied the property as their primary residence on January 1 of their application year. In 2019, El Paso County had approximately 27,000 seniors and 2,400 veterans in the program totaling nearly 30,000 applicants. Among all counties in Colorado, Jefferson County had the largest number of applicants with almost 40,000.

### Local & State Housing Authorities

Local and state housing authorities are established to help promote affordable housing and community development within their respective geographies. These organizations facilitate the operations of various programs to provide needs such as Section 8 housing, public housing, senior housing, loans and bonds, and tax credit partnerships. The following Housing Authorities are active in the County: El Paso County Housing Authority, Colorado Springs Housing Authority, Fountain Housing Authority, and Colorado Housing Finance Authority.

### Community Development Block Grant (CDBG)

The Community Development Block Grant (CDBG) program provides local governments, in conjunction with citizen participation, the opportunity to address a wide range of unique community development needs. The 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. The following reports were conducted by the County to inform CDBG prioritization:

- **2017-2021 Assessment of Fair Housing Report – Assessed fair housing conditions and identified issues in El Paso County.**
- **2017-2021 Community Development Block Grant Consolidated Plan – Five-year planning document that identifies housing, community, and economic development needs throughout the County and outlines strategies for prioritizing and addressing needs.**
- **2018 Community Development Block Grant Annual Action Plan – Compilation of prioritized objectives and activities to be undertaken in 2018 that was informed by the Consolidated Plan and the Fair Housing Assessment.**
- **2017 Consolidated Annual Performance Evaluation Report (CAPER) – Report outlining the progress the jurisdiction has made in carrying out its strategic and action plans.**

### County Programs

The Economic Development Department works with El Paso County Housing Authority (EPCHA) to help build affordable housing units in the County. Several housing programs administered by the El Paso County Economic Development Department currently operate within El Paso County to help provide communities with suitable living environments as well as assistance to homeowners for repairs and rehabilitations.

- **Single Family Turnkey Plus Mortgage Program –** Provides a partially forgivable Down Payment Assistance (DPA) Loan to eligible individuals and families who want to purchase a home anywhere in El Paso County.
- **Single Family Housing Rehabilitation Program –** Provides eligible County residents with a grant or loan funding to remove accessibility barriers for person with disabilities as well as health and safety improvements to the home.
- **Multifamily Mortgage Bond Program –** Finances the development of multifamily housing through the issuance of tax-exempt bonds in return for some or all units set aside for County residents of low- to moderate-income.
- **Housing Trust Fund –** An internally self-sustained fund available in the form of loans or the direct purchase of services that prioritizes the development of new, affordable, and accessible housing units.
- **Housing Resource Hotlines –** Phone-based assistance available to County residents in need of housing resources.

## 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.

### ***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 30 years with the opportunity for renewal for up to 50 years at 50 percent of the TIF.

### ***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.

### **Opportunity Zones (OZ)**

Enacted as part of the 2017 tax reform package (Tax Cuts and Jobs Act), Opportunity Zones are federal tax incentives to increase investment in low-income urban and rural communities. This economic development incentive allows investors to support distressed communities through private equity investments in businesses and real estate projects. The incentive is the deferral, reduction, and potential elimination of specific federal capital gains taxes. Investments are only applicable in a federally designated low-income census tract. Investments must be made into a Qualified Opportunity Fund (QOF). The QOF then must deploy 90 percent of the funds into qualified opportunity zone properties or businesses within six months.

### **Manufacturing Sales & Use Tax Exemption**

This tax exemption is offered through the Colorado Department of Revenue. It provides an exemption from state sales and use tax on purchases of manufacturing machinery, machine tools, and parts. Industrial businesses throughout El Paso County may be eligible for this exemption.

### **Colorado FIRST Grants**

Administered jointly between the Colorado Office of Economic Development and International Trade and the Colorado Community College System, the grants offer up to \$1,400 per full-time employee for companies relocating to or expanding in Colorado to assist with training funds for net new hires.

### **Advanced Industry Investment Tax Credit**

This tax credit administered through the Colorado Office of Economic Development helps Colorado advanced industry companies that are headquartered in Colorado receive more capital from Colorado investors. Colorado's seven advanced industries are Advanced Manufacturing, Aerospace, Bioscience, Electronics, Energy/Natural Resources/Cleantech, Infrastructure Engineering, and Technology and Information. The investor, the investee, and the investment all must meet certain criteria (more detailed information available on the Colorado Office of Economic Development and International Trade website).

### **Renewable Energy Sales & Use Tax Exemption**

Applicable businesses may receive this exemption annually for all Colorado sales and use taxes they paid on purchases of tangible personal property used directly in research and development of biotechnology.

### **Clean Tech and Media Tech Sales & Use Tax Refund**

Through the Colorado Department of Revenue, this refund is available to businesses employing fewer than 36 full-time employees in Colorado with its headquarters or 50 percent of all employees in the State. Covered items and activities include the sale, storage, use, or consumption of property used for research and development of clean or medical technology.

### **Job Growth Incentive Tax Credit**

This state funding source through the Colorado Office of Economic Development is intended to provide a state income tax credit to businesses undertaking job creation projects that would not occur in Colorado without this program. Businesses need to create at least 20 new jobs in Colorado, with an average yearly wage of at least 100 percent of the county average wage rate based on where the business is located. A business located in an Enhanced Rural Enterprise Zone must create at least five new jobs in Colorado, with an average yearly wage of at least 100 percent of the county average wage. All new jobs must be maintained for at least one year after the positions are hired to qualify.

### **Strategic Fund Incentive**

Offered through the Colorado Office of Economic Development and International Trade, this incentive supports and encourages new business development, business expansions, and relocations that have generated new jobs throughout the State. Local businesses must create new jobs in Colorado that are maintained for at least one year (see fact sheet on the Strategic Fund Incentive website for full requirements).

### **Work Opportunity Tax Credit (WOTC)**

This tax credit encourages employers to hire nine targeted groups of job seekers: Welfare/TANF recipients, Veterans receiving Food Stamps, Disabled Veterans, Ex-Offenders, Designated Community Residents, Vocational Rehabilitation, Food Stamp recipients between the ages of 18 and 39, Supplemental Security Income recipients, and Long Term TANF Recipients. The tax credit is administered by the Colorado Office of Economic Development and International Trades, and eligible employers can receive \$2,400 to \$9,000 per new employee.

## **Transportation**

There are various federal and state-funded programs for which El Paso County may apply. Most of the programs require a local match depending on the type of program. Below are a few of the programs available:

- Surface Transportation Block Grant Program (STBG)
- Transportation Alternatives Program (TAP)
- Off-System Bridge Program (BRO)
- Highway Safety Improvement Program (HSIP)
- Highway Users Tax Fund
- Congressional Appropriation Earmarked Federal Funding with Local Match (Demonstration)

The El Paso County Major Transportation Corridors Plan (MTCP) includes greater details on available funding sources for transportation improvements in El Paso County.

## **Statewide Transportation Improvement Program (STIP)**

The Colorado Department of Transportation (CDOT) is responsible for carrying out the statewide transportation planning process to receive federal funding for transportation improvement projects. The STIP contains capital and non-capital transportation projects and programs needing funding under Title 23 (Highways) and Title 49 (Transit) of the U.S. Code. The program also contains regionally significant transportation projects requiring action by the federal highway administration (FHWA) or the Federal Transit Administration (FTA). A STIP, by law, must be financially constrained. Therefore, all funding sources must be identified for each project.

Under federal rules, CDOT develops a STIP for all areas of the State and provides timely public notice and a reasonable opportunity for comment on the proposed programs. CDOT currently updates its STIP annually, exceeding the required four-year timeframe, keeping up to date with the long-range Statewide Transportation Plan (SWP). The STIP development process includes detailed discussions with local planning partners.

## 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.

## 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 \$1,000 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.

### ***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)



# Land Use

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

## Goal LU1.

**Ensure compatibility with established character and infrastructure capacity.**

### Objectives

**Objective LU1-1:** Some areas of the County should be planned for new development, while other areas should be preserved, protected, or see little new development.

**Objective LU1-2:** Continue to partner with all of the military installations to maintain compatible use transitions and buffers adjacent to each installation through open space protection and site-specific development restrictions.

**Objective LU1-3:** Protected/Conservation Areas should be preserved due to their local, ecological, or historical influence.

### Specific Strategies:

- **Priority:** 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. 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.
- Fountain Creek should continue to be protected by limiting development in and near the Fountain Creek Watershed, Flood Control, and Greenway District boundaries. Any proposed development within the District will need to adhere to the District's land use standards to prevent or otherwise mitigate any negative impacts.
- All new development and redevelopment in the Forested Area should strictly adhere to the transportation and infrastructure, stormwater requirements, built form, and transition guidelines outlined in their appropriate placetypes. Each development proposal should also be reviewed on a case-by-case basis to determine its specific impact on the Forested Area and the established character of the individual community.
- Corral Bluffs should be considered as an open space buffer to preserve the character of the adjacent rural areas to the east.
- Extending the boundaries of Paint Mines Park should be considered to help preserve this distinct County amenity and provide more public open space in the future.
- New development and any redevelopment in Forested Areas should be of a lower intensity to mitigate any impacts on the Forest, properly manage stormwater, provide safe access to major roads and state highways for the traveling public and emergency response vehicles and adhere to the strictest building codes to prevent any hazards such as fires and soil erosion related to poor planning, design, and construction.
- The Minimal Change: Undeveloped areas should experience some redevelopment of select underutilized or vacant sites adjacent to other built-out sites, but such redevelopment will be limited in scale so as to not alter the essential character.
- Conservation design (or clustered development) should routinely be considered for new development within the Large-Lot Residential placetype to provide for a similar level of development density as existing large-lot areas while maximizing the preservation of contiguous areas of open space and the protection of environmental features.

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## Goal LU2.

**Coordinate context-sensitive annexation and growth strategies with municipalities.**

### Objectives

**Objective LU2-1:** Continue to coordinate with the individual cities and towns as they plan for growth. Collaboration with the individual communities will prevent the unnecessary duplication of efforts, overextension of resources, and spending of funds.

**Objective LU2-2:** The character and intensity of new development or redevelopment in County enclaves should match that of the development in the municipality surrounding it.

**Objective LU2-3:** Prioritize the annexation of existing unincorporated County enclaves as opportunities arise.

### Specific Strategies:

- **Priority:** Continue to prioritize nonresidential growth in the Colorado Springs Airport area to help expand the employment center in unincorporated El Paso County.
- **Priority:** Coordinate with the U.S. Forest Service and the City of Colorado Springs to identify opportunities for the County to help ensure Pikes Peak is preserved and maintained as both a natural amenity and an economic asset.
- Regularly revisit discussions with the City of Colorado Springs and other municipalities regarding possible annexation of enclaves to explore means to finance improvements and service debt to make annexation a feasible consideration.
- Coordinate future development adjacent and within the Peterson Air Force Base flight area buffer with the military installations to ensure growth doesn't negatively impact the primary functions of Peterson Air Force Base.

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# 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 to 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 directly adjacent incorporated municipalities.

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# Housing and Communities

Core Principle: Preserve and develop neighborhoods with a mix of housing types.

## Goal HC1.

Promote development of a mix of housing types in identified areas.

### Objectives

**Objective HC1-1:** In Larger Enclaves, vacant industrial should be redeveloped to an entertainment use or small commercial retail center to better support residents.

**Objective HC1-2:** In Larger Enclaves, redevelop deteriorating single-family homes and sporadic commercial businesses to single-family attached or multifamily units to increase density where appropriate in the context of the existing neighborhood.

**Objective HC1-3:** Prioritize higher-quality redevelopment of any primary or supporting land use for the Urban Residential placetype as opportunities arise.

**Objective HC1-4:** In Suburban Residential areas, clustered development should be encouraged to increase density while also preserving open space and such development should consist of a mix of single-family detached, single-family attached, and multifamily units.

**Objective HC1-5:** Focus detached housing development in Large-Lot Residential and Suburban Residential areas given the increasing infrastructure and environmental constraints associated with such development to help maintain the established character of rural communities.

**Objective HC1-6:** 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.

### Specific Strategies:

- **Priority:** Continue to prioritize Suburban Residential in this area along Highway 24 in an effort to sustain Falcon's growth momentum. Suburban Residential would match the community's existing character and utilize available land to accommodate a sizable portion of the County's expected population growth without negatively impacting adjacent areas.
- Infill development in the Colorado Centre area should further support single-family detached units with some single-family attached, possibly along Horizon View Drive.
- Single-family attached and detached housing units should be developed in the Highway 105 & Interstate 25 area in a cohesive manner that establishes a seamless transition between different housing types, as opposed to large, isolated clusters or blocks of a single type of housing. Maintaining a mixed development pattern in this area should be prioritized by the County to preserve the existing residential character.
- Residential development near municipal boundaries adjacent to Falcon may include single-family attached and multifamily units.
- Immediate adjacency to Highway 24 should be utilized for larger commercial development, not only to support neighborhoods but also to capture commuters.

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# Housing & Communities Continued

Core Principle: Preserve and develop neighborhoods with a mix of housing types.

## Goal HC2.

Preserve the character of rural and environmentally sensitive areas.

### Objectives

**Objective HC2-1:** While large expanses of undeveloped land exist throughout the County, particularly in the Rural placetype, development should be prioritized elsewhere to efficiently utilize and extend existing infrastructure, conserve water resources, and strengthen established neighborhoods.

**Objective HC2-2:** Provide input and support to municipalities when updating their annexation plans to help identify areas for incorporation into municipalities based on infrastructure needs, maintenance costs and available funding, municipal interest and capacity, and other factors.

**Objective HC2-3:** Coordinate regularly with municipalities to maintain knowledge of plans for annexation.

**Objective HC2-4:** Ensure all future municipal annexations are contiguous to municipal limits to prevent the formation of enclaves of unincorporated areas.

**Objective HC2-5:** All future development proposals should be review to ensure they will not negatively impact the natural, environmental, or economic functions of the Mountain Interface placetype.

**Objective HC2-6:** Continue to carefully analyze each development proposal for their location, compatibility with the natural environment, and cohesion with the existing character.

**Objective HC2-7:** 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.

### Specific Strategies:

- Actively participate in the development of any new or updated comprehensive annexation plans being prepared by the incorporated municipalities, as appropriate. O 50
- Develop an intergovernmental agreement to coordinate with each of the municipalities experiencing substantial growth. O 50
- Prioritize suburban residential in the Highway 94 Priority Development Area to provide a transitional buffer between the City and less-dense unincorporated County to the east, helping to protect its rural character. L 53
- Efficiently use land to help preserve open space and reduce impacts on the critical missions being performed at Schriever Air Force Base and adjacent rural areas. O 53
- The County should prioritize Suburban Residential in the Fountain area to support annexation of this area into Fountain. O 53
- Denser development should be allowed in the Fountain Priority Development Area if compatible with the existing development pattern in the City of Fountain and central water and sewer services are extended. O 53
- Carefully plan the Black Forest/North Central Large-Lot Residential Priority Area to ensure preservation of natural areas while still accommodating new development for future residents. O 54
- Maintain existing and expand the Large-Lot Residential placetype in Black Forest/North Central area in a development pattern that matches the existing character of the developed Black Forest community. O 54
- While an overall density of 2.5 acres per lot should be maintained within the Highway 24 Large-Lot Residential Priority Area, consistent with the Large-Lot Residential placetype, denser development should be allowed if compatible with the existing development pattern and central water and sewer are being extended to provide a transition to expanding Suburban Residential development in Falcon and areas to the south. O 54
- Denser development is appropriate in areas with access and connectivity to the Highway 94 corridor with compatible development patterns and extension of central water and sewer infrastructure from an existing provider. This should also occur in the areas surrounding Ellicott. L 54
- Prioritize protection and conservation over new development and redevelopment in the Mountain Interface placetype, where appropriate. O 55
- Smaller-lot single-family detached homes that are sustainable and compatible where central services are available should be the only residential use allowed in the Mountain Interface placetype. O 55
- Residential development on individual well and septic should be limited in the Mountain Interface placetype. O 55
- Adequate emergency services, particularly fire management, and appropriate utility infrastructure should be present before approval of residential development is considered in the Mountain Interface placetype. O 55
- Emphasize the use of conservation easements to protect open space and farmland. O 64
- Density bonuses should also be considered in exchange for allocating areas for conservation when development is proposed within a suburban area or in large lot residential areas adjacent to growth areas. O 64
- Function 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 a singular GIS database. S 64
- 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. O 65
- 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. O 65
- Large-Lot Residential development should not be allowed within a certain distance of the critical natural assets to ensure they are not negatively impacted by future development. Evaluate new developments on a case-by-case basis to determine their impact on these natural assets. O 65
- Conservation design should help establish a central commercial area in a Rural Center without encouraging sprawling land-consumption. O 65

# Housing & Communities Continued

Core Principle: Preserve and develop neighborhoods with a mix of housing types.

## Goal HC3.

Locate attainable housing that provides convenient access to goods, services, and employment.

### Objectives

**Objective HC3-1:** Emphasize redevelopment of smaller enclaves to denser urban residential uses such as multifamily and single-family attached dwelling units where compatible and appropriate in the context of the existing neighborhood, which may also require parcel consolidation if existing businesses leave.

**Objective HC3-2:** Support mixed-use development, where feasible, in some of the smaller enclaves with appropriate parcel consolidation, roadway configuration, and design.

**Objective HC3-3:** Redevelopment in the smaller enclaves should emphasize residential development first and then accommodate supporting uses.

### Specific Strategies:

- **Priority:** Consider increasing densities 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. Single-family attached and multifamily units should be located directly adjacent to commercial focal points to accommodate density in the County.
- **Priority:** Permit projects that include a mix of housing types and increase market-driven affordability, including 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.
- Consider multifamily apartments on the west side of Horizon View Drive to help provide affordable options for future residents, many of which could be working at existing or new businesses around the Colorado Springs Airport.
- Emphasize Stapleton Road, Woodmen Road and Vollmer Road as connectivity corridors that provide important access to necessary goods and services in surrounding communities, which also generally supports suburban residential development in the Falcon area.
- Emphasize the Stapleton Road/Curtis Road corridor as a connectivity corridor that provides important access to necessary goods and services in this community, which also generally supports suburban residential development in the Highway 24 area.
- Support the completion of Stapleton Road to improve connectivity between Falcon and Colorado Springs.
- Neighborhood-level commercial uses and public services should also be considered in Falcon at key intersections.
- Consider allowing attached housing units throughout the Highway 94 Suburban Residential Priority Development Area on a case-by-case basis depending on the size and scale of each development.
- Consider supporting commercial uses particularly along Highway 94 to serve the neighborhoods and workers at Schriever Air Force Base.
- Prioritize suburban development to help increase density in the Schriever Air Force Base area with smaller-lot sizes, attached housing, and multifamily apartments.
- Encourage expansion of the Rural Center in Ellicott to support the daily commercial needs of residents near Schriever Air Force Base.
- Additional commercial uses should be developed at the Highway 94 and Enoch Road intersection in a manner compatible with and supportive of base operations as well as the anticipated suburban residential development.
- Commercial nodes should be considered where appropriately served by the transportation network in the northern portion of the Black Forest/North Central Large-Lot Residential Priority Development Area to provide commercial goods and services within closer proximity to the population in this area and to reduce unnecessary travel to other parts of the County and establish key commercial areas within the communities that need them.
- Allow accessory dwelling units (ADUs), where appropriate, as another tool to support more affordable rents and proactively promote the construction of ADUs by providing local fee waivers, pre-approved unit plans, assistance navigating the permit process, and by working with local lenders to ensure construction and permanent financing is available for homeowners wishing to build ADUs.
- Consider reducing parking provisions, particularly for multifamily, to help reduce the amount (and cost) of land needed per unit. (Mid-Term) (Page 61)
- Coordinate with the Economic Development Department and EPCHA as key partners in procuring, marketing, and utilizing housing incentives.
- Consider partnering with existing affordable housing organizations such as El Paso County Housing Authority (EPCHA), Colorado Springs Housing Authority, and Fountain Housing Authority to establish a regional CLT and continue to work with Rocky Mountain Community Land Trust and Ithaka Land Trust to improve housing affordability in El Paso County.
- Support and promote housing cooperatives in all residential areas, partnering with related organizations to help establish them when appropriate.

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# Housing & Communities Continued

Core Principle: Preserve and develop neighborhoods with a mix of housing types.

## Goal HC4.

Support aging-in-place housing options to meet residents' needs through all stages of life.

### Objectives

**Objective HC4-1:** Denser housing development should occur in Suburban Residential, Urban Residential, Rural Center, and Regional Center placetypes.

**Objective HC4-2:** Duplexes, townhomes, multifamily apartments, condominiums, and senior housing projects should be considered in each of the residential placetypes on a case-by-case basis where they can be integrated into the character of a given neighborhood.

**Objective HC4-3:** Support the development of housing types that further support aging in place.

### Specific Strategies:

- **Priority:** Encourage inclusion of single-family attached housing when a residential developer or property owner begins the development application process within the Suburban Residential, Urban Residential, Rural Center, and Regional Center placetypes.
- Encourage new and infill development within the significant area of available vacant or underutilized agricultural, land across Interstate 25 in the Highway 105 & Interstate 25 Suburban Residential Priority Development Area to continue the expansion of existing Suburban Residential areas.
- Continue coordinating with institutions that have group quarters to ensure they have appropriate space for any growth or changes to their installations that their current available land cannot accommodate.

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# Economic Development

Core Principle: Strengthen the economy with a skilled workforce and targeted investment.

## Goal ED1.

Recruit new businesses and spur the development of growing sectors.

### Objectives

**Objective ED1-1:** Identify barriers to mixed-use, including zoning, development, and subdivision provisions that prohibit such development.

**Objective ED1-2:** Evaluate the use of form-based code or zoning overlays to increase regulatory flexibility while maintaining consistent and context-sensitive design.

**Objective ED1-3:** To help activate spaces, provide more options for fun and recreation to residents.

**Objective ED1-4:** Attract more visitors to the County by emphasizing development of entertainment uses in Regional Centers.

**Objective ED1-5:** Allow residents to manage compatible, low-intensity personal businesses from their home to create greater opportunities for new companies to be established.

**Objective ED1-6:** Large employers should be located on major roadways to improve connectivity and minimize their impact on daily traffic.

**Objective ED1-7:** Transit routes and stops at or near all Employment Centers should be strategically located as these areas continue to develop and redevelop.

### Specific Strategies:

- **Priority:** Collaborate with leading businesses in growing regional sectors including healthcare, technology, and logistics to identify and develop strategies to further expand these industries through cooperative arrangements with chambers of commerce, the Economic Development Department, and other organizations.
- Consider supporting smaller office uses to provide professional services in the Gleneagle community.
- Consider prioritizing Meadow Lake Airport for new employment uses to capitalize on the existing distribution network.
- Conduct a market analyses to identify gaps in retail, employment, and transit service and promote mixed use development in addressing these gaps.
- Light and heavy industrial should be the primary businesses in the Meadow Lake Airport area.
- Continue to support existing businesses but also help the Security-Widefield Employment Center transition to more formal industrial uses as redevelopment allows.
- Allow office uses along the edge of the Security-Widefield Employment Center to help buffer adjacent residential uses.
- Require improved screening as redevelopment occurs in Security-Widefield while emphasizing the importance of internal placement in order to keep new non-residential uses well-separated from existing adjacent residential uses.
- Identify areas with enough land to support companies that require a significant development footprint as development continues to occur.

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## Goal ED2.

Support efforts to recruit, train, and retain a skilled workforce.

### Objectives

**Objective ED2-1:** Transit routes and stops at or near all Employment Centers should be strategically located as these areas continue to develop and redevelop.

**Objective ED2-2:** Foster and further develop all partnerships that are essential to workforce development in the community to ensure residents have access to the tools and training they need to live and work in El Paso County.

### Specific Strategies:

- **Priority:** Continue to work closely with the PPWFC and promote access to the PPWFC through its website and consider highlighting access to this resource in social media and promote not just the Center, but also the training opportunities it provides underscoring the grant based and free programs it offers.
- Continue to support the existing industrial businesses in the Bradley Road area.
- Consider providing direct access to this PPWFC through the Economic Development Department's website as a way to connect more residents to apprenticeship opportunities.
- Work with partners like Pikes Peak Community College and other Colorado Community Colleges and public and private universities to circulate PPWFC resources among enrolled and prospective students to connect them to careers in in-demand industries.
- Encourage Pikes Peak Community College, in partnership with the Economic Development Department and the Small Business Development Center (SBDC), to promote the Existing Industry job training program with established businesses in the community and make information on the program widely available online through their websites and social media.
- Encourage the SBDC to consider providing application assistance to businesses in the community interested in utilizing the program for staff training and also utilize the Colorado First grant program to attract new businesses to El Paso County.
- Work with the Pikes Peak Library District to expand the Adult Education program to communities in El Paso County outside of the City of Colorado Springs to promote wider access to these services.
- Collaborate with the University of Colorado Colorado Springs College of Letters, Arts, and Sciences to learn from their experience during the Discovery Phase and executing the Action Phase of the Work-based Learning Lab program and utilize LAS as a partner to connect communities interested in the program to the CWDC and assist them with requirements of the program and ensure their Action Phase is successful.
- Consider expanded partnerships with the network of Colorado Community Colleges and public and private universities in the County to ensure these institutions have the tools and capacity they need to plug in and utilize the CDLE Apprenticeship Directory and, in the case of LAS, support them in completing the Action Phase of the CWDC Work-based Learning Lab program.
- Consider extending relationships to community groups that would be well suited to conduct the Work-based Learning Lab program such as community development corporations or educational institutions outside of Colorado Springs.
- Foster a relationship with is the Pikes Peak Library District to work towards County-wide offerings for adult education and similar programs.

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# Economic Development Continued

**Core Principle:** Strengthen the economy with a skilled workforce and targeted investment.

## Goal ED3.

Encourage the development of commercial districts in underserved areas.

### Objectives

**Objective ED3-1:** Continue promoting commercial development to serve increasing residential neighborhoods in the Falcon area.

**Objective ED3-2:** Highly consider entertainment businesses in order to foster more-engaging activity in Falcon, including but not limited to movie theaters, concert/theater venues, or sports and recreation facilities.

**Objective ED3-3:** Emphasize the development of grocery stores, restaurants (both drive-thru and sit-down), gas stations, pharmacies, and neighborhood-scale services along Highway 24.

**Objective ED3-4:** Strongly encourage mixed-use development within the Urban Residential placetype.

**Objective ED3-5:** Prioritize commercial development within or near rural communities and within the Rural Center placetype to limit barriers to shopping districts and employment centers.

**Objective ED3-6:** Prioritize commercial use as development opportunities arise in order to support the growing residential base in the rural areas.

### Specific Strategies:

- **Priority:** Work to expand the Ellicott Rural Center with additional commercial uses to help support the surrounding growing residential including a larger grocery store, additional restaurants, coffee shops, and service businesses.
- Expand the Regional Center in Gleneagle to include larger commercial development, including large retail centers to support more residents and travelers along Interstate 25.
- The Regional Center in Falcon and the Rural Center in Peyton should be expanded to meet the growing commercial needs of the expanding residential development in this area.
- New residential uses in the Ellicott community would further support expansion of the Ellicott Rural Center area, which could help provide areas to the east with better access to goods and services.
- Prioritize the development of Rural Center in the Highway 24 Commercial Priority Development Area to serve adjacent Suburban Residential to the north of Highway 24 and the Large-Lot Residential to the south, which should also provide some general commercial directly adjacent to Meadow Lake Airport to support the employee population.
- Promote the development of undeveloped land and redevelopment of existing commercial areas in the Security-Widefield Commercial Priority Development Area near the Can Am Highway for commercial use to serve Security-Widefield and capture local commuters.
- Vacant land along Main Street in Security-Widefield should be redeveloped to strengthen the commercial nature of this street.
- Assist unincorporated communities in providing financial and regulatory incentives such as a height or density bonus or tax abatement to facilitate mixed use development in locations where mixed use is not a proven concept.
- Encourage the consolidation of smaller commercial businesses for redeveloped into a more employment-centric businesses along Bradley Road.
- Encourage the develop of the available land along Bradley Road as a larger-scale employment use.

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## Goal ED4.

Utilize economic opportunity zones to support new business development.

### Objectives

**Objective ED4-1:** Continue to collaborate internally across departments when updating the Five-Year Strategic Plan to create incentives and policies that support the efforts of the SBDC.

**Objective ED4-2:** Target growing sectors of the region including professional services, healthcare, and technology for Highway 21(Powers Boulevard).

**Objective ED4-3:** Emphasize the proximity to Peterson Air Force Base as an opportunity to support companies with a military focus.

### Specific Strategies:

- **Priority:** Identify opportunities for infill and redevelopment such as underutilized properties along major transportation and transit corridors such as vacant commercial center properties or industrial brownfields and coordinate these opportunities with the County's existing Urban Renewal Authority process.
- Limit future development in the Colorado Springs Airport area to align with existing APZs.
- New or redevelopment around COS Airport should be light or heavy industrial businesses such as warehousing or distribution.
- Encourage the develop of unincorporated portions of the Highway 21 (Powers Boulevard) Employment Priority Development Area as a formal Employment Center.
- Priority businesses along Highway 21 (Powers Boulevard) should match those that already exist around the Colorado Springs Airport such as industrial flex, manufacturing, and distribution.
- Continue to prioritize non-residential growth along Highway 21 (Powers Boulevard) to help establish the first true Employment Center in unincorporated El Paso County.
- Support the development of the railyard by Fort Carson as a catalyst for the creation of a strong employment hub to serve the entire County.
- Promote rural business initiatives in unincorporated communities and consider working directly with interested communities to apply for these initiatives.
- Work to better serve and support people from disadvantaged groups in their efforts to start a company and improve the County's overall economy and partner with the Minority Business Office to promote and utilize its resources and services in El Paso County.
- Partner with local educational institutions, property owners, rural chamber of commerce, and developers to evaluate the potential for the construction of coworking spaces, particularly in rural communities far from Colorado Springs.
- Actively support initial efforts to support entrepreneurs and small, new-business startups through partnership with local chambers of commerce and other economic development organizations.

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# 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.
- 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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# Transportation & Mobility Continued

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

## Goal TM2.

Promote walkability and bikability where multimodal transportation systems are feasible.

### Objectives

**Objective TM2-1:** Transportation improvements should prioritize active modes of transportation and connections to local destinations over vehicular travel and regional trips.

**Objective TM2-2:** Continue to prioritize projects as recommended by the MTCP as they expand multimodal transportation infrastructure in the County.

### Specific Strategies:

- **Priority:** Require new developments in more dense areas to supply sidewalk connections to adjacent developments (both residential and commercial) and in less dense areas detached sidewalks and off-road trails should be utilized as a way to provide multimodal transportation options.
- Roadways that provide access points should also include sidewalks and bike lanes where appropriate to support multimodal transportation options in the County.
- Detailed sidewalk data regarding locations, repairs, and gaps is not currently available and should be collected as an initial next step.
- Require all new residential development within suburban and urban placetypes and commercial development to build internal sidewalk networks in order to promote pedestrian connections.
- Additional network improvements should be pursued to provide alternative routes for commuters currently passing through Urban Residential and Suburban Residential placetypes to reduce unnecessary traffic on major roadways.

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## Goal TM3.

Foster transit-supportive development and coordinate to expand public transportation options.

### Objectives

**Objective TM3-1:** Encourage increased public transportation use in the region by using existing and expanded platforms and connections within the community.

### Specific Strategies:

- **Priority:** Any new Park-N-Ride facilities developed in the County needs to be integrated into the public transit network whether they be bus or commuter rail. Balancing this type of infrastructure with growth should be a priority of the County to ensure access throughout the region.
- **Priority:** Continue to support PPACG in conducting assessments of the current service provided against future needs across the County.
- 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.
- 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.
- Consider conducting studies to find gaps and provide solutions to mass transit issues and consider working with MMT to find strategies to keep fare cost down for those that are least able to pay.
- Support Calhan Connection increased ridership by promoting and advertising the service in the County, which 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.
- Assist transit providers with finding a way to utilize a "universal" fare card system that would allow users to transfer between services without having to pay double fares to complete their journey.

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# Transportation & Mobility Continued

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

## Goal TM4.

Develop a sustainable funding mechanism for transportation infrastructure and maintenance.

### Objectives

**Objective TM4-1:** Require multimodal transportation with all new projects as there are specific federal funding opportunities for these types of projects.

**Objective TM4-2:** Prioritize denser development adjacent to municipal limits to encourage annexation.

### Specific Strategies:

- **Priority:** 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.
- **Priority:** 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.
- Consider promoting the renewal of the Pikes Peak Regional Transit Authority sales tax into the next 10-year period by advocating to voters the major need to continue regional transportation improvements to keep pace with growth and increasing maintenance obligations.

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# Community Facilities

**Core Principle:** Continue to coordinate with local and regional agencies to provide well-managed, high-quality community facilities and services.

## Goal CF1.

Coordinate with agencies to provide high-quality community facilities, services, and infrastructure to enhance quality of life.

### Objectives

**Objective CF11-1:** Continue to develop and establish strong relationships and coordination with partner agencies to ensure they are not, or even perceived to be, operating in a silo.

**Objective CF11-2:** Support efforts by the school districts to develop individual long-range capacity and facilities plans based on planned growth in El Paso County in order to accommodate actual growth.

### Specific Strategies:

- **Priority:** Ongoing and regular meetings should be conducted with partnering agencies to discuss plans, projects, needs, and opportunities for collaboration and coordination.
- Require new developments to participate in and join the closest fire district.
- Explore possible planning solutions to shorten response times for emergency services across El Paso County.
- Collaboration with the Emergency Services Authority (ESA) to 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.
- Long range capacity plans prepared by school districts should inventory current educational facilities and capacity as well as anticipated needs over the next 10 to 20 years and 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.
- Support plans for the siting of additional treatment plants or modification of existing facilities to allow for more effective use of non-potable water and to promote plans for responsible aquifer recharge.

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## Goal CF2.

Improve the effectiveness of public safety through coordination, funding, and planning.

### Objectives

**Objective CF12-1:** Support more direct and regular communication with elected and appointed officials and staff, including considering enhanced virtual forums where participants can post or discuss how the County, residents, and businesses can better communicate and collaborate.

**Objective CF12-2:** Continue to periodically reassess the existing road network and service nodes in the 2016 Master Transportation Corridors Plan.

### Specific Strategies:

- Continue to assess department and staff needs to gauge the capacity and level of service the County is currently able to provide and determine where additional staff may be needed.
- Consider adopting 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.
- Continue to require new developments provide multiple points of access into subdivisions to help decrease response times.
- Partner with schools to design projects that make crossing major intersections in order to ensure that routes to school are safer for students.
- 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.
- 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.

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# Community Facilities Continued

**Core Principle: Continue to coordinate with local and regional agencies to provide well-managed, high-quality community facilities and services.**

## *Goal CFI3.*

**Ensure adequate provision of utilities to manage growth and development.**

### *Objectives*

**Objective CFI3-1:** 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.

**Objective CFI3-2:** Promote urban level development in areas served by centralized utilities.

**Objective CFI3-3:** Periodically update the County Master Plan, particularly the placetypes and land use component, to better identify and plan for areas of future growth in a manner that is consistent with the WMP.

**Objective CFI3-4:** Locate new development where it can take advantage of existing or proposed water supply projects that would allow shared infrastructure costs.

**Objective CFI3-5:** Continue to improve coordination with fire districts, developers, and other groups to ensure that new development provides appropriate fire suppression water supplies and infrastructure.

**Objective CFI3-6:** In general, all forms of energy generation should be considered and appropriately sited in the County as opportunities arise.

**Objective CFI3-7:** Create public-private partnerships to extend broadband infrastructure.

**Objective CFI3-8:** If it is economically feasible, wastewater service should be provided in regional and sub-regional publicly owned wastewater treatment facilities, and smaller privately owned facilities will be avoided.

**Objective CFI3-9:** Ensure wastewater treatment systems will be properly operated and maintained and that they will not exceed the maximum treatment capacity if future growth is planned.

### **Specific Strategies:**

- **Priority:** Create a structure of both resources and an internal organization structure to sustainably execute the Broadband Strategic Plan.
- All site applications for the region, prior to being submitted to Colorado Department of Public Health & Environment (CDPHE), should include a coordinated review by the Water Quality Management Committee, Pikes Peak Area Council of Governments (PPACG) staff, and appropriate management agencies within the watershed. The site application will be reviewed against the 208 Plan, CDPHE Regulation 22, and other appropriate local and state regulations and policies. It should also be reviewed with El Paso County for potential 1041 applicability.
- Coordinate with PPACG staff to review proposed changes to applicable CDPHE water quality standards, regulations, or policies affecting the review of site applications and discharge permits.
- Onsite Wastewater System (OWS) greater than 2,000 gallons per day should connect to a designated management agency's wastewater system if it is economically and technically feasible. OWS systems of less than 2,000 gallons per day that serve homes or small businesses should be encouraged to connect to a designated agency's system when it becomes accessible and continue to be reviewed by the local County health department where it will be constructed.
- Lift stations must provide enough emergency storage capacity at peak flow for the specific entity to respond to an emergency, and either fix the problem or remove the wastewater through trucks.
- Monitor the development of new technologies as it continues to consider new opportunities for wind energy.
- Develop assets that align to a strategic plan and make them available through partnerships with the private sector in order to address underserved broadband areas.
- Create key Targeted Improvement Zones and additional projects that can improve services for underserved populations.
- Consider creating a working group of telecommunication providers that would meet quarterly to discuss issues of interest to both the County and their private partners.
- Create a Dig-Once/Joint Build policy, which will help 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.
- Consider adopting additional policies to govern the deployment of 5G/small cell infrastructure.

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# Community Facilities Continued

**Core Principle: Continue to coordinate with local and regional agencies to provide well-managed, high-quality community facilities and services.**

## Goal CFI4.

Use best management practices to protect water quality, conserve water, minimize impacts of flooding, and beautify El Paso County.

### Objectives

**Objective CFI4-1:** Directly help communities identify the projects they need funded and assist in sourcing funds from state and federal grants as an alternative to paying for projects through local tax funds.

**Objective CFI4-2:** Protect and enhance the quality, quantity, and dependability of water supplies by encouraging and supporting legislation that preserves and protects all drinking water sources in the County.

**Objective CFI4-3:** Plan for water resources in a thoughtful way that recognizes the nonrenewable nature of water resources in the area, accommodates existing and historical uses, and allows for sustainable, planned growth.

**Objective CFI4-4:** Encourage water infrastructure projects to be sited and designed in a manner that promotes compatibility with adjoining uses and provides reasonable mitigation of any adverse visibility and other environmental impacts.

**Objective CFI4-5:** Consider allowing higher residential densities for new developments, in appropriate locations, where such developments will be served by water providers that are optimizing their supplies through established reuse and conservation measures.

**Objective CFI4-6:** Encourage development that incentivizes and incorporates water-efficient landscaping principles.

**Objective CFI4-7:** Recognize and plan for the water supply challenges and limitations inherent in each of the regional planning areas of the Water Master Plan. Place emphasis on Regional Planning Area 3 (Falcon) due to its current reliance on nonrenewable Denver Basin wells and the Upper Black Squirrel Creek (UBSC) alluvium, which is renewable but limited and over appropriated.

**Objective CFI4-8:** Support the implementation of conservation projects by water providers.

**Objective CFI4-9:** Support appropriate efforts by water providers to incorporate drought conditions in their supply and demand forecasts in providing future and existing water supplies.

**Objective CFI4-10:** Support efforts by water providers to effectively and environmentally implement potable and non-potable water re-use including augmentation.

**Objective CFI4-11:** Collaborate with the State and other stakeholders to extend the economic life of the Denver Basin aquifers.

**Objective CFI4-12:** Denver Basin groundwater should be preserved as much as practical through water conservation and efficiency, extending the economic useful life.

**Objective CFI4-13:** Promote collaboration among the County, municipalities, water service providers and regional and State agencies using Memoranda of Understanding (MOUs) or similar arrangements. Use MOUs to address shared source water protection and mutual concerns impacting water quality.

**Objective CFI4-14:** Reach a broad geographic range of community members and stakeholders, and gather feedback on water issues including location-specific input, strategy preferences, and open-ended feedback.

**Objective CFI4-15:** Municipalities, counties, utilities, and other water providers should promote local water conservation and use of non-potable water by supporting appropriate educational efforts and ordinances.

**Objective CFI4-16:** Stormwater detention, retention ponds, or other best management practices (BMPs) should be required to minimize flooding, maximize infiltration, and minimize water quality impacts from impervious surface contaminants.

### Specific Strategies:

- **Priority:** Encourage the submission of a water supply plan documenting an adequate supply of water to serve a proposed development at the earliest stage of the development process, as allowed under state law. The water supply plan should be prepared by the applicant in collaboration with the respective water provider. ○ 97
- **Priority:** Encourage the development of water resources surveys through monitoring programs and studies that could result in an increased understanding of the quality, quantity, and rate of depletion of available water supplies in the area, including but not limited to private wells. ○ 99
- **Priority:** Support further research to determine non-potable water use strategies that have been found to be effective in other cities and counties. ( ○ 103
- **Priority:** Where site conditions require wastewater collection and central treatment, efforts should be made to consolidate treatment plants. Consideration, however, needs to be given to protection of instream flows, wastewater reuse opportunities, and water rights obligations. Every effort should be made to consolidate management agencies and special district boundaries where possible and financially feasible. At a minimum, proper long-term operation and maintenance should be provided by a responsible operating entity. ○ 103
- **Priority:** Any water supply element should include conservation policies. These may include goals as a condition of development approvals, including subdivisions, planned unit developments, special use permits, and zoning changes. ○ 105
- To address residents' concerns the County should offer more opportunity for public participation on County projects. ○ 91
- Continue to require documentation of the adequacy or sufficiency of water, as appropriate, for proposed development. ○ 97
- Incorporate meaningful water conservation measures in those areas with higher-density, mixed-use developments. ○ 97
- Consider amendments to the Land Development Code to incorporate water efficiency standards, such as: allowing xeriscaping or native and drought-tolerant landscaping and allowing water efficient irrigation techniques. S 97
- Minimizing the percentage of landscaped area covered with non-native turf and increasing the percentage of landscape areas that can be covered with non-living landscape material. ○ 97
- Encourage land use proposals to expressly declare water source(s), quality, quantity, and sustainability in terms of years and number of single-family equivalents. ○ 97
- Encourage re-use of treated wastewater for irrigation and other acceptable uses when feasible. ○ 97
- Consider opportunities to demonstrate the benefits of using non-potable sources of water and to dispel negative perspectives. ○ 98
- Encourage land uses that accommodate the reuse of water, including capture of non-consumptively used water within the basin and use of reclaimed water for irrigation, within legal parameters and providing that water quality is maintained. ○ 98

# Community Facilities Continued

**Core Principle: Continue to coordinate with local and regional agencies to provide well-managed, high-quality community facilities and services.**

## Goal CFI4. Continued

Use best management practices to protect water quality, conserve water, minimize impacts of flooding, and beautify El Paso County.

Specific Strategies:	Time	Page	Specific Strategies:	Time	Page
<ul style="list-style-type: none"> <li>Explore options for the use of non-potable water and further research into the use of reclaimed and renewable water.</li> </ul>	○	98	<ul style="list-style-type: none"> <li>Encourage the reuse of biosolids as a primary application on crop and pastureland, land reclamation sites, nurseries, commercial landscapes, and re-use of treatment plant effluent. Efforts to beneficially use biosolids should be supported by local governments where financially feasible.</li> </ul>	○	103
<ul style="list-style-type: none"> <li>Work with water providers to advocate for legislation and regulations which allow appropriate water reuse, promoting safe and effective reuse throughout the County, and improve public understanding of water reclamation.</li> </ul>	○	98	<ul style="list-style-type: none"> <li>Make certain that all site applications for wastewater systems that are over 2,000 gallons per day have been reviewed and are consistent with applicable County and state ISDS regulations as well as 1041 regulations.</li> </ul>	○	103
<ul style="list-style-type: none"> <li>Assist water providers, to the greatest extent practicable, in any future efforts to prepare demand forecasts by sharing information about population growth and new industries or developments in the County that will increase the demand for water.</li> </ul>	○	98	<ul style="list-style-type: none"> <li>Require an analysis of costs associated with hookup to a central wastewater treatment facility.</li> </ul>	○	103
<ul style="list-style-type: none"> <li>Evaluate cluster development alternatives during planning to determine if water savings could occur.</li> </ul>	○	98	<ul style="list-style-type: none"> <li>Require thorough state, regional, and local reviews of all proposed subsurface disposal systems. These systems are a growing problem in the region, and with reduced federal funding for centralized facilities, these ISDSs are likely to see increased use.</li> </ul>	○	103
<ul style="list-style-type: none"> <li>Promote water-conscious developments through improved land-use policies.</li> </ul>	○	98	<ul style="list-style-type: none"> <li>Make sure location, depth, installation, operation and maintenance of systems and other information is put into a central database tracking system.</li> </ul>	○	103
<ul style="list-style-type: none"> <li>Discourage individual wells for new subdivisions with average lot sizes smaller than 2.5 acres when there is a reasonable opportunity to connect to an existing central system or construct a new central water supply system when the economies of scale to do so can be achieved, especially in the Laramie-Foxhills, Lower Arapahoe, Denver and Lower Dawson aquifers.</li> </ul>	○	98	<ul style="list-style-type: none"> <li>Consider the consolidation of districts so that wastewater services can be regionalized and regulated appropriately to help standardize enforcement between districts. Consolidation should be considered so that they could regionalize wastewater services and regulate accordingly.</li> </ul>	○	103
<ul style="list-style-type: none"> <li>Encourage water providers to pursue additional water storage opportunities, including surface storage as well as storage in both bedrock and alluvial aquifers.</li> </ul>	○	99	<ul style="list-style-type: none"> <li>Direct discharge of stormwater to a lake, stream, or drainage way should be minimized.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Incentivize the use of deeper Arapahoe and Laramie-Fox Hills aquifers by central water providers, leaving or deferring the use of the shallower aquifers for the more dispersed domestic well users.</li> </ul>	○	99	<ul style="list-style-type: none"> <li>Erosion and sedimentation control plans should be required for areas of one acre or larger and should show proper measures for controlling erosion and reducing sedimentation. These plans, when required, should be completed (unless waived by the Water Quality Control Commission) prior to the start of any work and include all proposed excavation, filling, and grade work for improvements.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Encourage plans to recharge the UBSC Aquifer if such plans are based on sound science and can be demonstrated to not adversely impact water quality or water rights, with a preference for those plans which will maintain or enhance the available water supply at a regional scale.</li> </ul>	○	99	<ul style="list-style-type: none"> <li>Disturbance management and revegetation plans should be developed when necessary and should include details of vegetation disturbance (schedule, area involved, equipment to be used, etc.) and a description of all measures to be taken during and following disturbance to minimize water quality impacts, including monitoring to determine effectiveness of the measures taken.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Encourage the development of water resources surveys through well monitoring throughout the County, with an emphasis on the Denver Basin aquifer fringe areas.</li> </ul>	○	99	<ul style="list-style-type: none"> <li>Whenever possible, disturbances should be planned to occur at those times of the year when water quality impacts will be minimized. For example, disturbances immediately prior to or during the winter season may require more mitigation before the site can be revegetated.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Encourage the development of water resources surveys through the systematic monitoring and careful administration of the bedrock aquifers to avoid over-allocation of groundwater.</li> </ul>	○	99	<ul style="list-style-type: none"> <li>Consideration should be given to limiting the area of disturbance which occurs at any one time, particularly in locations where water quality impacts may be severe, such as on moderate to steep slopes having soils with low permeability.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Encourage continued collection and analysis of data for the purpose of better determining the extent and availability of groundwater in areas which do not overlie either the Denver Basin or a studied alluvial aquifer.</li> </ul>	○	100	<ul style="list-style-type: none"> <li>Methods for vegetation disturbance should be selected to minimize water quality impacts.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Review the data and analysis of groundwater studies, as appropriate, to determine if regulatory modifications are needed and consider implementation.</li> </ul>	○	100	<ul style="list-style-type: none"> <li>Soil erosion controls and protection of surface waters should occur promptly after vegetation disturbance.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Share educational water management and project-specific materials with property owners and developers.</li> </ul>	○	100	<ul style="list-style-type: none"> <li>Regular inspections should be made of a disturbed site to ensure that the operation is in conformance with grading and erosion control and that water quality impacts are being controlled to the maximum extent practicable.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Educational campaigns should be pursued to involve the community and provide a broader basis of understanding regarding water supplies and conservation strategies.</li> </ul>	○	100	<ul style="list-style-type: none"> <li>Inspections of the disturbed site after completion of the operation are necessary to ensure that measures to control water quality impacts are effective and to determine if remedial actions are required.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Communicate and gather input from the community on complex, and at times, contentious water and land use considerations.</li> </ul>	○	100	<ul style="list-style-type: none"> <li>Financial assurances should be secured to ensure that erosion control plans, including prompt and successful revegetation of disturbed areas, are implemented.</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Full compliance with the Colorado Operator Certification Act should be required. The state should emphasize the legal responsibility of the plant owner and should support the plant operator with timely repairs and reimbursement for operations. The state should promptly begin enforcement actions for chronic poor operation of treatment facilities.</li> </ul>	○	103	<ul style="list-style-type: none"> <li>Building restrictions on slopes greater than 30 percent should be considered as a means of limiting the water quality impacts of soil disturbance (e.g. Colorado Springs Hillside Area Overlay Zone District 2.504).</li> </ul>	○	104
<ul style="list-style-type: none"> <li>Biosolids generated by municipal and industrial wastewater treatment plants should be managed in accordance with applicable state or federal permits and Certificates of Designation.</li> </ul>	○	103			

# 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 the construction of roads as necessary to improve connectivity to and support the operations of Schriever AFB.

### Specific Strategies:

Specific Strategies:	Time	Page
• Continue to participate in discussions with installation representatives and CDOT regarding proposed changes along Highway 115 that could impact the installation.	O	112
• Coordinate with Schriever AFB on all land use development within the two-mile notification buffer (as required by state law).	O	112
• Implement consistent and compatible zoning regulations for land areas within Accident Potential Zones (APZs).	S	113
• 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).	O	113
• Notify Peterson AFB of renewable energy developments, including in areas beyond the state-required two-mile notification zone.	O	114
• Coordinate land use development applications located between Peterson AFB and Schriever AFB to limit radio frequency spectrum impacts.	O	114
• 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.	O	114
• Limit commercial or industrial uses that pose a security threat to Colorado Springs Airport and Peterson AFB operations (storage, shipping, truck trailers, etc.).	O	114
• 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.	O	115
• 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.	O	115
• 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 airmanship program participants, should be minimized by limiting the intensification of current low-density residential or agricultural land uses.	O	115
• 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.	O	115
• Coordinate with the Air Force Academy to ensure its training areas in eastern El Paso County are preserved.	O	115
• 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.	O	115

## 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:

Specific Strategies:	Time	Page
• <b>Priority:</b> Ensure transportation projects leave at least one access route unaffected by interference from road construction at any given time.	O	111
• Work with Cheyenne Mountain AFS and other partners regionally to address wild-fire risks along the mountain range.	O	112
• 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.	O	112
• Continue to support CDOT transportation improvement projects along Highway 94 in order to maintain safety and support the readiness of Schriever AFB missions.	O	112
• Coordinate with Schriever AFB to address key corridors including Curtis, Irwin, Bradley, and Enoch Roads.	O	112
• 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.	O	113
• 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.	O	113
• Improve Charter Oak Ranch Road outside Gate 19 at Fort Carson.	M	113
• Evaluate current methods for addressing road safety issues associated with trash-hauling activities on Highway 94. (Short-Term) (Page 114)	S	114
• Develop an alternate rail connection to Fort Carson to support redundant and increased rail service.	M	113
• Facilitate public outreach and communication from Peterson AFB regarding PFOAs and water-quality issues.	O	114
• 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.	O	115
• 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.	O	115
• 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.	M	115
• Craft a wildfire mitigation and watershed preservation plan for higher elevation forest areas surrounding each installation to include insect infestation management.	M	115



# Recreation & Tourism

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

## Goal RT1.

Support high-quality, sustainable outdoor recreation as a key amenity for residents and visitors.

### Objectives

**Objective RT1-1:** Wherever possible new park facilities should partner and co-locate with municipal service facilities or public amenities such as schools.

**Objective RT1-2:** Wherever possible new parks facilities should be located along or share connections to County and regional trails to ensure a robust network of connections for residents to these amenities.

**Objective RT1-3:** Management for state and federal land 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.

### Specific Strategies:

- **Priority:** The construction of neighborhood parks should be undertaken by the developer as they would specifically serve that particular neighborhood or subdivision. Maintenance responsibilities should then be transferred to the Homeowners Association or Special District to ensure they are in safe operating conditions.
- Encourage implementation of universal design standards in new construction to ensure all residents can utilize recreational amenities.
- Consider performing a needs assessment of special service transportation vehicles with ADA access.
- Utilize defensive environmental design standards to create well-lit and visible pathways in order to promote safety along trails.
- Continue to support the addition of staff members to promote safety in the parks system.

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## Goal RT2.

Plan for and provide a variety of parks, trails, and open space within the region.

### Objectives

**Objective RT2-1:** Expand funding sources for sustainable maintenance of parks and trails as well as the acquisition of additional open spaces.

**Objective RT2-2:** Continue to foster timely and reliable communication between the Colorado Parks and Wildlife, USDA Forest Service, and the County Parks Division to ensure programming and planning initiatives across the County are coordinated.

### Specific Strategies:

- As a quality of life factor associated with access to parks, expanded public transportation options should be created to service populations of the County without cars and those that may also need ADA accommodations.
- Expand the trail and path network for commuting and destination travel to encourage more residents to walk and/or bike over driving. This should be done by closing gaps in existing infrastructure and bringing all paths and trails up to an acceptable level of repair.
- Help complete the iconic Pikes Peak “Ring the Peak Trail”.
- Consider expanding public transit service in areas of the County with the highest populations without car access and those most likely to take public transit and connect them to recreation areas that offer multiple amenities. Perform a study of potential routes in order to map out extensions and new routes that would service these populations.
- 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), the El Paso County Parks Master Plan, and the COS Bikes! Colorado Springs Bike Master Plan (2018) and provide an inviting network of pedestrian and bike paths for residents and tourists.

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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 draw 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 Ent 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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# Community Health

Core Principle: Improve public health by focusing on local partnerships, food access, and environmental quality.

## Goal CH1.

Support community environmental health initiatives through collaborative efforts with other organizations.

### Objectives

**Objective CH1-1:** Work collaboratively with various transportation organizations to create a continuous, connected system of regional trails.

**Objective CH1-2:** Prioritize and locate trail connections using criteria and proposed action items identified in the Parks Master Plan.

### Specific Strategies:

- **Priority:** Update the Community Health Improvement Plan regularly to ensure the County's key health concerns are continuing to be identified and addressed.
- **Priority:** Provide an overall vision for a system of regional trails within the County and connected to adjacent counties and participate in the Regional Nonmotorized Trails and Bike Plan Update to identify standards and address needs as part of a multi-modal transportation network. Ensure that regional trail corridors are secured.
- Consider expanding HEAL policies/programs outside of Colorado Springs to unincorporated parts of the County.
- Identify potential high priority connections based on identified connection criteria and considering a variety of acquisition strategies and tools including funding and partnership opportunities. Locate trails minimizing conflicts between trail development and wildlife habitat and other sensitive natural and cultural resources.

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## Goal CH2.

Ensure all residents have reasonable access to safe, affordable, and nutritious food.

### Objectives

**Objective CH2-1:** Support food-access practices that not only serve to address food access issues but also help foster and strengthen a sense of community.

**Objective CH2-2:** Strengthen private property rights to encourage urban agricultural activities.

**Objective CH2-3:** Reduce barriers for local food producers who wish to sell local food products.

**Objective CH2-4:** Build awareness among residents regarding nutrition, food skills, and the sources of their food.

**Objective CH2-5:** Seek ways to improve access to safe, affordable, nutritious food for residents, regardless of their income level or geographic location.

### Specific Strategies:

- **Priority:** Consider potential interventions at the neighborhood level including small retail markets, farmers' markets, community gardens, community kitchens, backyard farms, farm stands, Community Supported Agriculture (CSA) pick-ups at schools, mobile pantries and markets, partnerships between small-scale food producers and corner/convenience stores, expansion of Double Up Food Bucks, and Produce Rx.
- Study regional agriculture on both large and small scales and on public and private land and develop a matrix for identification and prioritization of land with high agricultural potential.
- Assess the effects of urban land use policies and regulations on the viability of food production, processing, distribution, and access.

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# Environment

Core Principle: Prioritize and protect the County’s natural environment.

## Goal E1.

Consider the environmental impacts related to natural resource conservation, air quality, water quality, wildlife habitat, and waste management during all steps of the planning and approval process.

### Objectives

**Objective E1-1:** Establish or expand public or private neighborhood parks, reserves, and other protected areas (e.g., wildlife sanctuaries and private reserves).

**Objective E1-2:** Enhance degraded or restore missing habitats and ecosystem functions (e.g., creating forest corridors, riparian tree plantings, breaching levees, and creating/enhancing wetlands).

Specific Strategies:	Time	Page
<ul style="list-style-type: none"> <li>● <b>Priority:</b> Enhance knowledge and skills of students with formal education program about wildlife and habitat protection (e.g., public schools, colleges and universities, and continuing education).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Manage protected areas and other resource lands for conservation (e.g., site design, demarcating borders, putting up fences, and training park staff).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Control and/or prevent invasive and other problematic plants, animals, and pathogens from establishing and growing in El Paso County.</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Expand the opportunity for the exchange of knowledge, skills, and information among practitioners, stakeholders, and other relevant individuals in structured settings outside of degree programs (e.g., monitoring workshops or training courses, learning networks or how-to manuals, and stakeholder education on specific issues).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Manage specific plant and animal populations of concern.</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Manipulate, enhance, and restore specific plant and animal populations. (e.g., artificial nesting boxes, clutch manipulation, supplementary feeding, disease/parasite management, and vaccination programs).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Improve understanding of species/habitat distribution through field inventory, modeling, and ground-truthing.</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Create or provide nonfinancial support &amp; capacity building for nonprofits, government agencies, communities, and businesses (e.g., creating new local land trusts).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Form and facilitate partnerships, alliances, and networks of organizations (e.g., Conservation Measures Partnership).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Create, implement, change, influence, or provide input on formal government sector legislation or policies (e.g., state ballot initiatives, providing data to policy makers, zoning regulations, and species protection laws).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Create, implement, change, influence, or provide input on policies and regulations affecting the implementation of laws at all levels: international, national, state/provincial, local/community, tribal (e.g., input into agency plans regulating certain species or resources, working with local governments or communities to implement zoning regulations, and promoting sustainable harvest on state lands).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Consider industry best practices for improving solid waste management such as collection services for multifamily apartments, recycling programs for commercial businesses, and composting programs.</li> </ul>	O	131

## Goal E2.

Promote sustainable best practices with regard to development and infrastructure.

### Objectives

**Objective E2-1:** Promote conservation design techniques for any future development near riparian areas to protect them through incorporation into the development.

**Objective E2-2:** All future water planning efforts should reference the Water Master Plan to ensure alignment with its key policies and recommendations.

**Objective E2-3:** Promote alternative products and services that substitute for environmentally damaging ones.

Specific Strategies:	Time	Page
<ul style="list-style-type: none"> <li>● <b>Priority:</b> Establish, revise, and implement voluntary standards and professional codes that govern private sector practice (e.g., Conservation Measures Partnership Open Standards, corporate adoption of forestry best management practices, and sustainable grazing by a rancher).</li> </ul>	S	130
<ul style="list-style-type: none"> <li>● <b>Priority:</b> Monitor and enforce compliance with laws, policies and regulations, and standards and codes (e.g., water quality standard monitoring, and initiating criminal and civil litigation).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Develop enterprises that directly depend on the maintenance of natural resources or provide substitute livelihoods as a means of changing behaviors and attitudes (e.g., ecotourism).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Utilize market mechanisms to change behaviors and attitudes (e.g., certification, financial incentives, grass and forest banking, and valuation of ecosystem services such as flood control).</li> </ul>	O	130
<ul style="list-style-type: none"> <li>● Conservation design should be considered and evaluated alongside development considerations such as land use, zoning, traffic, infrastructure, and utilities as part of any development review and approval process in the County.</li> </ul>	O	131

# Resiliency & Hazard Mitigation

Core Principle: Support efforts to reduce, respond, and react to natural and manmade hazards across the County.

## Goal RHM1.

Prioritize hazard mitigation as growth and development occurs.

### Objectives

**Objective RHM1-1:** Promote cross-boundary mitigation planning and prioritization with public land managers, military installations, municipalities, utilities, fire protection districts, and unincorporated communities.

### Specific Strategies:

- Share information about mitigation funding opportunities with local communities, Firewise committees, and fire protection districts.
- Encourage fire protection districts to support wildfire prevention activities.
- Encourage small communities to create their own Community Wildfire Protection Plans.
- Coordinate with Colorado Springs and other municipalities on the update of their CWPPs as necessary.
- Advise county managers of opportunities to support the goals of local CWPPs, through normal maintenance of county-owned lands and rights of way.
- Brand the region in a way that brings people together and creates “buy-in.” Creating and fostering a Pikes Peak-based identity can increase individuals’ pride in being from and/or residing in El Paso County. It encourages communities to work together, and younger and transient populations to settle in the County and work towards a better future for the region.

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## Goal RHM2.

Continue to support planning efforts and implementation of best practices to ensure community resiliency.

### Objectives

**Objective RHM2-1:** Maintain cooperation among wildfire first responders by supporting inter-agency planning and training.

**Objective RHM2-2:** Promote standard zoning and building codes that mitigate fire dangers between communities throughout the County.

**Objective RHM2-3:** Support coordinated stewardship and management of natural resources.

**Objective RHM2-4:** Support environmental preservation for aesthetic, recreational, and risk reduction purposes as a key element of building countywide resiliency.

### Specific Strategies:

- **Priority:** El Paso County’s vision of creating a resilient Pikes Peak region includes creating a balance between the built and natural environments. Therefore, support for this focus on the natural world speaks to the need for natural resource stewardship.
- **Priority:** Increase community capacity to reduce impacts from shocks and stresses. Increasing resiliency is more than disaster mitigation. Acting before disasters to reduce risk can save lives and money; however, when conditions are good, it can be difficult to motivate people to take action. The County strives to move beyond community involvement and “buy-in” to increasing the community capacity as a whole. This requires a shift to a culture of responsibility at the individual level, such as mitigating the danger of wildfire or preparing families for disasters. Local government action is also needed, such as devoting public resources for storm-water management, maintaining and restoring forest health, fostering emergency preparedness, and maintaining infrastructure.
- Encourage County land managers and planners to take steps to reduce wildfire risk while achieving other land management goals. Consider wildfire risk, mitigation, and response when codes are revised for areas in the WUI.
- Encourage the creation of neighborhood Firewise committees to coordinate education and mitigation in local communities.
- Encourage the development of new industrial uses for small woody biomass.
- Encourage mitigation projects undertaken by municipalities, military installations, and utilities, especially where adjacent to unincorporated areas.

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# Resiliency & Hazard Mitigation Continued

Core Principle: Support efforts to reduce, respond, and react to natural and manmade hazards across the County.

## Goal RHM3.

Continue to coordinate communication and activity among the Office of Emergency Management (OEM), emergency service providers, and military installations to improve responses and recovery to natural hazards and emergencies.

### Objectives

**Objective RHM3-1:** Promote collaborative discussions about fuel reduction along boundaries of US Forest Service lands, including fire protection districts, municipalities, and public utilities.

**Objective RHM3-2:** Promote mutual aid and sharing of military fire fighters with County fire districts.

**Objective RHM3-3:** Foster a paradigm shift toward comprehensive, collaborative planning and implementation with sustainable funding and stakeholder engagement.

**Objective RHM3-4:** Create cultural awareness of the need for personal connections in communities and between communities.

### Specific Strategies:

- **Priority:** In order to build resiliency, existing planning and stakeholder engagement processes need to be brought together. Quality of life and emergency preparedness depend on looking to the future to ensure that development does not increase risk or create problems, such as traffic, pollution, and unemployment. In addition, even the best plan cannot be fulfilled without identifying sustainable funding sources and committing to them.
- **Priority:** Resiliency to both shocks and stresses is increased with the connections between people and between communities. Any effort to build and maintain ties, especially across neighborhoods, jurisdictions, and sectors, will increase capacity to handle an uncertain future.
- When winter weather is in the forecast, residents should follow local weather warnings and follow news from local officials online. Residents are also encouraged to take the necessary precautions to prepare their family, home, and vehicles accordingly and ensure they have a plan and adequate supplies to stay at home for at least 72 hours, if necessary.

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