

2016

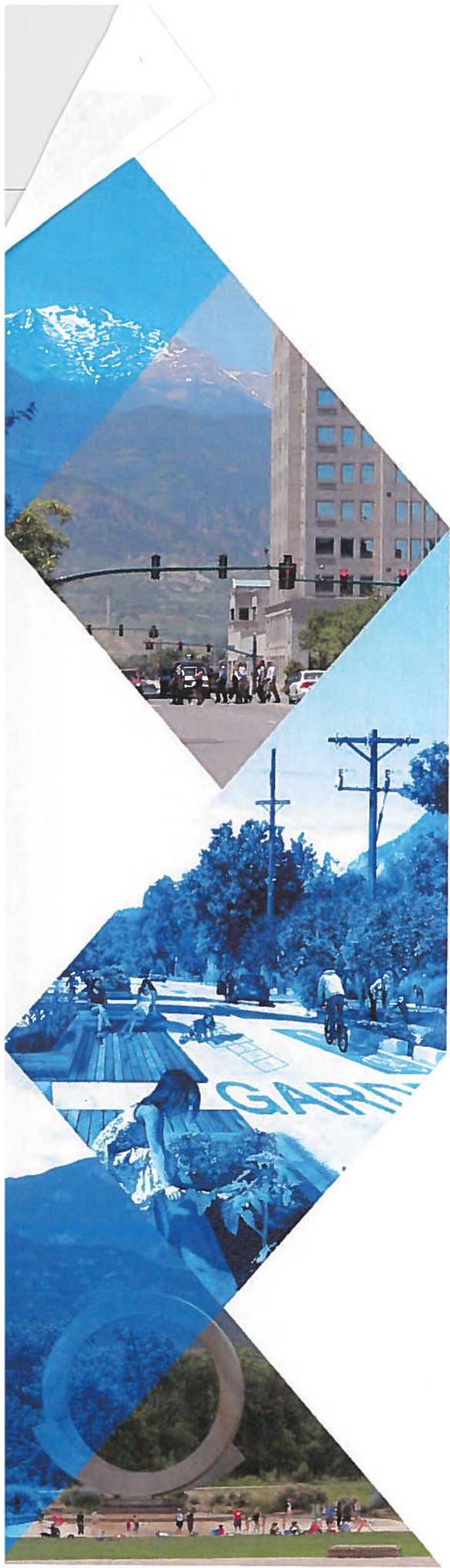
EXPERIENCE DOWNTOWN COLORADO SPRINGS

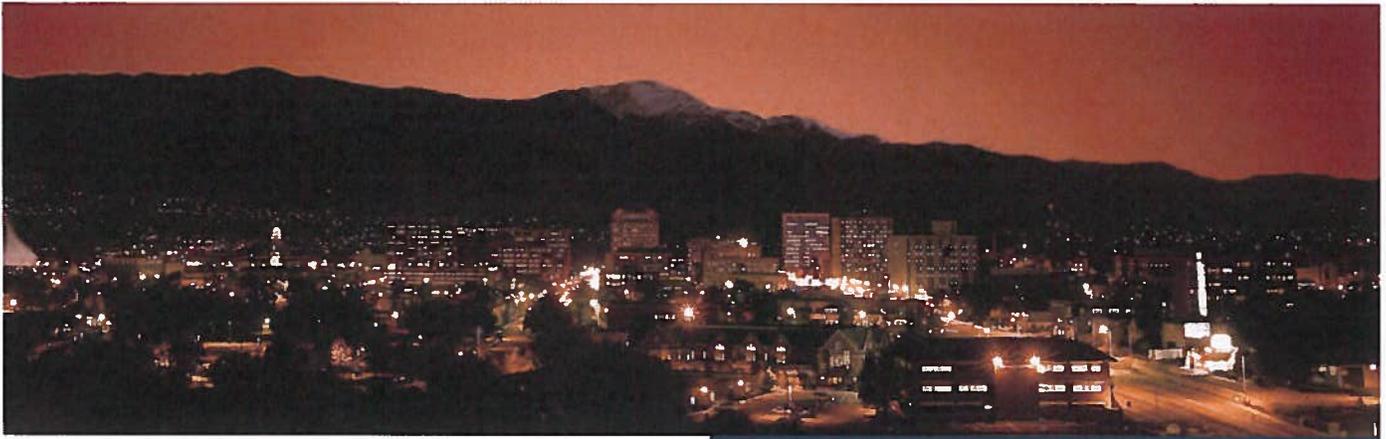
Plan of Development and Master Plan

EXECUTIVE SUMMARY

*Prepared under the direction of:
Downtown Development Authority of Colorado Springs
and the City of Colorado Springs*

*Prepared by MIG, Inc. in association with:
Progressive Urban Management Associates,
Starboard Realty Group,
Alta Planning + Design,
and Walker Parking Associates*





The creation of the **Experience Downtown Colorado Springs Plan of Development and Master Plan** would not have been possible without the support of numerous individuals and groups – through participation in focus groups, charrettes, individual interviews, site tours, community meetings, online surveys and more throughout a 15-month period.

The plans – stewarded under the joint leadership of the Downtown Development Authority of Colorado Springs and the City of Colorado Springs – serve as tactical updates to the 2007 Imagine Downtown Plan of Development and 2009 Imagine Downtown Master Plan. They build off of the participation and input from more than 400 people in those original plans, as well as the integration of input from thousands of citizens in more than a dozen completed and ongoing community plans and initiatives.

Downtown and City staff would like to thank all those who participated in these past and present efforts and who ultimately made the Experience Downtown Plan a reality.

Complete acknowledgments can be found in the full plans, which can be accessed at www.DowntownCS.com/masterplan.

INTEGRATED PLANS

This plan integrates the findings and recommendations of numerous completed and ongoing community plans and initiatives. Our thanks go to the hundreds of community stakeholders lending voice to these plans:

- City of Colorado Springs Infill Comprehensive Plan Supplement, 2016
- Downtown Colorado Springs Market Assessment, 2016
- State of Downtown Report, 2016
- City Council and Mayoral Strategic Plans, 2015
- 2040 Regional Transportation Plan, 2015
- Bike Share Feasibility Study, 2015
- Utilities Policy Advisory Committee, 2015
- City of Colorado Springs Parks Master Plan, 2014
- Regional Non-Motorized Transportation Plan, 2014
- Statewide Transit Plan, 2012
- Urban Land Institute Panel Study of Downtown, 2012
- Downtown Transit Center Relocation Study (in process)
- Envision Shooks Run (in process)
- Bike Master Plan (in process)
- Cimarron / I-25 Task Force (in process)

Overview

Vibrant, livable downtowns are now understood to be an economic imperative for cities.

Millennials and boomers are driving a resurgence in Downtown living. Skilled talent is in high demand, prompting both start-ups and established businesses to locate in the compact urban centers that their employees prefer. Transit and infrastructure improvements are helping revitalize historic districts, create more walkable and bikeable destinations, and foster more engaging and healthy Downtown environments.

Downtown Colorado Springs has embraced many steps in line with these broader trends. **Now is the time to align all business, government and community forces to create the greatest Downtown of any midsize city in the country.**

The long-envisioned renaissance of Downtown Colorado Springs has taken hold in recent years, as new market interest and development have bolstered the city center in myriad ways. Tejon Street hums as a retail and dining destination. The Legacy Loop and other biking and walking connections are becoming a reality. Several major projects – including the U.S. Olympic Museum in Southwest Downtown, new business investment, and hundreds of new residential units in the pipeline – are poised to further accelerate growth and change in the coming years.

But much work remains. Colorado Springs vies for jobs, workers and tourists against comparable markets with already revitalized city centers, bustling with amenities, residents and workers. Building from the foundation of recent successes, Colorado Springs must outline a **strategic, actionable, consensus-built roadmap to elevate Downtown to the next level.**

These plans illustrate that path forward. They serve as **tactical updates to the 2007 Imagine Downtown Plan of Development and the 2009 Imagine Downtown Master Plan**, both of which were approved by City Council after a four-year strategic visioning process involving hundreds of stakeholders.

The updated Plan of Development also incorporates and **supports more than a dozen recent, complementary city and regional plans.** The Plan of Development works in alignment with the updated Master Plan, and also advances the vision, objectives, policies and strategies of the city's Comprehensive Plan. The updated Master Plan provides specific tactics to move forward unfulfilled goals of the 2009 plan as well as providing new chapters addressing transportation and mobility, and parks, trails and public spaces.

One conviction has emerged from the process to update the Imagine Downtown Plan of Development and Imagine Downtown Master Plan: **We are no longer "imagining" a great downtown – we are creating it and experiencing it daily,** and must move swiftly to seize opportunities in the near-term to propel Downtown Colorado Springs forward. For this reason, the updated plans are now called the **Experience Downtown Colorado Springs Plan of Development** and the **Experience Downtown Colorado Springs Master Plan.**

Planning Process

THE NEED FOR UPDATED PLANS

While many significant individual projects have come to fruition since adoption of the Imagine Downtown Plan of Development and Imagine Downtown Master Plan, development in Downtown Colorado Springs has lagged behind that of comparable markets. Yet, **in the past five years a variety of demographic and economic trends that support vibrant, compact, walkable urban centers have begun to take hold in the city center.** Recent investments in important projects such as the U.S. Olympic Museum, Catalyst Campus, and new multifamily housing developments all reflect and support this Downtown resurgence.

Downtown is an important driver for the city as a whole, contributing 14 times its geographic weight in sales tax. **The success and attractiveness of the city center brings value to all of Colorado Springs and the wider region.** As the City begins its Comprehensive Plan process in 2016, these updated tactical plans for Downtown are an important guide for the rest of the city.

In the spring of 2015, the Board of Directors of the Downtown Development Authority (DDA) authorized a tactical update to the Imagine Downtown Plan of Development and Imagine Downtown Master Plan to further its vision by:

- Updating specific tactics and more deeply addressing public spaces, access and mobility;
- Developing market-based actions and tools;
- Integrating findings of numerous community plans; and
- Producing compelling materials that highlight investment opportunities in Downtown Colorado Springs.

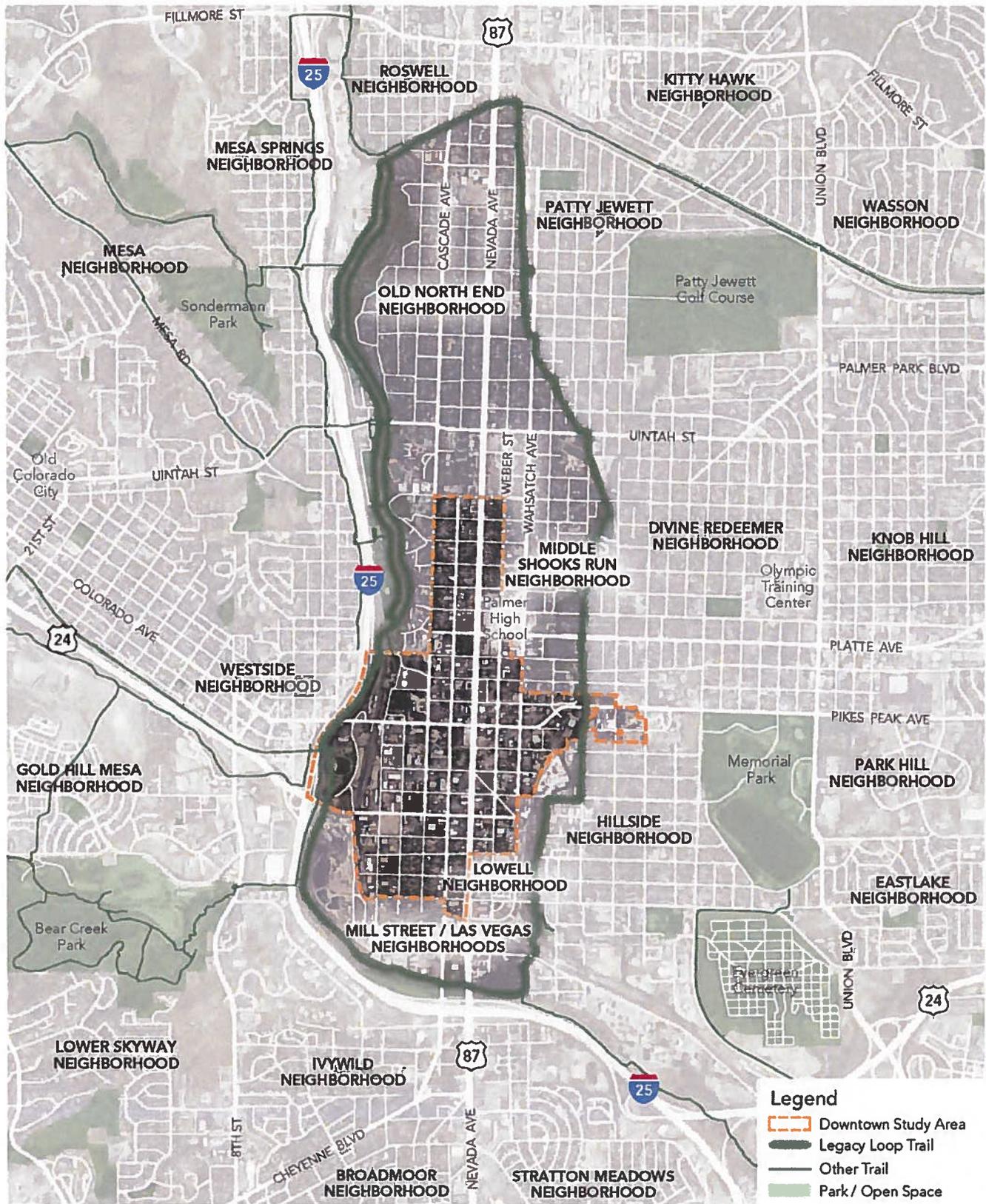
PLAN OUTREACH AND INPUTS

The 2007 and 2009 Imagine Downtown plans put forth a vision supported by a process that included more than 400 stakeholders. This tactical update builds upon and refines that vision, based on a robust program of research and public input from hundreds of stakeholders including:

- Review of more than a dozen recent city, regional and state plans;
- 2014 and 2015 Downtown Perceptions online surveys with more than 1,200 respondents;
- Targeted focus groups including over 60 stakeholders;
- Numerous one-on-one stakeholder interviews;
- Public community workshop with 150 attendees;
- Regular review and input by a Technical Advisory Committee made up of 14 regional leaders with diverse areas of technical expertise;
- Area tour by bike;
- Regional and market area data analysis;
- Three stakeholder charrettes with 75 participants;
- Community surveys; and
- Consultant expertise.



More than 150 people braved the first blizzard of 2015 to share ideas for Downtown at the Community Workshop.



Downtown is viewed in the context of the Legacy Loop trail system, and the land use study area is defined by the boundary of the Downtown Development Authority (DDA). The Legacy Loop, a nearly 10-mile ring of trails and parks, encircles the Downtown study area and serves as a unifying feature that links many adjacent neighborhoods to the city center. Downtown is bordered by numerous established and emerging neighborhoods such as the Old North End, Middle Shooks Run, Lowell, Mill Street, Hillside, Ivywild, and the Westside.



Downtown Colorado Springs Vision

Welcoming | Vibrant | Connected | Walkable | Anchor | Innovative | Entrepreneurial | Valued

Goals



Action Steps

EXPERIENCE DOWNTOWN PLAN OF DEVELOPMENT

The Development Plan serves as the official plan of development for the Downtown Development Authority, outlining the goals and actions that will move Downtown toward achieving its vision.

VOLUME 1 CONTENTS:

- Chapter 1** Assets, Opportunities, and Challenges
- Chapter 2** Vision Framework
- Chapter 3** Boundary Description
- Chapter 4** Tax Increment Financing

EXPERIENCE DOWNTOWN MASTER PLAN

The Experience Downtown Master Plan is designed to fulfill Downtown's long-term Vision and Goals through key physical elements that define its desired character and function.

VOLUME 2 CONTENTS:

- Land Use **Chapter 1**
- Parks, Trails and Waterways **Chapter 2**
- Gateways and Districts **Chapter 3**
- Transportation, Mobility and Parking **Chapter 4**
- Urban Design and Public Space **Chapter 5**

VALUES

The following values were developed at the Stakeholder and Community Charrettes in response to the 2007 vision statement.

Welcoming

Creating and maintaining a welcoming environment is vital to the success of Downtown. Downtown's backdrop harnesses a positive reception for locals and visitors, allowing the discovery of important places within it.

Vibrant

A vibrant city center is where people can express themselves in ways that are additive to its identity. Providing a variety of choices for living, working and entertainment is essential to an active Downtown.

Connected

Downtown is a unified setting with a logical and balanced street system. A range of mobility options are integrated into Downtown's context with clearly defined routes and trails supporting all modes of transportation.

Walkable

Downtown streets are defined as links to places for all modes of transportation. Trails and other aspects of pedestrian and bicycle mobility and safety are prioritized within the auto-centric city grid.

Anchored

Downtown is an economic engine and a regional destination. Influences of culture, commerce, design and history are rooted here and celebrated with expressive and appropriate built environments.

Innovative

Downtown is known as the setting for innovation by being a place where new ideas are welcomed and supported. Its dynamic urban setting fosters innovation, and businesses are attracted here because of a concentration of forward-thinking companies and individuals.

Entrepreneurial

Downtown is where opportunity flourishes, establishing a locale for building, creating and networking. Individuals and companies are attracted here because of the support and organizational skills of an established, thriving business community.

Valued

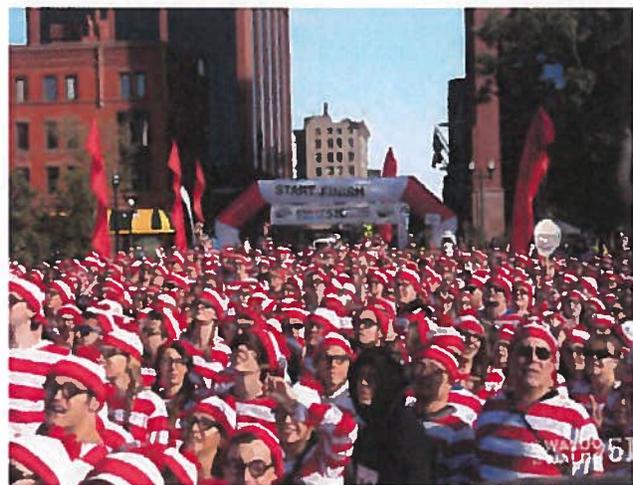
A valued place requires respect and appreciation from the broader citywide and regional populace, and visitors from out of town. Downtown's allure and economic impact establishes admiration and demands care.



Downtown Colorado Springs has local retail stores that draw visitors and locals, while inciting economic growth .

Goals and Action Steps

The following goals are adapted from the previous plan's goals, providing continuity and a link with the past, while also looking to the future. Building upon the community values, the **goals were developed in collaboration with community and business leaders, Downtown neighbors, and other stakeholders.** The goal statements describe how Downtown will look, feel and function in the near future. Within each goal are tactical, specific action steps to move the goal toward implementation.



Successful implementation of the action steps articulated in this chapter will facilitate new quality development and events Downtown.

ECONOMIC AND CULTURAL HEART OF THE REGION



GOAL 1

Downtown's economic, civic and cultural energy expands throughout the region. Downtown is a **magnet for internal and external new investment**. Cultural assets, and unique retail and restaurant offerings are attractive to new talent. New businesses, entrepreneurs and urban professionals integrate themselves into Downtown's economic context. New technologies and innovative ideas transform Downtown while respecting its cultural heritage.

Action Steps:

- Ensure Downtown real estate product is positioned to fill demand by major primary employers in traditional and growing industry sectors and amenities serve to attract, and retain talent.
- Provide tools and technical support to ensure the health and viability of brand-defining businesses, such as street-level retailers, creative and innovation-based industries, and others that will add unique character to a vibrant downtown.
- Position Downtown as the prime location for start-ups, entrepreneurial activity, coworking, temporary pop-up shops, maker spaces, artisan manufacturing and a place where new ideas flourish.
- Form deeper engagement partnerships with Colorado College, Pikes Peak Community College and University of Colorado – Colorado Springs to better connect students with Downtown opportunities for learning, living, shopping, dining, culture, fun and employment.
- Ensure robust technology infrastructure Downtown to meet the needs of entrepreneurs and companies of all sizes.
- Support the growth and viability of and one-of-a-kind retail, restaurant and service businesses, with keen attention to first-to-market brands and offerings.
- Ensure Downtown is clean, safe and inviting to a wide range of users.

DIVERSE AND INCLUSIVE PLACE TO LIVE,
INTEGRATED WITH
ADJACENT NEIGHBORHOODS



GOAL 2

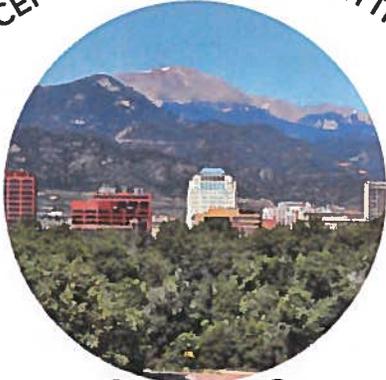
Downtown's neighborhoods are thriving places providing **housing and amenities for people and families of all cultures, ages and incomes**. Efforts are made to preserve existing neighborhood character while encouraging residential growth, focusing on building a greater density of residents within the core and surrounding neighborhoods. New and modified residential development includes workforce and affordable housing. Public transit, employment opportunities, schools, shopping and parks are conveniently located within walking distance.

Action Steps:

- Support and incentivize construction of at least 1,000 new residential units by 2020, and 2,000 total by 2025.
- Support and incentivize the development of publicly accessible resident-serving amenities, to include healthy food, fitness options, a dog park, a pharmacy, garden plots, etc.
- Promote public policies that are supportive of urban living and the development of urban residential product.
- Lead a cohesive strategy to grow workforce and affordable housing opportunities both within and easily accessible to Downtown, while continuing to comprehensively plan in surrounding urban neighborhoods.
- Through partnerships, ensure the city has enough year-round shelter space and permanent supportive housing options so that chronic or temporarily homeless persons are safely sheltered and receiving needed services.



CELEBRATING AND CONNECTING WITH
OUTDOOR RECREATION AND
EXCEPTIONAL NATURAL SETTING



GOAL 3

Downtown Colorado Springs is unique and nationally known as a **thriving urban area integrated with world-class outdoor and recreational opportunities**. The Legacy Loop trail system is a beloved and cared-for asset.

Action Steps:

- Complete the Legacy Loop, to include seamless connections into Downtown, wayfinding signage, programmatic activities, user amenities and areas of access to the creek.
- Create and implement a brand campaign positioning Downtown as a vibrant urban area integrated with world-class outdoor experiences.
- Develop strong biking and walking connections through Downtown, connecting to regional bike and recreation amenities such as Legacy Loop and Memorial Park.



source: Jon Severson

Urban single-track for cyclists is available just outside the core off the Legacy Loop.

A PLACE FOR HEALTHY AND ACTIVE LIFESTYLES



GOAL 4

Downtown Colorado Springs recognizes the importance of promoting healthy living through its built form and established programs. **An interconnected system of parks, trails, waterways, open space and recreational facilities supports healthy and active lifestyles** throughout Downtown neighborhoods. Organized events and activities devoted to improving people's health and wellness take root in the city center.

Action Steps:

- Reassess Acacia and Antlers Parks with year-round uses in mind, with redesigns to better accommodate existing programming such as Skate in the Park, while activating year-round with additional programming, amenities and safety features.
- Launch and ensure sustainability of a bike share program, with a Phase 1 centered on Downtown.
- Signal and invite an active lifestyle through amenities, events, and offerings.



A WALKABLE AND BIKE-FRIENDLY CENTER
CONNECTED THROUGH SAFE AND
ACCESSIBLE MUTIMODAL NETWORKS



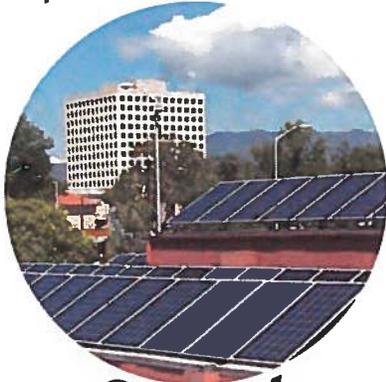
GOAL 5

Downtown leaders understand the importance of being a hub for city and regional transportation. **Well-designed and maintained streets, pathways, alleys, transit and facilities are concentrated** at the heart of Colorado Springs, providing access and mobility to all destinations.

Action Steps:

- Accelerate the pace of implementation for the Mobility Framework in the Experience Downtown Master Plan, with keen emphasis on urban and neighborhood greenways, signature streets and pedestrian priority streets, as well as conversion of Bijou/Kiowa to two ways.
- Assess parking systems to continue positioning parking as an economic development tool, to include assessment of nighttime and 24-hour usage, demand pricing, new technologies, and holistic approaches among the city parking enterprise, county parking and private facilities.
- Position the new and relocated Downtown Transit Center based on TOD principles as the hub for regional multi-modal transportation and a model of placemaking.
- Launch a frequent-stop or free-fare transit route or circulator within the greater Downtown area.
- Be the leading voice in efforts to ensure Downtown is positioned as the choice location in Southern Colorado for regional rail and other regional transportation connections.

A LEADER IN INNOVATIVE URBAN DESIGN
AND SUSTAINABILITY



GOAL 6

Downtown is a place where people want to be because of its beauty, comfort and sustainable practices. The transition between private development and public space is seamless, providing ample outdoor space to take in the Colorado sunshine. **The once vast amount of underutilized space, including vacant parcels, surface parking lots and wide right-of-ways, now consists of innovative building designs, construction materials and stormwater management.**

Environmental stewardship is garnered by public and private improvements.

Action Steps:

- Embark on a cohesive design and execution process to demarcate nine identified Downtown gateways through signage and other features, while also ensuring highest and best usage of properties at the gateways.
- In partnership with Colorado Springs Utilities, lead the visioning and planning process for highest and best use of the decommissioned Drake Power Plant area.
- Embark on a cohesive design and execution strategy to ensure Downtown alleyways are pedestrian assets, to include aesthetic and safety improvements, lighting, improved paving, and integrated systems for deliveries and trash haul.
- Update the Form Based Code based on the adopted goals and strategies of the updated Master Plan.
- Assess and implement a robust wayfinding system, to include signage from trails into the core, identification of bike amenities and usage of mobile technologies.
- Develop and promote the unique character of Downtown's identified five districts through differentiated yet cohesive streetscape treatments, signage and marketing efforts.
- Encourage and integrate sustainability practices in the built environment, streetscapes and public amenities, landscape treatments and services.

OFFERING AN UNFORGETTABLE VISITOR EXPERIENCE



GOAL 1

Downtown offers a **distinct experience for visitors unlike any other city of its size**. Visitors as well as locals enjoy the U.S. Olympic Museum and other one-of-a-kind anchors as well as the shopping, dining, culture and authentic vibe of the city center.

Action Steps:

- Support and complete construction of the U.S. Olympic Museum, to include the pedestrian bridge from America the Beautiful Park and enhanced streetscape treatments that position the area as a public space for celebrations, festivals and year-round activities.
- Complete feasibility study for a sports event center and determine next steps accordingly.
- Position Downtown as a prime location for tourists to lodge, shop, dine and enjoy daytime and nighttime activities.



A PLACE FOR INSPIRATION,
HONORING HISTORY AND
FACING THE FUTURE



GOAL 8

Incentives to discover Downtown are inspired by enriched relics of the past, including adaptively reusing celebrated architecture and repurposing historic streets to safely support multiple transportation modes. **Arts, culture and a thriving culinary and craft brew scene thrive.**

Action Steps:

- Assess publicly owned assets, including but not limited to the downtown parks, City Auditorium, Acacia Park Band Shell, various rights of ways and public parking, to ensure highest and best usage of such assets to fulfill community goals.
- Build on Downtown's status as a certified creative district through continued creative programming such as First Fridays, live performances and events emphasizing local food and beer/spirits, etc.
- Incorporate public art into planning processes and utilize creative and artist-centered approaches to utilitarian forms such as benches, signage, bike racks and other street and park elements.



source: Stellar Propeller Studio

Land Use Master Plan

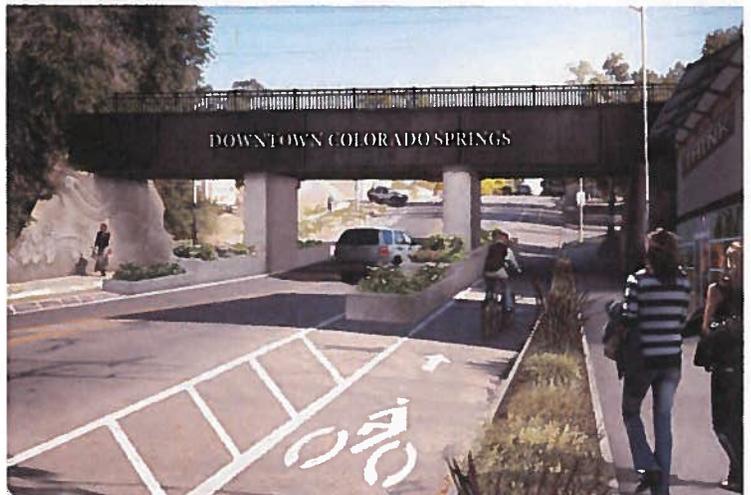
Land use traditionally has been the basis of most city and smaller area plans. The location, intensity, and variety of land uses continue to be crucial components of planning cities generally and downtowns in particular.

Through the planning process, Guiding Principles emerged that inform the approach to the Master Plan.

In particular, the Plan functions as a land use plan with a unique framework that embraces the Guiding Principles by prioritizing economic development, placemaking, branding and development of Downtown as its own neighborhood. The Guiding Principles in this plan will help “create a city that matches our scenery.”

LAND USE GUIDING PRINCIPLES

- Foster conditions that make Downtown a magnet for local investment, external investment and talent.
- Provide the housing and amenities for Downtown to thrive as a neighborhood.
- Promote healthy lifestyles and connect to world-class outdoor recreation.
- Improve walking, biking and transit within and to Downtown.
- Creatively use rights-of-way and other public assets to stimulate and support private-sector development.
- Use creative placemaking techniques to enhance gathering spaces and showcase local culture.
- Develop the public realm to create an environment attractive to employers and job seekers.

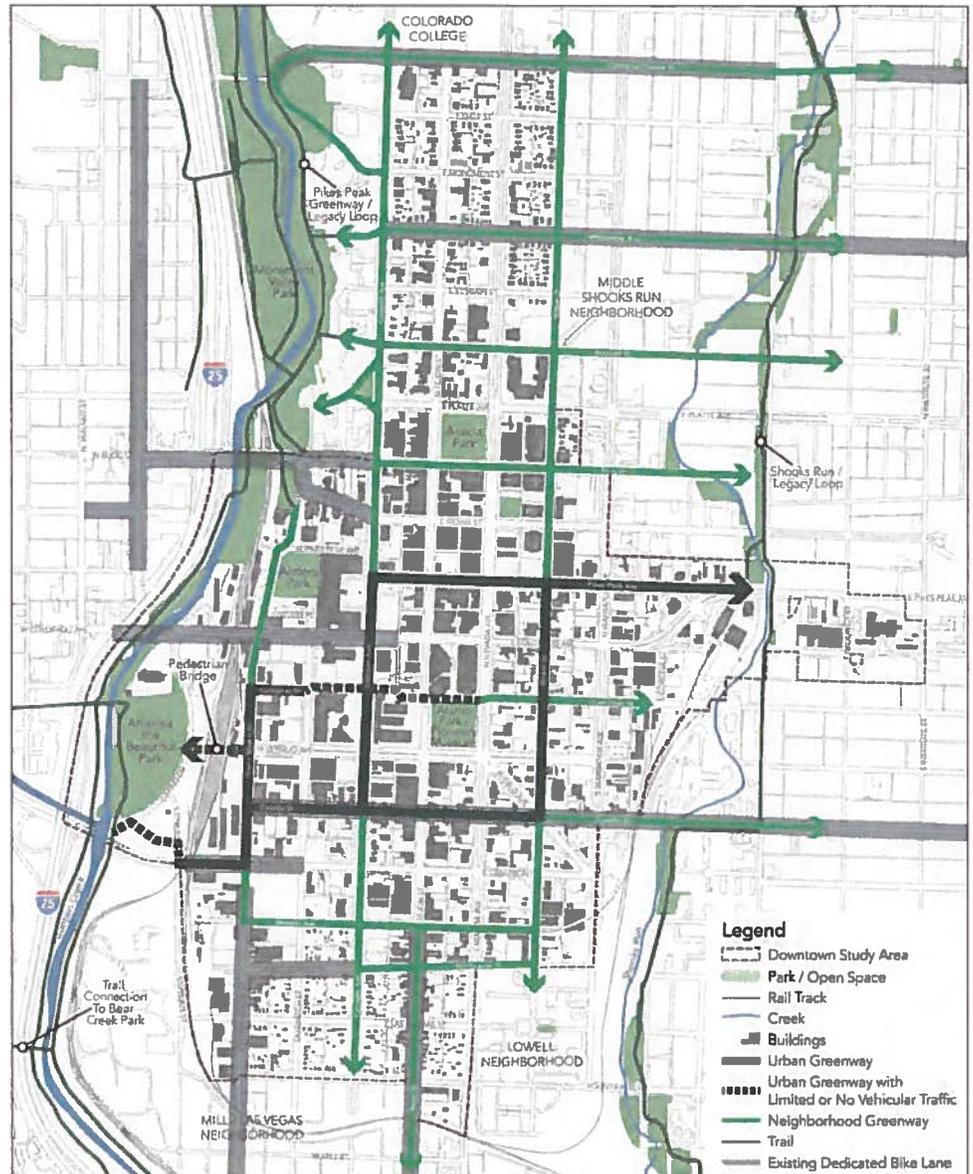


A range of improvements, which can be implemented incrementally, are possible for major gateways. Meant to improve sense of place and demark arrival, the above rendering shows a possible before and after example. Other transformative recommendations are visually suggested throughout the plan.

The Land Use Master Plan addresses the following areas, with recommendations on strategic actions and innovative approaches to designing and activating the public realm; improving public facilities such as transportation networks and wayfinding; envisioning future land use, private development and district identity; and increasing the access and utilization of recreational infrastructure such as parks and waterways.

LAND USE PLAN FRAMEWORK

- Future Land Use
- Catalytic Development Sites
- Parks, Trails, Waterways
- Gateways, Districts
- Mobility/Transportation
- Urban Design, Public Space



The Urban Greenways network is just one of four mobility frameworks presented in the master plan, outlining priority streets for specific improvement types and treatments.

Implementation: Who and How

Downtown Colorado Springs is poised to enter an exciting new era. **Established and emerging local retail and dining spots, vibrant nearby neighborhoods, and close ties to outdoor recreation opportunities** all bolster Downtown's traditional role as the city's business and cultural center.

The Experience Downtown Plan of Development and Master Plan position the city center to **build upon this strong base and leverage new projects, trends and emerging preferences** including the forthcoming U.S. Olympic Museum, a nascent Downtown housing renaissance, major infrastructure projects, and new business investments and accelerator programs.

In response to the leadership from the Downtown family of organizations and the City's Urban Planning Division, **the following organizations and divisions are called to work collaboratively in support of this plan**, and incorporate the strategies into their annual work plans and long-range planning efforts:

- City of Colorado Springs and its departments;
- El Paso County;
- Downtown Partnership and its family of organizations;
- Colorado Springs Utilities;
- Colorado Springs Urban Renewal Authority;
- Private businesses, developers, and investors;
- Colorado Springs Regional Business Alliance (CSRBA);
- Pikes Peak Regional Building Department (PPRBD);
- Pikes Peak Area Council of Governments (PPACG);
- State of Colorado and its departments;
- Colorado Department of Transportation (CDOT);
- Council of Neighbors and Organizations (CONO);
- Cultural Office of the Pikes Peak Region (COPPeR);

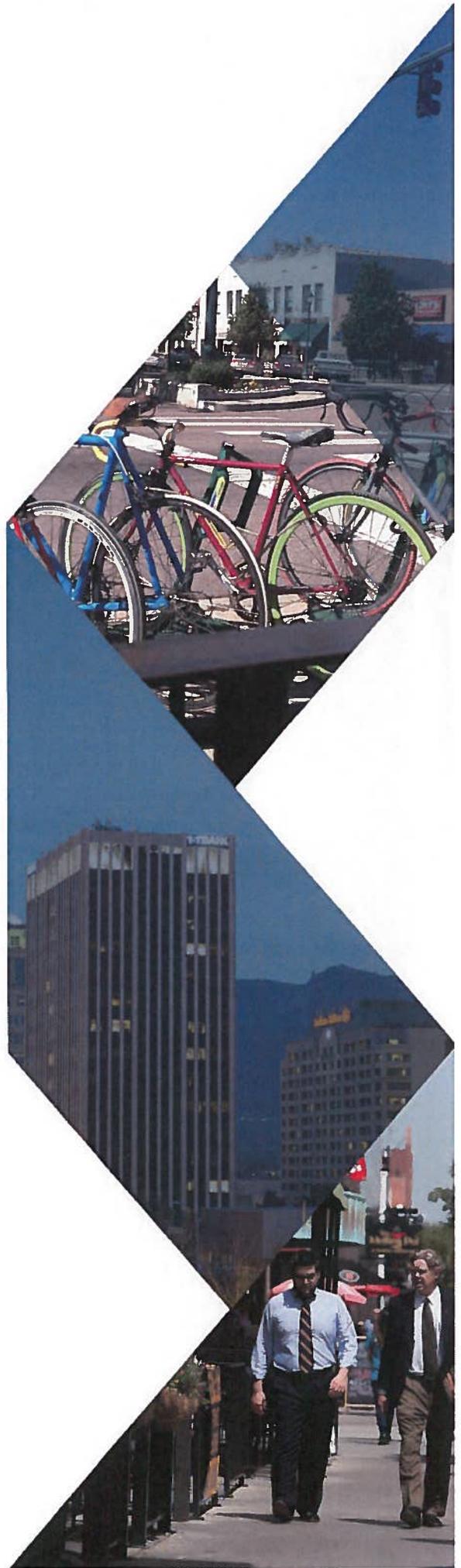
- Neighborhood groups and associations within and adjacent to Downtown;
- Colorado Springs Convention and Visitors Bureau (CVB).
- Advocacy groups and associations; and
- Citizens.

The Experience Downtown Plan of Development serves as the official development plan for the Downtown Development Authority. The Board and staff of the DDA, working alongside staff of the City's Urban Planning Division, shall annually review the plan goals and action steps and determine near- and mid-term tactics that further their implementation.

The Experience Downtown Master Plan serves as the land use plan for Downtown. It guides City staff and Downtown stakeholders in the improvements of streets, parks, trails, gateways, mobility, parking and public space.

Progress on meeting priorities and tactics shall be publicly posted and measured through the Downtown website or other means. New opportunities and challenges will undoubtedly arise over the next decade, which will necessitate that specific actions be reviewed, reconsidered and augmented.

Implementing the Experience Downtown plans will require **sustained participation and coordination among public and private stakeholders.** Fortunately, the planning process involved many stakeholders who already are engaged, committed and ready to move on key action items. The successful outcome of these initial actions will be instrumental in demonstrating early progress toward the overall vision, and will be important to maintaining momentum as implementation continues over the next decade.



Executive Summary produced
September 2016

Parks, Recreation and Cultural Services Department Budget Review Committee Highlights 2017

1. Department's strategic focus and/or major message for the Mayor

Our vision is Building Community and Preserving our Legacy to make Colorado Springs the finest place to live and visit. Our strategic focus for the upcoming year is to continue our efforts in taking care of what we have, enhancing services through partnerships and building community through our events and programs. These priorities have been defined by the public during our Master Plan process as well as our PRCS team during our strategic planning process.

2. Significant changes from 2016 that are included in the 2017 budget proposal

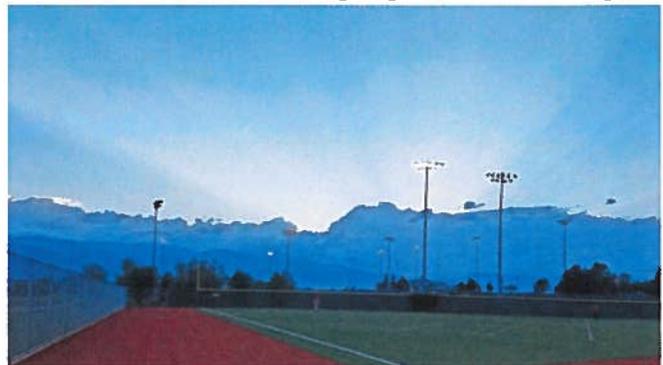
In 2016, we had funding for the Tussock Moth/Spruce Bud Worm Spraying project. We are requesting the \$180,245 be re-instated in the 2017 budget in anticipation of a second application being necessary which will include our stakeholders and partners.

Our 2017 budget does not include funding for the anticipated increase in utilities of 5% for potable water and 12.5% for non-potable water. We are requesting \$218,200 for the CSU water rate increases to be included in our 2017 budget. This amount is calculated at the recommended 24" watering level. All other Department(s) utility increases were automatically included in the budget while this one was not.

3. Department's most important Unfunded Budget Need

- **Utilities-Water \$1,313,073**

The 2016 PRCS budget did not include sufficient funding to water at the recommended 24". Applying the appropriate amount of irrigation would provide a healthy growing environment for our trees and grass and would ultimately minimize the dollars needed to be spent on weed control, reseeding and tree removal and replacement. Since 2001 the Parks Department has been watering at a deficit due to either watering restrictions or budget limitations resulting in poor turf conditions and compromising the health of our street and park trees. We continue to make progress to reduce our water footprint by reducing bluegrass through conversion to native grasses; the installation of artificial turf where appropriate; the design of parks to minimize bluegrass and irrigation needs; the use of modern technologies in the form of controllers and other system infrastructure; and training our staff and holding them accountable for the water they use. We are requesting funding in the 2017 budget to water at the full recommended rate.



- **Therapeutic Recreation Program Coordinator \$76,025**



The Department's Therapeutic Recreation Program (TRP) is a unique service within the community – the only one of its kind - that provides opportunities for individuals with disabilities of all ages to experience the benefits of recreation and acquire skills that enable them to participate in leisure experiences of their choice and enhance their ability to function within a community setting. The Certified Therapeutic Recreation Program Coordinator has been funded through a VA grant for the past 5 years.

The position has been funded through the GF with revenue offset from the grant. This grant funding has recently been eliminated and we are asking for the position to continue to be maintained in the GF without the revenue requirement. **With the loss of this position, the number of programs offered will be reduced by 25%, thus reducing the number of disabled citizens served within the community.**

In 2015, the TRP generated the following: 8,769 participants; 48 partners; 1,629 program hours; 189 programs conducted; 57 adult volunteers; 3,667 volunteer hours; \$47,094 in grants/donations; \$56,000+ in class fees.

- **Tussock Moth Reapplication \$180,245**

In anticipation that reapplication of the Tussock Moth and Spruce Budworm spray is necessary in 2017, funding will be needed in the 2017 budget.



- **Hazard Tree Removal Contract \$250,000**



We received no funding for hazard tree removals in 2016. **We currently have a backlog of over 922 citizen requested work orders, 286 of which are slated for removal.** This backlog does not include staff reported issues. These issues are related to the lack of appropriate water and the age of some of our tree species. Each year we are falling further behind in removing/treating hazardous trees and the number of cases involving tree failure where damage to persons and property have occurred continue to escalate. We

request funding to make progress on the hazard tree removals for the safety of our citizens.

CHAPTER 1 ADMINISTRATION, PERSONNEL AND FINANCE

ARTICLE 3 CODE OF ETHICS¹

SECTION:

- 1.3.101: Legislative Purpose
- 1.3.102: Definitions
- 1.3.103: Independent Ethics Commission
- 1.3.104: Gifts
- 1.3.105: Lobbying Activities
- 1.3.106: Conflicts Of Interest
- 1.3.107: Ethics Education
- 1.3.108: Further Ethics Rules And Regulations

1.3.101: LEGISLATIVE PURPOSE:

- A. There is hereby adopted by the City Council "The City of Colorado Springs² Code of Ethics" which shall apply to the Mayor and Council Members, all their appointed boards, committees and commissions, the Utilities Chief Executive Officer, Memorial Health System Chief Executive Officer, City Attorney, City Clerk, City Auditor, Municipal Court Judges, department, division, office and agency heads appointed by the Mayor and all employees of the City's municipal government and its enterprises, including Colorado Springs Utilities and Memorial Health System.
- B. The City of Colorado Springs shall conduct its businesses, operations and services in accord with the law and the highest standards of business practices and ethics. The City of Colorado Springs is committed to complete honesty, utmost integrity, fair dealing and ethical behavior as the basis of its businesses, operations and services to the community.
- C. Public service and public employment is a public trust. The Mayor and Council Members, all their appointed boards, committees and commissions, the Utilities Chief Executive Officer, Memorial Health System Chief Executive Officer, City Attorney, City Clerk, City Auditor, Municipal Court Judges, department, division, office and agency heads appointed by the Mayor and all employees of the City's municipal government and its enterprises, including Colorado Springs

Utilities and Memorial Health System should employ independent objective judgment in performing their duties and should assure that businesses, operations and services are conducted openly to safeguard public confidence in the integrity of the City by avoiding any conduct creating the appearance of impropriety.

- D. The City of Colorado Springs, through its municipal government and all its enterprises including Colorado Springs Utilities and Memorial Health System, exists for the purpose of serving the community through its businesses, operations and services.
- E. The City of Colorado Springs Code of Ethics is hereby deemed to be a matter of City Council's exclusive home rule authority and supersedes any other applicable Colorado statutes. Moreover, this Code of Ethics is in compliance with, and therefore supersedes by its own terms, Colorado Constitution, article XXIX, "Ethics In Government". (Ord. 11-18)

1.3.102: DEFINITIONS: The following definitions are applicable to the City Code of Ethics:

ADMINISTRATIVE OFFICERS³: All heads of departments appointed by the Mayor.

APPOINTEES: Are "administrative officers"³ and shall mean and include all persons appointed by the Mayor and/or members of City Council pursuant to the City Charter and this City Code, to include the City Attorney, City Auditor, City Clerk, Municipal Court Judges and Utilities Chief Executive Officer and all members of boards, committees and commissions appointed by the Mayor and/or City Council. For purposes of this Code, the term "appointee" shall also include the Memorial Health System Chief Executive Officer.

CITY: The municipal government and all its enterprises as defined by the Colorado Constitution, article X, section 20 and City Charter article VII, section 7-90, including, but not limited to, Colorado Springs Utilities and Memorial Health System. The City's municipal government and the municipal enterprises are subject

1. Prior ordinance history: Ord. 94-160; Ord. 98-185; Ord. 01-42; Ord. 07-59, Ord. 10-30.

2. The "City" is the sole legal entity pursuant to City Charter, article I, sections 1-10, 1-20, and owns all its enterprises as defined by Colorado Constitution, art. X, §20 and City Charter, article VII, section 7-90.

3. See City Charter, article XIII, section 13-10.

to the management and control of the Mayor. The City's Colorado Springs Utilities enterprise is subject to the management and control of City Council's appointed Chief Executive Officer. The City's Memorial Health System enterprise is subject to the general supervision and control of City Council and is subject to the daily management and control of City Council's appointed Board of Trustees, who appoints a Chief Executive Officer.

COVERED PERSONS: Elected officials, appointees, administrative officers, employees, independent contractors and volunteers in connection with their work for the City.

DIRECT OFFICIAL ACTION: Any action that involves:

- A. Negotiating, approving, disapproving, administering, enforcing or recommending for or against a contract, purchase order, lease, concession, franchise, grant, vendor, concessionaire, land use or any other matter to which the City is a party. "Recommending" shall mean someone in the formal line of decision making for the matter.
- B. Enforcing laws or regulations or issuing, enforcing or regulating permits and licenses.
- C. Appointing and terminating employees, temporary workers, volunteers and independent contractors as defined by the Internal Revenue Code.
- D. Doing research for, representing, or scheduling appointments for an officer, official, or employee, provided that these activities are conducted in connection with that person's job performance.
- E. "Direct official action" does not include acts that are purely ministerial. It also does not include signatures by the Mayor, City Council, City Auditor, City Attorney, City Clerk, Utilities Chief Executive Officer or Memorial Health System Chief Executive Officer unless these individuals initiate the contract or are involved in the selection of the contractor or the negotiation or administration of the contract. A person who abstains from a vote is not exercising direct official action.

ELECTED OFFICIALS: The Mayor and Council Members.

EMPLOYEE: Any person in the employ of the City or any of its enterprises, agencies, departments, or organizations.

GIFT: A payment, subscription, advance, forbearance, acceptance, rendering or deposit of money, services, or anything of value given, to include food, lodging, transportation, golf or other recreation or entertainment, and reimbursement for other than necessary expenses for official business on behalf of the City, unless consideration of equal or greater value is received.

IMMEDIATE FAMILY: The employee's spouse and his or her dependents.

INDEPENDENT CONTRACTORS: Those persons as defined by the Internal Revenue Code in their work for the City.

VOLUNTEERS: Those persons who contribute their services to the City without compensation. (Ord. 11-18)

1.3.103: **INDEPENDENT ETHICS COMMISSION:**

- A. **Creation And Purpose:** There is hereby created an Independent Ethics Commission. The purpose of this Commission shall be to render recommendations and advisory opinions on ethical issues.
- B. **Members:** City Council shall appoint five (5) members to the Independent Ethics Commission to serve staggered terms, who shall have expertise in ethical matters, acquired through education or experience. An alternate may be appointed pursuant to this City Code. Each member of the Initial Independent Ethics Commission shall serve at least one term and those initial terms shall be one, two (2) and three (3) years.
- C. **Term Of Appointment:** The term of a Commission member following the initial terms shall be three (3) years.
- D. **Compensation:** Members of the Independent Ethics Commission shall be "volunteers" as defined by this Code and serve without compensation. Members may be reimbursed for reasonable expenses.
- E. **At Will:** Each member of the Independent Ethics Commission shall serve at the pleasure of City Council and shall be subject to City Charter,

particularly City Charter subsection 3-60(d) and section 9-10, this City Code and the rules and procedures of City Council.

- F. **Majority Vote:** The Independent Ethics Commission shall make recommendations based upon a majority vote.
- G. **City Attorney:** The City Attorney, or a designee of the City Attorney, shall be the chief liaison and legal advisor to the Independent Ethics Commission, but shall have no vote.
- H. **Disqualification:** Any member of the Independent Ethics Commission shall disqualify himself or herself from participating in any matter before the Commission in which his or her impartiality might reasonably be questioned, including, but not limited to, instances where he or she has a personal bias or prejudice concerning a party or personal knowledge of or involvement in disputed evidentiary facts concerning the matter. In that case, the alternate may sit in place of the disqualified member.
- I. **Subpoena And Recommendations:** The Independent Ethics Commission shall have the power to subpoena documents and witnesses. The determination of a recommendation by the Independent Ethics Commission shall be made based upon the preponderance of evidence before it.
- J. **Rules Of Procedure:** The Independent Ethics Commission shall promulgate its own rules of procedure to be approved by City Council.
- K. **Complaints; Inquiries:** Any person may file a written complaint or an inquiry for consideration by the Independent Ethics Commission through the City Attorney regarding a matter involving an elected official, an appointee including members of boards, committees and commissions appointed by City Council, the President of Council or the Mayor, or an independent contractor. Any written complaint or inquiry shall be filed confidentially and processed in accord with the Independent Ethics Commission Rules of Procedure. The written complaint or inquiry may only be considered for matters occurring within the last twelve (12) months. Any person may file a written complaint or inquiry for consideration directly with the Mayor, Utilities Chief Executive Officer, Memorial Health System Chief Executive Officer, City Attorney, City Auditor, City Clerk or Presiding Municipal Judge for covered persons within those organizations or for covered per-

sons who work for the City in a volunteer capacity, not including members of boards, committees and commissions appointed by City Council or the Mayor.

- L. **Frivolous Complaints; Inquiries:** The Independent Ethics Commission may dismiss frivolous complaints or inquiries without further action. A record of dismissal as deemed frivolous shall be maintained as confidential by the Independent Ethics Commission.
- M. **Nonfrivolous, Formal Complaints; Inquiries:** The Independent Ethics Commission shall take such steps as necessary pursuant to its rules to investigate nonfrivolous, formal complaints. Within ten (10) days of the conclusion of its investigation and deliberations, the Commission shall issue a confidential written recommendation to City Council containing findings of fact and conclusions of law.
- N. **Penalty:** Any individual who is found to have breached the public trust and has been found to have done so for private gain, and any person or entity inducing such breach, shall be liable to the City for double the amount of financial equivalent of any benefits obtained by such actions. The manner of recovery and any additional penalties may be as provided by law.
- O. **Final Action:** Any decision of the City Council made upon confidential written recommendation of the Independent Ethics Commission may be deemed to be a final action, subject to any appeal to a court with proper jurisdiction. (Ord. 11-18)

1.3.104: GIFTS:

- A. **Hospitality And Gifts:** No covered person shall solicit for, accept or give any gift or thing of value related solely to the covered person's duties and responsibilities on behalf of the City.
- B. **Exceptions:** Providing that a gift could not be considered a bribe or a means of improper influence on a direct official action, no violation of this Code of Ethics shall be found to apply to the following:
 1. A campaign contribution as defined by law.
 2. An unsolicited item or items of value less than fifty dollars (\$50.00) per vendor or third party

per year (adjusted for inflation using the U.S. Bureau of Labor Statistics Consumer Price Index for Denver-Boulder-Greeley).

a. The item or items shall not be cash or cash equivalent such as gift cards, checks or money orders.

b. The cost of the gift is the retail value of the item unless the receiver has knowledge that the giver paid more than the retail value, in which case the cost is the amount actually paid.

c. For a charity event, the cost of the event is the fair market value of the activity received as opposed to the full amount of the ticket.

d. It is not permissible to pay part of the cost of a gift that is offered with a value exceeding fifty dollars (\$50.00) (as adjusted) to reduce the value to less than fifty dollars (\$50.00) (as adjusted) and then accept the gift.

3. An unsolicited token or award of appreciation that is reasonable in value and purpose, such as plaques and professional awards.

4. A component of compensation paid or other recognition given in the normal course of employment, appointment or volunteer services or business.

5. Any scholarship or grant or other financial aid for education given to any covered person or immediate family member for any reason so long as the award is not based upon the influence of the covered person.

6. Any charity event benefiting the City and any of its affiliated organizations.

7. Any gift solicitation for a charitable purpose as determined appropriate by the City or its affiliated organization.

8. Any gift, whether solicited or not, to benefit a public safety or community purpose. However, covered persons must not solicit or receive gifts that will directly or indirectly benefit themselves.

9. Any gift provided as a result of the recipient's outside business or employment activities that do not pertain to the City.

10. Awards or prizes given at competitions or drawings at events open to the public, so long as there is not an appearance of impropriety.

11. Reasonable cost and frequency of vendor sponsored or other professional educational conferences, seminars or meetings, so long as the conferences, seminars or meetings are documented.

12. Reasonable cost and frequency of City sponsored educational events, so long as the events are documented.

13. Reasonable cost and frequency of business meals for covered persons, so long as the meals are documented.

14. Perishable or consumable gifts given to a City department or group.

15. Gifts accepted in a covered person's official capacity that will become property of the City.

16. For elected officials, reasonable cost and frequency of meals and event tickets pertaining to their official duties as Mayor or members of Council so long as the gift is documented and is not intended, and does not affect, a direct official action.

17. Any exemption granted or exception recognized pursuant to Federal or State law.

18. Any other exceptions as may be approved by the City Council.

C. Inappropriate Hospitality And Gifts: Inappropriate hospitality or gifts involves offering or receiving accommodations, tours, event tickets, recreation, entertainment, meals or other similar personal benefits when a personal or financial relationship exists that could influence or be perceived to influence objectivity when interacting with, representing, or conducting business for or on behalf of the City. (Ord. 11-18)

1.3.105: **LOBBYING ACTIVITIES:** Any covered person who performs lobbying services for the City, and any paid lobbyist who acts on behalf of the City shall abide by all applicable State and Federal laws. (Ord. 11-18)

1.3.106: CONFLICTS OF INTEREST: Every covered person owes a duty of loyalty to the City. A conflict of interest exists when there is any personal or financial relationship that could influence or be perceived to influence the representation or conduct of business for, or on behalf of, the City. A conflict of interest also exists when any improper and undue influence can be exercised, or be perceived to be exercised, concerning a direct action involving the City. A conflict of interest may exist when there is an appearance of impropriety. No conflict of interest is allowed.

- A. No covered person shall hold financial interests that conflict with the conscientious performance of duty.
- B. No covered person shall engage in business activities including financial transactions using nonpublic government or enterprise private information, or allow the improper use of that information to further any private interest or gain.
- C. No covered person shall knowingly make unauthorized commitments or promises of any kind purporting to bind the City.
- D. No covered person shall give preferential treatment to any private organization or individual.
- E. No covered person shall directly or indirectly participate in any matter involving the City where they or a member of their family has a direct or indirect substantial financial interest. If a direct or indirect substantial financial interest exists, the covered person shall make known that interest to the appropriate persons and shall refrain from participating in the matter as it is dealt with by the City.
- F. No covered person shall engage in outside employment or activities, including seeking or negotiating for employment that conflicts with their official duties and responsibilities.
- G. No covered person shall tolerate waste, fraud, abuse and corruption in government or any of its businesses, operations or services.
- H. No covered person shall engage in any actions that may create, or do create, the appearance that they are violating the law or ethical standards.

- I. No covered persons shall engage in any activity that may create, or does create, the appearance of impropriety. (Ord. 11-18)

1.3.107: ETHICS EDUCATION: Ethics education using this Ethics Code and other ethics training shall be given annually to every covered person. (Ord. 11-18)

1.3.108: FURTHER ETHICS RULES AND REGULATIONS: Nothing in this Code of Ethics shall prohibit the Mayor, City Attorney, City Auditor, City Clerk, Utilities Chief Executive Officer or Memorial Health System Board of Trustees or Chief Executive Officer, or Presiding Judge of the Municipal Court from enacting further ethics rules and regulations pertaining to those who report to them that may be as strict or more strict than this Code of Ethics. (Ord. 11-18)

Regulations

Cheyenne Mountain State Park is managed and maintained for your enjoyment and for the protection of the park's natural resources. Please observe the following rules for the safety and enjoyment of all park visitors.



- Camping allowed in designated areas only.
- All open fires must be contained within grills or the metal fire rings provided.
- Smoking is not allowed on the trails or in the back country.
- Pets are not allowed on the trails.
- Pets are allowed in the developed areas (i.e. parking lots and picnic sites) and must be leashed at all times.
- Equestrian use is allowed on designated trails only.
- No climbing or rappelling on rock formations.
- Vehicles must remain on designated roads and parking areas.
- Tree cutting or wood gathering is not permitted.
- Place trash and litter in proper receptacles.
- No hunting is allowed in the park.



Passes

All visitors entering the park are required to display a current Colorado State Parks Pass on their vehicle windshield. A daily vehicle pass is valid from the day purchased until noon the following day. An annual vehicle pass is good at any Colorado State Park. Annual vehicle pass holders with additional vehicles may purchase multiple passes at a reduced fee.

Daily vehicle passes are sold at the Visitor Center and park entrance. A Self-service pass dispenser is available at the archery range parking lot and the main park entrance when the visitor center or entrance station are closed. Colorado disabled veterans displaying Colorado Disabled Veteran (DV) license plates are admitted free without a pass. Colorado seniors, 64 years of age or older, qualify for the Aspen Leaf annual pass available at a discounted rate.

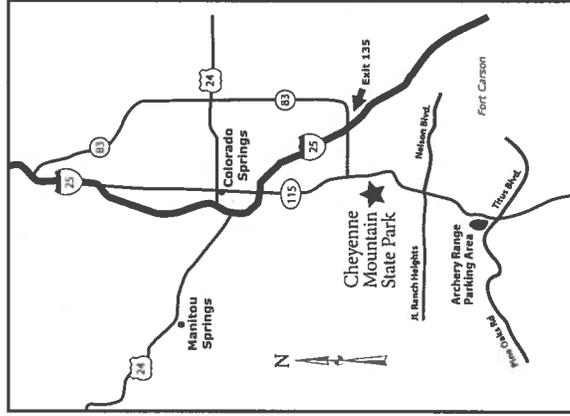
First Aid/Emergencies

Park rangers are trained and equipped to provide minor first aid. In an emergency, go to the Visitor Center, entrance station, or dial 911 on any phone.

Friends Group

"We get by with a little help from our friends..."
The Friends of Cheyenne Mountain State Park is a non-profit group that serves to protect, enhance, and preserve the natural state and spectacular beauty of the park. Their dedication to helping staff promote and improve the park, and its recreational and educational opportunities means a better park experience for every visitor.

If you would like to join the Friends and play an important part in Cheyenne Mountain State Park pick up an application at the Visitor Center or visit the Friends at: <http://friendsofcmstp.org/>



Cheyenne Mountain State Park

410 JI Ranch Heights • Colorado Springs, CO 80926
(719) 576-2016 • cheyenne.park@state.co.us

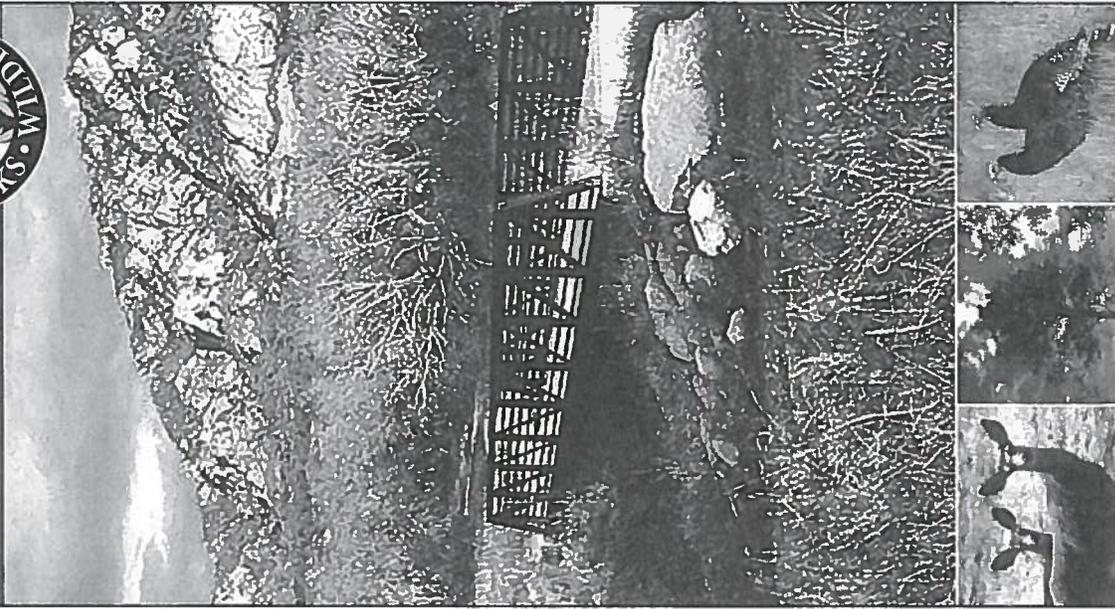
cpw.state.co.us



Funded in part by Great Outdoors Colorado through Colorado Lottery proceeds.



Become our friend and follow us.



The park has 18 trails that total over 21 miles. All trails are easy to moderate in difficulty and take hikers and bikers on a nature adventure throughout the 2701-acre park. In order to help protect the park's spectacular natural resources, pets are not allowed on the trails. Smoking is also strictly prohibited on the trail system and in the backcountry. For your safety, take notice of the markers along every trail. GPS coordinates are on all trail signage and will help park staff locate hikers and bikers in case of emergencies on the trail.

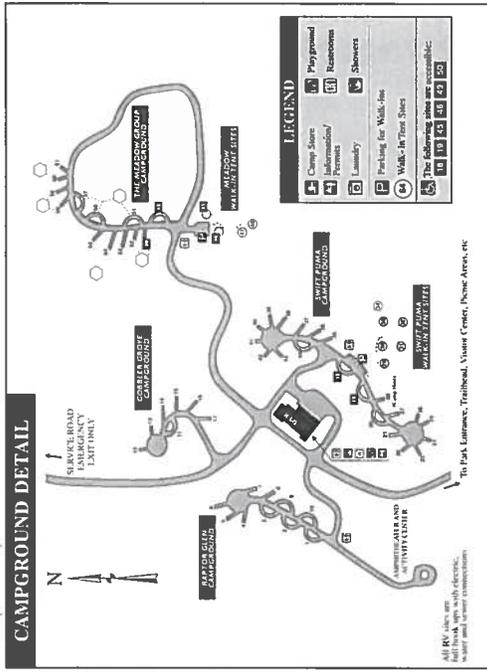
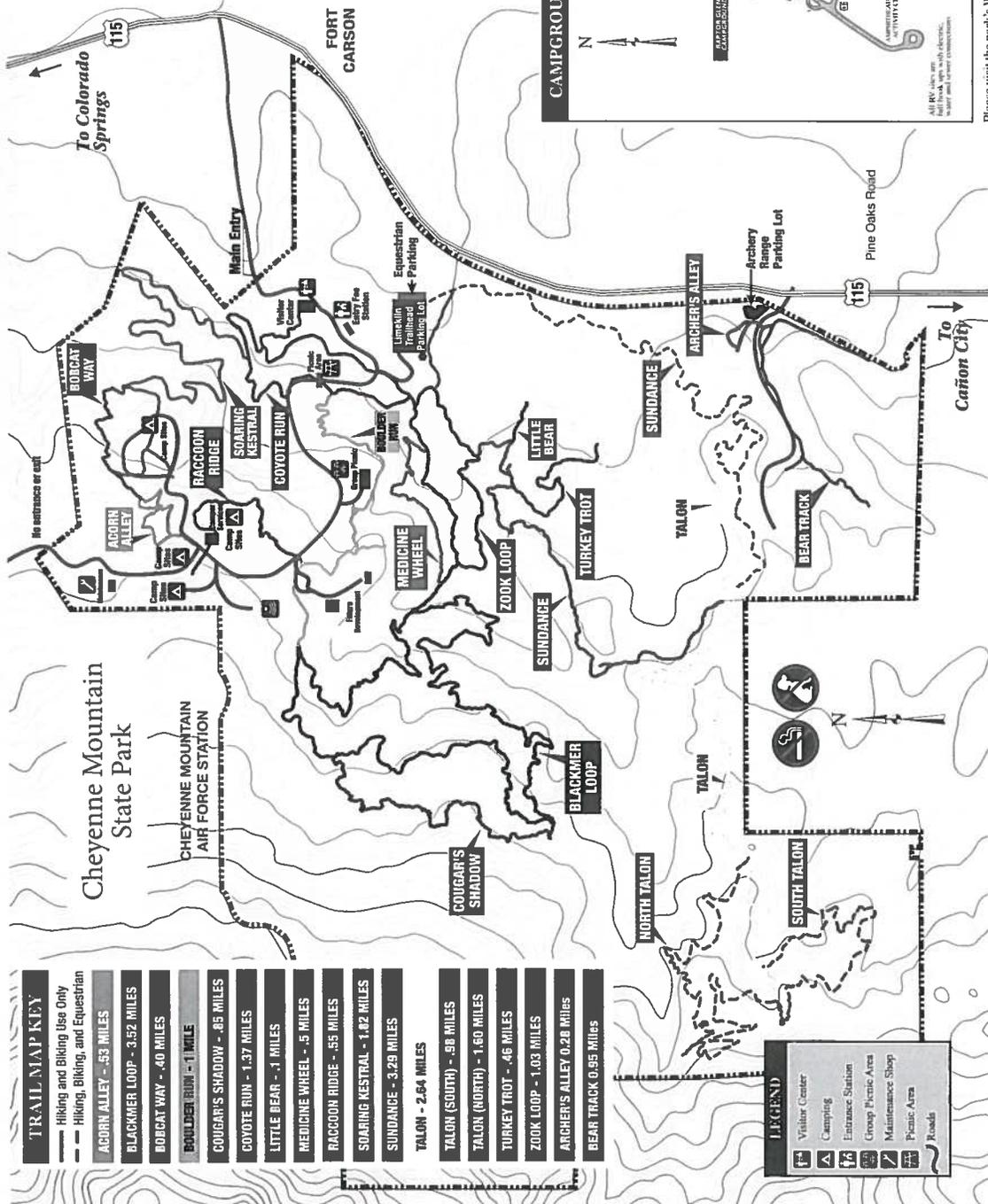
Archery Range

Archery Range facilities consist of a Target Range from 10-60 yards, Youth Target Range up to 20 yards, a NEAA Field Range and 3D targets. All vehicles are required to have a valid Vehicle Parks pass and the Field/3D ranges do require an additional individual permit fee that can be purchased through the self service station in the Archery Range Parking lot or at the Visitor Center.

The range is open daily from sunrise to sunset but may be closed to the public during tournaments. Please check the website at cpw.state.co.us for any tournament information and other special regulations or call 719-576-2016.

Storm alert

While at the park, you may hear a siren. Don't be alarmed. It's part of a weather alert system used at Fort Carson Army Base. The siren is used to alert soldiers in the area. If you hear the siren, you should treat it as a warning of possibly dangerous weather and take the precautions needed to protect yourself.



Please visit the park's Web site at <http://www.cpw.state.co.us> and choose Cheyenne Mountain under "find a park" to print our detailed campground maps and to make campsite reservations. Camping reservations may also be made by phone at 1-800-678-CAMP. Please call the park directly for group camping reservations.



The only State Park in El Paso County, Cheyenne Mountain State Park is the result of strong partnerships and years of thoughtful planning. Acquired in June 2000 through a partnership between the City of Colorado Springs, Colorado Parks & Wildlife, Great Outdoors Colorado (GOCO), Colorado Lottery, El Paso County and other local private

organizations, the park represents the protection of one of the last significant open spaces along the southern section of the Colorado Front Range. Formerly the JL Ranch, the park is situated just south of Colorado Springs. The 2701 acre park lies beneath the eastern flank of Cheyenne Mountain and borders the plains of Colorado in a stunning transition from plains to peaks. The land is in remarkable natural condition and diverse wildlife viewing opportunities abound due to the property's relatively undisturbed and unfragmented nature.

Opened in October 2006 Cheyenne Mountain offers superior facilities and recreational opportunities. The highlight of any visit is the park's trail system, offering over 21 miles of trails. These pathways allow visitors ample opportunities to explore the park's natural beauty. Along with great trails, the park offers a Visitor Center with gift shop and interpretive displays, picnicking, wildlife viewing, camping and group picnicking.



Visitor Center and Gift Shop

At our Visitor Center, learn more about the park's diverse natural resources with engaging displays and hands-on activities for kids or just relax on the couch while enjoying the amazing view. The Visitor Center is also home to "The Trail's End" book and gift shop filled with books inspired by Colorado, distinctive gift items for all ages, as well as custom Cheyenne Mountain State Park clothing and mementos.

The Visitor Center has a public meeting room available to groups and individuals. Call the park for reservations and fee information.



Trails

The highlight of any visit is the park's over 21 miles of trails. Open to hiking and biking, visitors have 18 trails to choose from. Visitors can wander through grasslands filled with prairie dogs or explore the pines and try to catch a glimpse of mule deer. Dogs are not permitted on the trails. Please see the map in this brochure for more information.

Camping

The park boasts 51 full service camp sites that include water, electrical and sewer hook-ups for RV / tent campers. Thirteen of these sites are in our group area. Also available are 10 unique walk-in basic sites nestled among the scrub oak. Visitors will enjoy the camper-services building that offers permits and park information as well as hot showers, a laundry room, an activity room and a camp store that stocks everything from books and souvenirs, to snacks and camper necessities. Camping is available in the off-season with limited facilities. Camping reservations are highly recommended between Memorial Day and Labor Day. For camping information or to make camping reservations, go to cpw.state.co.us. Camping reservations can also be made by phone by calling 1-800-678-CAMP. Please call the park directly for group camping reservations.

Picnicking

Nestled within scrub oak and along a meandering trail, the park's 41 day-use picnic sites offer great views for family and friends enjoying a day at the park. A table and grill are provided at each site and they are available year-round on a first-come, first-served basis.

In addition to the day-use picnic sites, the park has a beautiful group picnic facility that can accommodate

parties up to 200. Groups can enjoy the large pavilion, playground, horseshoe court and rest rooms as well as the best view in the park. This area is by reservation only. Please contact the Visitor Center for more information.

Wildlife

Wildlife abounds in Cheyenne Mountain State Park. Deer, elk, black bear, cougar, as well as coyote, fox, and prairie dogs are just some of the animals that call the park home. A wide variety of birds can also be found, including red-tail hawks, golden eagles and wild turkey. Find out more about Colorado's wildlife from the Colorado Parks & Wildlife website at www.cpw.state.co.us.



Nature Study and Programs

The park is an excellent outdoor classroom. Evening programs and nature hikes are available weekly during the spring and summer months and periodically in the fall and winter. Park naturalists enjoy presenting programs or leading groups along the trails, exploring and sharing the wonders of nature. Program announcements are located at the Visitor Center and entrance station as well as posted on the park's event calendar at www.cpw.state.co.us.

Area Attractions

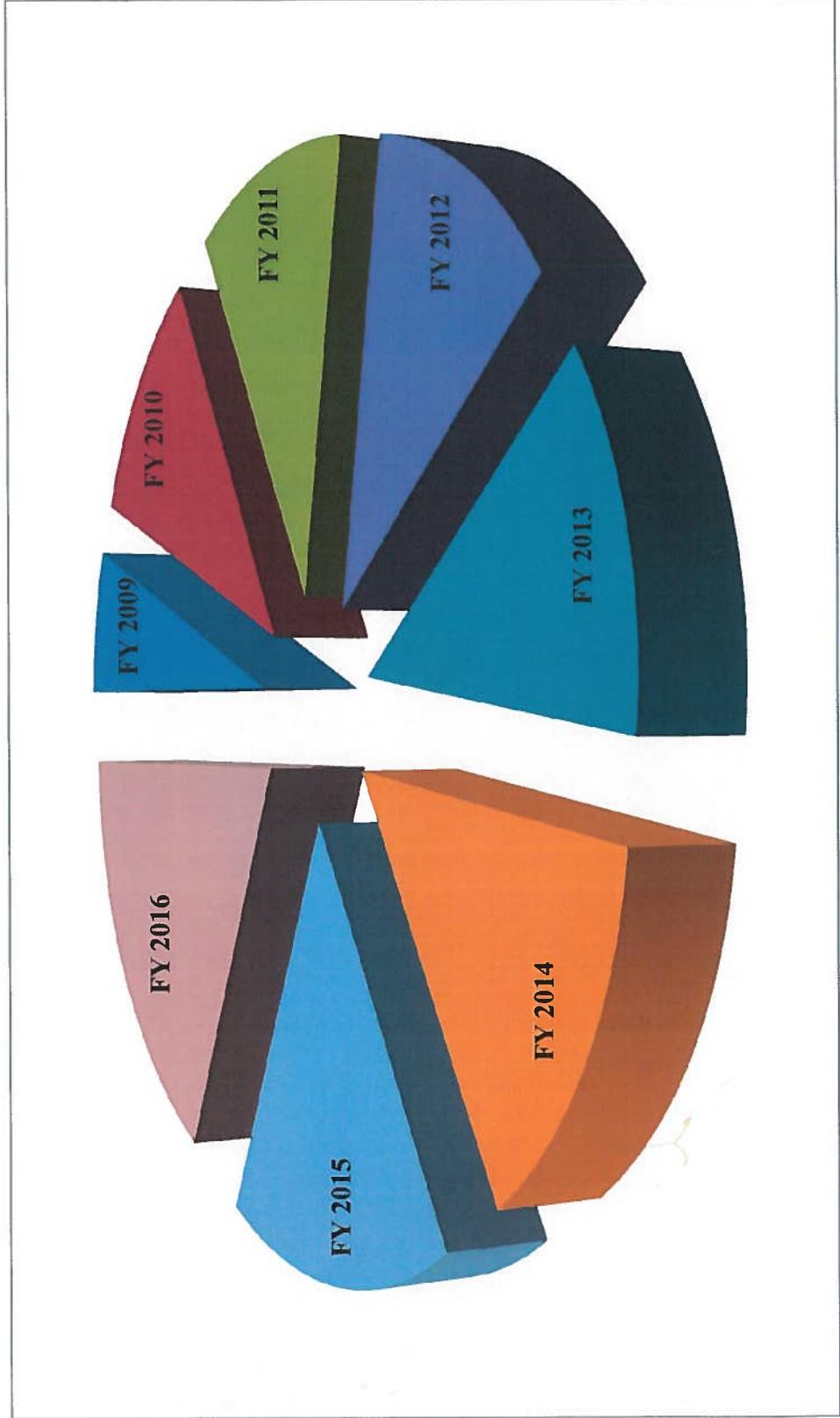
Colorado Springs has a rich natural and cultural history, and Cheyenne Mountain State Park is the perfect place to kick off your Pikes Peak region adventure. Area Attractions from the Garden of the Gods, to a ride up "America's Peak" on the cog are just a few must-see activities in the area. Find out more at www.experiencecoloradosprings.com.



All photos in this brochure ©Quade Smith.

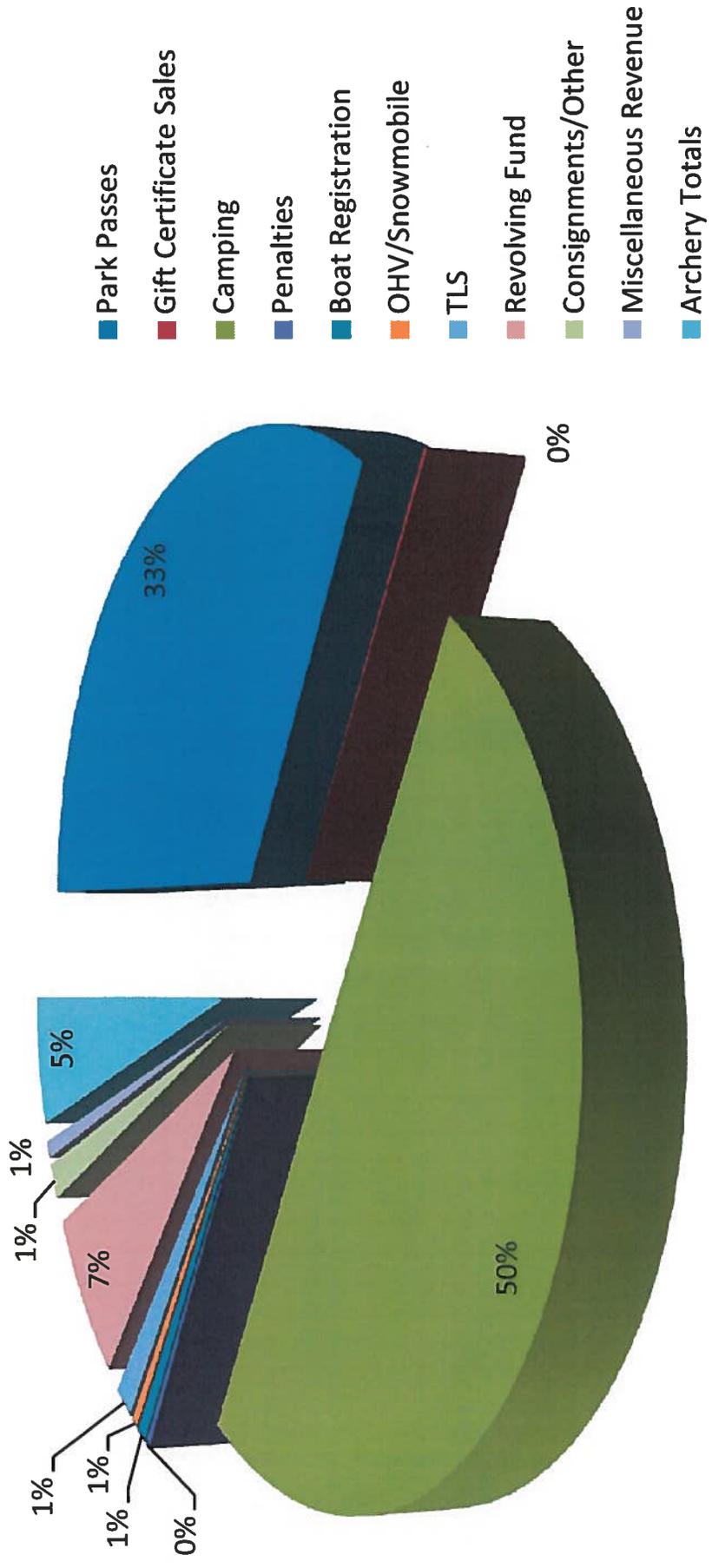
CHEYENNE MOUNTAIN STATE PARK CAMPING REVENUE

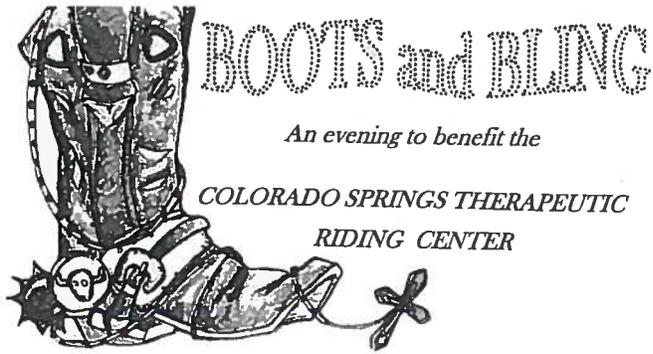
SALES	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Camping by FY	\$114,532.25	\$210,110.71	\$221,789.36	\$233,505.18	\$239,340.00	\$273,984.00	\$317,298.00	\$354,746.00
Percentage of FY Revenue	40%	50%	47%	52%	51%	50%	49%	50%



CHEYENNE MOUNTAIN STATE PARK

FY 2016





BOOTS and BLING

An evening to benefit the

COLORADO SPRINGS THERAPEUTIC
RIDING CENTER

Call the babysitter . . .
Invite some friends . . .
Put on your best
"BOOTS and BLING",
and join us for a memorable night.

Saturday, September 24, 2016
5:30 pm – whenever your feet get tired!

Dine on sumptuous
hors d'oeuvres, dance
to the music of
Ron Perry.
Live and silent
Auction

Mark Reyner Stables
(Justin's Arraz)
8254 Pasco Road
Colorado Springs, CO
80909

Tickets are \$50.00 per person or \$500.00 for the
"Ultimate" table of 8. Seating is limited.
For more information, please call 719-634-4173.

Please RSVP by September 16, 2015.

Name _____
Address _____
City/State/Zip _____

COLORADO SPRINGS
THERAPEUTIC
RIDING CENTER