APPENDIX A: STATE OF THE CITY SNAPSHOTS

WHERE WE ARE AND WHERE WE ARE GOING

What is a PlanCOS Snapshot?

These PlanCOS Snapshots were integral to the process of creating this Plan including its Vision and Themes. They provide a quick overview of key subjects and trends both presented to and identified by the community during the stakeholder input process. They include input from the Colorado Springs community, Co-Creators, and the Technical and Steering Committees, along with data and document analysis by contributing subject matter experts. They provide the reader high level background and understanding about these key topics, as well as a baseline for ongoing discussion and evaluation of information and trends important to the city’s physical development future.

The PlanCOS Snapshots are just that; snapshots of key information assembled and synthesized near the beginning of the PlanCOS process. This information is not represented as being complete and entirely up-to-date in all cases. Unlike the content of the main body of this Plan, these Snapshots have not been thoroughly reviewed and validated in detail by the full spectrum of PlanCOS participants. Some of this information is particularly susceptible to becoming dated or less applicable over time. Therefore, as PlanCOS is applied, evaluated, implemented, and amended over time, new and updated information should be considered as appropriate.

UNIQUE PLACES

Growth + Demographics

What We Should Know About Who We Are And How We Grow

With a land area of 195 square miles and a 2015 population of 451,585, Colorado Springs is Colorado’s largest city by area, and second only to Denver in population. By population, we are now the 40th largest city in the country. By 2040, our City could have well over 600,000 people, and El Paso County is expected to be home to about 1,000,000 people. Regardless of the exact rate of growth, twenty years from now our senior population is projected to increase extraordinarily and we are projected to be considerably more diverse.

Historic City Growth

Colorado Springs has seen extraordinary population growth over the last 50 years, establishing itself as a strong urban hub for southern Colorado. Since the 1960s its annual population growth has been greater than the majority of cities in Colorado. Although the City’s long-term rate of population growth has slowed somewhat compared with the period from the 1950s through the 1980s, the City continues to grow at rates considerably above the national average. It is expected to match Denver’s population in the future.
Unprecedented Regional Growth

El Paso County will see over a quarter of a million new people by 2035, and the population for the City will likely be home to about 2/3rds of these residents. By that time, Colorado Springs will grow to be the size of the current City and County of Denver, but with a significantly different outlook: Colorado Springs will still have room to grow, while Denver is already land locked. A significant amount of growth continues to occur outside of the City causing a strain on services. Although the City’s share of the County population has declined over most of the last several decades, recent data show that this trend may decline in the future due in part to demographic shifts and more urban housing choices.

El Paso County Population Projection 2035

<table>
<thead>
<tr>
<th>Year</th>
<th>Urban Core</th>
<th>Southeast</th>
<th>Northeast</th>
<th>Southwest</th>
<th>Northwest</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005 Population</td>
<td>387,614</td>
<td>74,120</td>
<td>48,371</td>
<td>18,573</td>
<td>11,598</td>
<td>540,276</td>
</tr>
<tr>
<td>2010 Population</td>
<td>441,967</td>
<td>81,935</td>
<td>58,510</td>
<td>22,564</td>
<td>14,870</td>
<td>619,846</td>
</tr>
<tr>
<td>2015 Projected</td>
<td>486,167</td>
<td>88,215</td>
<td>72,920</td>
<td>22,564</td>
<td>15,527</td>
<td>685,393</td>
</tr>
<tr>
<td>2020 Projected</td>
<td>514,318</td>
<td>98,120</td>
<td>82,120</td>
<td>22,564</td>
<td>15,936</td>
<td>733,070</td>
</tr>
<tr>
<td>2025 Projected</td>
<td>537,300</td>
<td>112,959</td>
<td>94,540</td>
<td>23,490</td>
<td>16,918</td>
<td>785,207</td>
</tr>
<tr>
<td>2030 Projected</td>
<td>562,922</td>
<td>128,267</td>
<td>103,745</td>
<td>24,740</td>
<td>17,545</td>
<td>837,219</td>
</tr>
<tr>
<td>2035 Projected</td>
<td>595,432</td>
<td>147,842</td>
<td>113,990</td>
<td>26,637</td>
<td>18,468</td>
<td>902,369</td>
</tr>
</tbody>
</table>

Source: Pikes Peak Area Council of Governments (PPACG), 2012.

Growing Young and Old Populations

The proportion of Millennials living in the city is increasing, and furthermore, the 20-30 year old age group is by far the largest for in-migration, and is the most important for fueling the city’s growth. This demand is driven, in part, by the strong military presence. Without appropriate housing types, jobs, and urban amenities, we have the potential of losing this population.

But Millennials are not the only generation that is growing; the Colorado Springs population is also getting older. There are now over 50,000 people 65 years or older—an increase of 50% since 2000 -- much of which is attributed to the Baby Boomer generation.
Future city growth over the next 20 to 30 years can be accommodated within our existing boundaries. Currently, over 25% of the City is vacant and undeveloped, the majority of this area is in Banning Lewis Ranch, and many additional opportunities for redevelopment and infill exist. Although our mix of land uses is in overall balance with the market, there are inefficiencies in how some uses are distributed throughout our community. The location, quality, and intensity of existing land uses should be expected to change in the future. In particular, this will impact the redevelopment of existing areas, such as older arterial corridors.

**Land Use**

What We Should Know About How And Where We Build

Rethinking Location, Intensity and Design

Taking up the largest portion of the City are residential neighborhoods which are zoned for just over 41% of the land area. The second largest zoning category is Planned Unit Development, which is intended to encourage higher-quality —predominantly residential— developments and increased density or public amenities. Another 11% of the City’s land is available for office,
business and employment uses, and 9% for industrial. The last 1% includes other special uses and areas with traditional neighborhood and form-based design. Although the City is comprised of a healthy mix of land uses, not all of them are located in optimal locations or have resulted in the desired intensity of quality.

The Importance of our Military Presence in City Building

With nearly 170 square miles of military land in and around the City that employ or house over 175,000 people, the military is a clear economic driver for the region. This strong presence has both benefits and challenges. As the largest military installation, Fort Carson alone has a population of close to 125,000; with 26,282 on active duty and another 98,409 retirees, family members, and civilian employees. The impact of this presence can be seen in the workforce, job availability, services and housing type and tenure; only Fort Carson provides its own internal school system and housing is not provided for everyone. Through the Joint Land Use Study (JLUS), the City is collaborating with these institutions and planning for the areas surrounding the bases in order to support resident life on the bases. While the military bases are anticipated to continue to be a stable economic force, at some point overall City growth is expected to outpace military expansion. This will underscore the importance of leveraging the military presence to attract and target related industries.

<table>
<thead>
<tr>
<th>BASE</th>
<th>ACTIVE DUTY</th>
<th>RETIREES, FAMILY MEMBERS OR CIVILIAN EMPLOYEES</th>
<th>RESERVISTS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Carson</td>
<td>26,282</td>
<td>98,409</td>
<td>-</td>
<td>124,691</td>
</tr>
<tr>
<td>Schriever AFB</td>
<td>1,618</td>
<td>7,583</td>
<td>469</td>
<td>9,670</td>
</tr>
<tr>
<td>Peterson AFB</td>
<td>6,750</td>
<td>26,101</td>
<td>1,525</td>
<td>34,376</td>
</tr>
<tr>
<td>Air Force Academy</td>
<td>5,701</td>
<td>1,875</td>
<td>-</td>
<td>7,576</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>40,364</strong></td>
<td><strong>132,994</strong></td>
<td><strong>1,993</strong></td>
<td><strong>176,313</strong></td>
</tr>
</tbody>
</table>


We Know Where We Are Growing

The majority of the lands identified as vacant or planned for development are located on the east and north edges of the City, although vacant and re-developable infill properties are scattered throughout the City. Most areas anticipated for growth and development over the next 10 years have already been annexed into the City. The majority of the vacant/developable land is within the approximately 24,000-acre Banning Lewis Ranch (BLR), the largest of the master planned developments.

In order to accommodate an anticipated 100,000 more people in the coming decade, the City will most likely need to employ a strategy of both new greenfield development and infill/redevelopment. Infill and redevelopment may be a priority, because sites adjacent to developed areas are more easily and efficiently connected to services and infrastructure, can take advantage of existing capacity, and can reduce the potential for blight and disinvestment in mature areas. However, even with a focus on infill and redevelopment, the development of Banning Lewis Ranch may be necessary to address population and employment demand.
Kinds of Development

GREENFIELD
Development of previously undeveloped or vacant sites. These areas are generally located outside or on the fringe of urban areas.

INFILL
Development of vacant land within previously built areas. These areas are already served by public infrastructure, such as transportation, water, wastewater, and other utilities.

REDEVELOPMENT
Converting an existing built property into another use. Ideally, redevelopment aims for better use of the property that provides an economic return to the community.

Why Are We Still Growing Outward?

A significant amount of investment is necessary to see additional growth happen within our infill, redevelopment, and large greenfield areas. Due to costs, a substantial amount of development is still occurring outside both the city limits and Banning Lewis Ranch where development standards and requirements are lower. If new residential development growth occurs outside the city boundary, but within driving distance of the jobs and services in Colorado Springs, the development could change planned infrastructure needs including utilities, traffic, and the nature of the development.

The existence of large residential lots served by individual wells and septic systems creates another potential impact on development continuing outside Colorado Springs boundaries in some areas. Additionally, almost 40 County enclaves within the city limits have not been formally annexed. For example, residential development in unincorporated El Paso County averages 9.6 acres; development in the Black Forest subdivision has an average lot size of 4.7 acres. When development occurs outside of the City’s boundary, it is not subject to City development codes. This could result in a pattern of development that does not align with PlanCOS..
VIBRANT NEIGHBORHOODS

Housing

What We Should Know About How And Where We Live

Families continue to be attracted to Colorado Springs’ housing quality and affordability, and much of the new housing stock will continue to be built as single-family homes. However, an increasing proportion of housing will need to meet the changing demand for smaller, multifamily, and specialized units, and to address our ongoing imbalance in affordable/attainable housing. These shifts in the housing market will be driven by increases in the young, senior, and one- and two-person households, as more than one quarter of households now consist of people living alone. In the near term, there is pent-up demand for quality infill and redevelopment units in Downtown and other urban neighborhoods, particularly for the local workers. Going forward, new and existing suburban neighborhoods should expect to incorporate a wider variety of unit sizes, densities, and types, which offer the chance for residents to up- or downsize while remaining in their chosen neighborhood.

Small Households Drive Growth

Our growing population creates a demand for new non-traditional housing needs in the form of smaller housing units. This is combined with a relatively small household size of approximately 2.48. Seniors and Millennials are expected to grow the most, while boomers are expected to decline in proportion to the general population. The relatively large share of the population, accounting for members of the baby boomer generation, has shifted upward in age—a phenomenon to which the housing market will be required to respond to with a housing supply suited to a larger number of elderly households. This will likely translate to increased demand for accommodations that would allow such households to age in place. Very young households have similar needs, often looking for “starter” homes that are affordable, manageable, and appropriate for smaller household sizes. The major driver of this is growth in one-person and two-person households in the form of smaller housing and rental units.

Need to Match our Housing Stock to Our Future Demand

The choices that Colorado Springs residents make represent the continuation of national trends that impact what households look like today including wealth, mobility, delay of marriage, increased longevity, and a departure from traditional family structures. There are over 50,000 single-person households in Colorado Springs, which translates to 29% of all households citywide. Given this increase in smaller households, there is an inadequate supply of smaller housing units; close to 60% of units have 3 or more bedrooms, whereas only 37% of households have 3 or more people. Although 29% of the population lives alone, only 14% of the units are 1 bedroom or studio units.

Comparison of Household Size to Housing Stock (2015)

<table>
<thead>
<tr>
<th>Household Size, 2015</th>
<th>Number of Bedrooms, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 or more person household</td>
<td>5 or more bedrooms</td>
</tr>
<tr>
<td>4-person household</td>
<td>4 bedrooms</td>
</tr>
<tr>
<td>3-person household</td>
<td>3 bedrooms</td>
</tr>
<tr>
<td>2-person household</td>
<td>2 bedrooms</td>
</tr>
<tr>
<td>1-person household</td>
<td>1 bedroom or studio</td>
</tr>
</tbody>
</table>

Data Source: US Census, American Community Survey 5-Year Estimates
Housing Demands Point to More Infill

There is a capacity for infill development, which could accommodate a substantial proportion of housing needs. As of 2014, there were about 7,000 acres of vacant parcels in the core area of Colorado Springs. While this is steadily decreasing, it represents ample redevelopment opportunities. Until recently, the overwhelming majority of new housing units have been built on the edges of the developed area of the City. While greenfield development continues to account for a majority of new housing, infill areas are beginning to capture a larger share. As of 2017, about 500 new residential units have been added in the Downtown area.

Millennials and young professionals will continue to drive the demand for infill housing. They also are the most likely demographic to prefer apartment living, rental housing, and an urban walkable environment, and they are least reliant on owning a car. The proportion of Millennials living in the City is increasing, and furthermore, the 20-30 year old age group is by far the largest for in-migration, and is the most important for fueling the City’s growth. This demand is driven, in part, by the strong military presence. Without appropriate housing types, we have the potential of losing this population. There is also demand for infill housing among a segment of Baby Boomers. While many want to remain in their home, over half are looking to downsize. An even larger segment may not have a choice as they age, as finances will become more constrained.

Pikes Peak Region Residential Building Permits

New Types of Living

A majority of Boomers desire to “age in place.” We are also seeing a demand for new types of communities. National trends show suburban development adapting to these desires and future needs. One model that has potential in Colorado Springs is the Lifestyle Master-Planned Community (MPC). Lifestyle MPCs offer a wide range of housing types (including single-family, townhomes, and co-housing) and price points, as well as a strong focus on community amenities. Successful examples that can serve as models for the City include Daybreak (located in the Salt Lake City metropolitan area) and Viridian (Dallas metropolitan area). Other housing developments are turning their focus to healthy living, variety of housing types, technology and unique neighborhood gathering spaces. These kinds of communities will be increasingly necessary to capture and keep young families.
STRONG CONNECTIONS

Transportation

What We Should Know About How We Get Around

In 2004 and 2012, voters in Colorado Springs and surrounding communities passed a one-cent sales tax to fund transportation and transit maintenance and improvements, demonstrating that our citizens value a transportation system that efficiently moves people and goods. In late 2015, city voters approved a 5-year 0.62% sales tax increase for maintenance of our approximately 5,400 lane miles of existing roadways. These transportation-related investments have resulted in reducing congestion along many of our major corridors, and are beginning to improve our standard of maintenance. Our land use pattern has made us dependent on cars. Multi-modal transportation options (buses/bicycles) are easily available only in parts of our community. Our challenge is to maintain a long-term cost effective and efficient transportation system for the automobile while increasing safe and convenient opportunities for alternate modes of travel.

Congestion Levels Better Than Others

The Texas Transportation Institute (TTI) develops congestion statistics for major metropolitan areas in the United States and classifies Colorado Springs and 32 other cities as medium-sized cities. Medium sized cities are generally considered urban areas with population between 500,000 and 1,000,000 people. As shown, in 2013, Colorado Springs was in the top third least congested medium sized city.

Since TTI has been recording this data, Colorado Springs’ position on this list has changed dramatically. In the early 1980s, the City was one of the least congested medium sized cities. Due to rapid population growth and relatively lack of investment in infrastructure the City through the 1980s and 1990s became one of the more congested medium sized cities. Widening of the I-25 corridor through the City and the City’s PPRTA program of capital improvements has effectively reduced the City’s congestion relative to other similar cities.

City Congestion Rank Among Medium Sized Cities

Data Source: PPACG

Travel Time, 2010 and 2040
Travel Times set to increase

Transportation needs are not expected to keep pace with projected growth in population and employment through the year 2040. Increasing population growth plus the lack of good east-west corridors is expected to cause the travel length of a 30-minute trip to decrease. This highlights the importance of continuing the PPRTA program after the current program expires in the year 2024 in order to keep Colorado Springs as a city with relatively less congestion than its peer cities.

<table>
<thead>
<tr>
<th>DIRECTION</th>
<th>YEAR 2010</th>
<th>YEAR 2040</th>
</tr>
</thead>
<tbody>
<tr>
<td>North</td>
<td>20 miles</td>
<td>12 miles</td>
</tr>
<tr>
<td>Northeast</td>
<td>13 miles</td>
<td>9 miles</td>
</tr>
<tr>
<td>US 24 (east)</td>
<td>16 miles</td>
<td>10 miles</td>
</tr>
<tr>
<td>SH 94</td>
<td>15 miles</td>
<td>10 miles</td>
</tr>
<tr>
<td>Southeast</td>
<td>15 miles</td>
<td>11 miles</td>
</tr>
<tr>
<td>South</td>
<td>25 miles</td>
<td>20 miles</td>
</tr>
</tbody>
</table>

Cars dominate the road

Historically, the automobile has been the predominant means of travel for Colorado Springs residents. Travel mode data shows that about 90% of vehicle-trips are done via a privately-owned automobile. The transit mode split is about 1% and the non-motorized mode split is about 2%. This means that the demand for road infrastructure improvements will continue to be focused on vehicular travel.

Compared to other mid-size, mid-continent cities the mode split of public transportation and non-motorized uses tends to be lower than similar cities. Fort Collins, who has been more proactive in building bicycle facilities citywide, has a non-motorized share of nearly 10%.

Are We Driving Less?

Vehicle-miles traveled (VMT) per capita in the state of Colorado has been decreasing since 2006. This recent and sustained downward shift appears to have no connection to economic trends or gas prices. Evidence suggests that the decline is likely due to the lower auto ownership rates by the Millennial generation, changing demographics and congested highways. This trend suggests two possible outcomes. First, a preference for compact, mixed-use neighborhoods
which reduce the need for driving and the potential favoring of other travel modes such as walking and biking and riding transit. Second, declining transportation revenue per capita as less driving would lead to lower per capita fuel usage which would result reduced gas tax revenues to fund transportation infrastructure.

Bicycling

The League of American Bicyclists (LAB) designated Colorado Springs as a Silver Bicycle Friendly Community in 2012 and they noted the strong commitment to bicycling in the community as evident by the large number of bicycling-related organizations and businesses including the United States Olympic Committee, and a supportive city government. However, despite this commitment, Colorado Springs compared to other Colorado cities sees only a small percentage of people bicycling on a regular basis. As shown in the graph, Colorado Springs bicycling mode-share is comparable to Lakewood and Pueblo but overall it is lower than the statewide average. Although not shown the figure, the highest rates of bicycling in Colorado occur in Boulder, CO (11.1 percent) and Fort Collins, CO (7.4 percent). These cities are among the leaders in bicycle commuting nationwide and, as college towns, have very different demographics and land use patterns than Colorado Springs. While there are robust bicycle programs and organizations in the City, they are mostly focused on children and those who already bike instead of the broader population. Furthermore, a 2016 on-line survey targeting Colorado Springs residents indicate that interactions with drivers, high traffic volume and speed, and lack of safe routes are among the strongest deterrents to bicycling. Additional analysis this survey data reveal that respondents would be more comfortable to bike in facilities that were curb-protected or barrier protected.

Summary of Responses to the Question:

“Please indicate why you cannot or do not want to bicycle in Colorado Springs.”

<table>
<thead>
<tr>
<th>Reason</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drivers are inattentive</td>
<td>480</td>
</tr>
<tr>
<td>There’s no safe routes to where I want to go</td>
<td>341</td>
</tr>
<tr>
<td>I don’t want to bicycle close to cars</td>
<td>318</td>
</tr>
<tr>
<td>Speeding traffic</td>
<td>311</td>
</tr>
<tr>
<td>Too much traffic</td>
<td>240</td>
</tr>
<tr>
<td>There’s no direct route to where I want to go</td>
<td>169</td>
</tr>
<tr>
<td>No shower or place to change clothes at destination</td>
<td>85</td>
</tr>
<tr>
<td>Not enough time to bike</td>
<td>75</td>
</tr>
<tr>
<td>Nowhere to lock bike</td>
<td>68</td>
</tr>
<tr>
<td>Distance too far</td>
<td>62</td>
</tr>
<tr>
<td>I don’t own a bicycle</td>
<td>34</td>
</tr>
<tr>
<td>Poor air quality</td>
<td>19</td>
</tr>
<tr>
<td>I’m physically unable to bike</td>
<td>9</td>
</tr>
<tr>
<td>I don’t know how to ride a bike</td>
<td>1</td>
</tr>
</tbody>
</table>

In response to this current state of bicycling in Colorado Springs, a number of community organizations have passionately expressed an interest in enhancing the City’s bicycling culture and environment. To address these realities and desires, Colorado Springs is currently building on its existing strengths, previous planning work, and community momentum to develop the 2017 Bike Master Plan (Plan). This plan envisions healthy and vibrant Colorado Springs where bicycling is part of the community’s identity and where a well-connected and well-maintained network of urban trails, singletrack, and on-street infrastructure offers a bicycling experience that is safe, convenient, and fun for getting around, getting in shape, or getting away.

**How To Stay At The Forefront Of Emerging Technologies**

Technology in transportation is moving quickly, with technological innovations in vehicles, the transportation network, and interactions between the two. Colorado Springs has been implementing some of these innovations as they upgrade their signal system to better manage and operate traffic flows on strategic corridors. These signal system technologies and other new technologies are already seeing widespread implementation to improve safety and traffic flow in Colorado and elsewhere. Examples include:

- Real time weather and traffic conditions information via variable message signs or smartphone applications
- Ramp metering on freeways
- In-vehicle collision warning or blindspot monitoring systems
- Active traffic management to modify signal timing to more efficiently process recurring and non-recurring congestion
- GPS navigation

Other innovations with the potential to dramatically influence transportation in Colorado Springs are certainly on the horizon, although the specific forms and timing of those innovations will evolve over time and cannot be predicted with certainty. Innovations could come in the form of advances in vehicle-to-vehicle (V2V) communications, vehicle-to-infrastructure (V2I) communications and/or autonomous vehicle technologies. Economic and technical innovations have the potential to lead to a shift away from personally-owned modes of transportation to mobility solutions that are consumed as a service (e.g. car share, rideshare).
Utilities + Stormwater

What We Should Know About How We Provide Energy And Water

Colorado Springs has made great strides in catching up on prior deficiencies and ensuring that its future infrastructure meets demands. Our per capita utility usage is decreasing due to sustainability and conservation measures; however, as the City continues to grow, overall demand continues to increase for utilities. Stormwater infrastructure will require further development.

Future Infrastructure Spending

The City of Colorado Springs has recently embarked on a Stormwater Program Implementation Plan to upgrade public stormwater facilities in the City and provide updated guidance for both public and private development.

The City of Colorado Springs and Colorado Springs Utilities (CSU) have committed to spending a minimum of $460 million on stormwater projects in the next twenty years to upgrade and correct deficiencies in the current stormwater system. The projects include protection of property and public safety, detention, sediment/debris capture and control, water quality, channel improvements and protection of utility crossings.

City of Colorado Springs Stormwater Projects

Drainage Corridors As Amenities

Drainage corridors and facilities can and should be used as multiuse improvements. Trails and other recreational facilities are ideal to locate along drainageways, providing for multimodal transportation, recreation and scenery. The corridors are also typically utilized for utilities (primarily gravity wastewater facilities), and joint use with trails can facilitate maintenance access and accessibility for these utilities as well as for maintenance of the stormwater facilities.
Declining Wastewater Influent Extends Capacity

CSU currently treats approximately 43 million gallons of wastewater per day (mgd) at its two wastewater treatment facilities with a system capacity rated at +85 mgd. CSU currently has adequate treatment capacity for the next 10+ years, but is looking at a new treatment facility developed east of the city.

Total influent volumes to CSU’s treatment facilities have been declining to steady over past decades even as the city population has increased. This is due to water conservation, improvements to the collection system, and annual rainfall. Water conservation strategies include installation of more efficient fixtures in new home construction and renovations. System improvements include replacing or relining of old wastewater mains and manholes which also reduces water infiltration into the system. This decreased per capita influent has resulted in extended capacity for the existing wastewater treatment facilities, reducing the need for additional capacity improvements and capital expenditures. This conservation trend is expected to continue, but the pace of conservation gains is expected to slow.

Buildout Could Nearly Double Existing Water Usage

CSU obtains water from three different river basins (Colorado, Arkansas, and South Platte) that is 70% west of the Continental Divide. The water is delivered to the City via the Homestake, Southern Delivery System (SDS), Blue River and Fountain Valley Authority pipelines. It is then treated at one of several treatment facilities and put into distribution.

Average annual system water use is currently approximately 85,000 acre-feet per year (AF/Yr), with an average annual availability of approximately 151,000 acre-feet per year. As a comparison, available water during the 2002 drought was only in the range of 53,000 acre-feet.

System-wide usage currently averages 145 gallons per capita per day (gpcd), while average single-family usage is around 94 gpcd and holding steady to trending lower. This is due to several factors to include more water efficient fixtures in new home construction and home refurbishing, drought and related watering restrictions, tiered/block water rates and the use of xeriscape among others. Decreased per capita consumption has resulted in extended capacity for the existing water storage and delivery facilities, reducing the short term need for additional capacity improvements capital expenditures. It is expected that the water conservation trend will continue, but the pace of conservation gains is expected to slow.

At full build-out of the CSU service area, it is anticipated that 119,000 AF/Yr to 159,000 AF/Yr will be required to service the needs of the community in an average year. A variety of options are being looked at for future water demand needs to include increased storage, purchasing new supply, conservation incentives and rates, non-potable water use, agricultural transfers, new conveyance, and groundwater among others.
Water Use vs. Population


Build-Out Water Demand Forecasts


CSU Water Sales

Source: https://www.cus.org/csudocuments/watertour.pdf
Increasing Electrical Usage

CSU delivers electricity to city residents, some adjacent jurisdictions, and military installations. Current annual demand is at approximately 4,800,000 mega-watt hours (MWh) with a system peak of approximately 900 MW. The transmission and distribution system contains over 3,500 miles of lines together with numerous substations and generating facilities.

Unlike wastewater and water, use of electricity on a per capita basis is increasing due to our infrastructure and device usage in the digital age, even though efficiencies and sustainability are being realized though new technology. Demand increases look to maintain at 1.5% to 2.0% annually for over the next decade.

**Electric Load Forecast**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>SYSTEM ENERGY</th>
<th>SYSTEM PEAK</th>
<th>SYSTEM LOAD FACTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>LEVEL (GWH)</td>
<td>CHANGE (%)</td>
<td>LEVEL (MW)</td>
</tr>
<tr>
<td>2010</td>
<td>4,684.3</td>
<td>-0.3</td>
<td>828</td>
</tr>
<tr>
<td>2011</td>
<td>4,671.4</td>
<td>-0.3</td>
<td>845</td>
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Continuing Increase in Electric Costs

Electric costs are expected to increase in the coming years with increased EPA emissions standards related to coal-fired and natural gas-fired power plants. In addition to moving to more renewable electric supplies, this will also contribute to the closure of the coal-fired Martin Drake Power Plant in downtown Colorado Springs by 2035. CSU has also started a program to utilize programmable thermostats that allow CSU to adjust home thermostat settings to shave peak system loading and costs to the consumer.

CSU Electric Price Forecast

Growing Renewables

CSU is subject to and is supportive of the Colorado Renewable Energy Standard, which requires electric providers to utilize a minimum of 20% renewable energy production in their portfolios by the year 2020. CSU is on target to meet that goal and continue to increase that share in the years after 2020.

Increasing Efficiency in Natural Gas Usage

CSU delivers natural gas to City residents, some adjacent jurisdictions, and military installations. Current annual demand is at approximately 23 billion standard cubic foot (Bscf) with a system daily peak demand of approximately 300,000 thousand standard cubic foot (Mscf). The transmission and distribution system contains over 2,400 miles of pipelines together with numerous regulator stations to reduce system pressures.
Overall natural gas use is currently trending upward, while current residential use is trending downward. This is due to the use of higher energy efficient furnaces and appliances in addition to the use of more energy efficient building materials.

### Gas Load Forecast, Ten Year Peak Load Forecast – Expected Scenario

<table>
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</table>

Source: Gas Integrated Resource Plan, 2011

### Gas Use by Customer Type

- Residential: 54%
- Commercial: 32%
- Military: 6%
- Industrial: 5%
- Transport (Excluding Military): 3%
- Interdepartmental: 1%

Source: Gas Integrated Resource Plan, 2011
Stable Natural Gas Costs

Natural Gas costs are expected to remain relatively stable for the foreseeable future due to the more recent development of increased supplies in the United States. Pipeline systems are also in place and being developed to transport gas to storage areas and for delivery to market. Costs of regulation and emissions guidelines are expected to increase, but at a manageable rate.
MAJESTIC LANDSCAPES

Parks + Recreation

What We Should Know About Where We Play

Colorado Springs is known as one of the top outdoor cities in the nation due to its location at the base of Pikes Peak; access to over 17,000 acres of parks and open space; and double the per-capita usage rates for these facilities as compared to similar communities. We are “ultra-users”! Studies show strong economic returns and health benefits from investing in recreational amenities. Our future challenges will be in identifying necessary funding options to retain and enhance this high level of community-valued amenities.

What Makes Colorado Springs a Top Outdoor City?

The City receives of 249 days of sun annually and has easy access to nearly four million acres of Rocky Mountain wilderness and a dozen world-class ski resorts. The City sits at the base of 14,117-foot Pikes Peak; the Arkansas’s Class IV rapids; world-class athletic facilities (Carmichael Training Systems is based here); and miles of multisport trails and acres of parkland. The earliest Parks included North Cheyenne Canon in 1885, Palmer Park in 1902, and Monument Valley Park in 1907.

With Pikes Peak, Bureau of Land Management, El Paso County and state parks, and the City’s own regional, community and neighborhood parks, there are 126,000 acres of parkland within a 15-mile radius of the City. This includes natural gems such as Pike’s Peak, Garden of the Gods, Cave of the Winds, and Seven Falls which attract residents and tourist alike.

The City boasts:

- 13,330 acres of city managed parkland
- 8 Regional Parks
- 9 Community Parks
- 137 Neighborhood / Mini Parks
- 3 Sports Complexes
- 5 Special Purpose Parks
- 49 Open Space Areas
- 178 Miles of Urban Trails
- 134 Miles of Park Trails

As the City continues to develop, new neighborhood parks, open space, community parks and sports complexes will need to be added in order to keep up with the needs of new residents. There are also over 900 acres of planned but undeveloped parks that need to be completed to achieve the level of service goals outlined in the 2014 Parks System Master Plan.

![Acres of Parks per Capita](source)

Source: Center for City Park Excellence, Trust for Public Land. 2016 City Park Facts; 2015 ACS 5-year estimates
Easy Access to Parkland and Recreation Centers

Use of parks and open space often depends on the accessibility and visibility of these community assets. Not surprisingly, with the high rate of park use in Colorado Springs, a majority of residents have an easy 10-minute walk of open space, a park, greenway, trail or other kind of parkland (77%). This indicates that the City parkland is well distributed and located to provide easy access for most current residents.

Similarly, close to 80% of homes are within a 10-minute drive of one of the six recreation and community centers in the City. On the other hand, Colorado Springs has a relatively low number of these centers, compared to similar cities. Boise has a similar number of recreation centers, serving half the number of people as Colorado Springs, and Austin has three times as many centers for twice as many residents.

Walkability

Percent of Residents within a Walkable Distance of Parkland

Source: Trust for Public Land, City of Colorado Springs, ESRI
Not Enough Resources For Parks

The City of Colorado Springs has a relatively limited parks and recreation budget, compared with other city parks and recreation departments. Per capita, this equates to about $65 for both capital investments and operations and management, which is less than half of what both Aurora and Denver spend. This indicates that the City is accomplishing quite a bit with a limited annual budget, but may be stretched too thin in the long term. This also affects the City’s ability to develop planned parks and maintain a high level of quality and care for existing parks, open space and trails.

Source: Center for City Park Excellence, Trust for Public Land. 2016 City Park Facts, 2015 ACS 5-year population estimates
Olympic City USA And Its Relationship To Urban Form

Colorado Springs is known as OLYMPIC CITY USA. As headquarters for the United States Olympic Committee, Colorado Springs is home to the Olympic Training Center, over 20 national Olympic governing bodies, more than 50 national sport organizations, and the future United States Olympic Museum. Athletes and coaches have long recognized Colorado Springs as the epicenter of the United States Olympic and Paralympic Movements. This importance infuses itself in the City’s educational, medical, technology, design, and cultural assets.

In 2009, Colorado Springs was rated the best community to live by Outside Magazine. Residents and businesses often select Colorado Springs due to its setting and access to the outdoors and nature. Colorado Springs has also been rated as one of the healthier cities in the country, and many new initiatives have been directed to improve health. We have found these initiatives have materialized in new capital investments for trail improvements and extensions and new policy changes such as the approval of cottage food industries.

Economic Benefits of Investing in Health, Parks and Recreation

There are certain benefits of a park and open space network that cannot be economically quantified, such as the mental health benefits or even carbon sequestration. However, research by the Trust for Public Land shows that a number of other aspects can absolutely show a direct financial benefit to residents and the City. For example, proximity to parks increases property values and subsequently property tax. Additionally, Colorado Springs residents save $56.5 million in medical care costs annually by using the parks and recreation system amenities to exercise. For the City’s bottom line, the natural cleansing and storage of stormwater by trees and plantings can save the City from additional stormwater treatment costs.

Parks play a major role in the City’s and the state’s tourism economy. Colorado tourism consistently outpaces the nation in travel and tourism growth, with Colorado attracting more outdoor visitors while nationwide this type of travel declined in 2015. The dip in visitors after the 2012 Waldo Canyon and the 2013 Black Forest fire and flooding has made a full recovery, with Colorado Springs attracting record visitors and tourism revenue in 2016. This is in no small part due to the City’s natural beauty and outdoor tourism destinations. Garden of the Gods is one of the most visited city parks in the nation, with over 2,000,000 annual visitors.

The access to and availability of parks and recreational opportunities has become is one of the primary reasons an individual’s choose to live or locate their businesses in Colorado Springs. Prospective residents and employers are attracted to locations that offer these amenities, as they improve a community’s quality of life and provide an important benefit to the local economy.
RENOWNED CULTURE

Community Character

What We Should Know About What Defines Us

The built environment of Colorado Springs, from our architecture and sculpture, parks and wide boulevards - to our identification as Olympic City USA - helps define our iconic individualism. By the 1940s, Colorado Springs was known for its neighborhood pride and traditional community gathering places. Over time, historic areas have been identified, and today we recognize 432 individual neighborhoods. As we look forward, a structure for better identifying, rejuvenating, and enhancing the character in many of the neighborhoods has begun and will continue through the prioritization and development of neighborhood plans.

Strong History, Identity And Culture

Colorado Springs was founded in 1871 by General William Jackson Palmer as a resort destination for tourists visiting the American West. He played a major role in developing the area with his investment in the Denver and Rio Grande Railroad. Neighborhood pride and identity was as strong then as it is now, with a great variety of architectural beauty and design, as well as key gathering areas such as the YMCA. With the discovery of one of the richest gold strikes in American history, Colorado Springs saw a boom in population and wealth in the 1850-60s and again in the 1890s, making it known as the “City of Millionaires.” At the turn of the 19th century, Colorado Springs was the wealthiest per capita city in the nation. During this growth period many of the historic buildings in downtown were removed and there was a focus on new construction.

There are still 60 nationally recognized historic landmarks and another 20 state recognized landmarks just within the city limits. This includes five historic districts, and 65 individual historic places, reflecting the strong roots in the mining industry, railroad expansion, early health and educational institutions, and social and civic life. The City has supported historical preservation for three decades. The City’s Historic Preservation Board helps preserve and enhance the City’s history and heritage using tools such as the unique Historic Preservation zoning overlay district, design standards for historic districts, and the Historic Preservation Plan.

A City Built On Its Neighborhoods

The residents of Colorado Springs hold significant pride in the neighborhoods where they live. These neighborhoods are where residents invest their money –purchasing a home is often the largest investment one will make– and their time, through neighborhood volunteerism and local HOA and neighborhood organization boards. With 432 different recognized neighborhoods within Colorado Springs, residents will testify to their individual character and how each neighborhood offers something different. Similar to branding efforts in other cities (Denver’s Lodo and Capitol Hill neighborhoods or Minneapolis’s Lowry Hill), residents are moving to preserve and amplify the unique identities of each neighborhood, to strengthen their brand and make them more recognizable.

Conversations with Colorado Springs residents illuminated the collective desire to have more walkable neighborhoods with a mix of uses: residential, retail, office, etc., moving away from isolated single-use districts. By creating pockets of walkable and bikeable commercialism and gathering places, Colorado Springs’ neighborhoods can become interconnected through their different amenities.

From stakeholder interviews, it is apparent that residents desire the pedestrian-scale environments and tangible identities that set distinct neighborhoods apart from the more commercial and corporate structures of society. They want to live in a place where repeated casual and spontaneous interactions can occur with neighbors, friends, and business owners. This greater urban trend of city-dwellers preferring to live, work, and play within a shrinking radius will continue to impact the development patterns of Colorado Springs.

Residents also seek safe neighborhoods. Overall, crime in Colorado Springs is higher than the national average, varying by neighborhood but over time, Colorado Springs has become safer and there is a desire for this trend to occur across all neighborhoods.
The City continues to capitalize on the value of the neighborhood through introducing more mixed-use development, neighborhood infill, and adaptive reuse projects. For example, not long after the historic Ivywild School was closed, a group purchased the building and transformed it into the new center of the neighborhood as a gathering place for community and commerce.

Aside from the design guidelines for the historic districts of Colorado Springs, there are a half dozen other plans that outline standards and design guidelines for specific zoning and overlay zones, corridors, or other special areas in the City. Most of these plans are implemented through the Comprehensive Plan or by regulation in the City Code. Colorado Springs’ commitment to streetscape design excellence is also reflected in being part of Tree City USA for 39 consecutive years –the longest-serving Colorado community. Currently, 20% of the City is covered with trees, which is a strong percentage for a city in the plains, where not a lot of trees are naturally found. As the City looks forward, a structure for rejuvenating many of the neighborhoods has begun through the development of neighborhood plans, including those in the southeast where some areas suffer from disinvestment.

Although Colorado Springs has a framework of neighborhoods and a community organization in place (Council of Neighbors and Organizations) to advocate for them, our neighborhood identity and identification process is incomplete, and many neighborhoods are not fully organized. Additionally, only a minority of mature, established areas of the City have a city-initiated neighborhood plan in place, and only two have neighborhood-initiated plans in place; where these plans do exist they are often 20 or more years old. Finally, at this time, there is no comprehensive framework in place to determine which neighborhoods should have the highest priority for new or updated neighborhood plans.

The Importance Of Arts + Culture

Long before General Palmer founded the City of Colorado Springs, the area attracted many groups of people and cultures. Home to the Ute, Cheyenne, and Arapaho Native American tribes, among others, the Pikes Peak region has played host to diverse cultures and civilizations for centuries. When General Palmer arrived in Colorado, he saw that diversity of cultures as the cornerstone of civilization. It was through Palmer’s original contributions to our society –through facilitating the creation of important civic institutions and fostering parks, tourism, higher education and intellectual interaction– that Colorado Springs began to become the city it is today.

Although the intrinsic value of arts and culture is indisputable, throughout the world and at home in Colorado Springs, the economic capital attributable to the arts is becoming more respected and recognizable. The Cultural Office of the Pikes Peak Region estimates that the non-profit arts industry alone generates over $70 million within the Pikes Peaks region annually, and creates over 2,000 local jobs. When creative businesses are included, Americans for the Arts puts the number of jobs created at around 10,000. Additional revenue of over $40 million comes from El Paso County artists and galleries.

The impact of the renowned arts in Colorado Springs directly benefits the City’s tourism industry. The Springs is repeatedly found on lists of top art destinations, and ranks in the top 50 of 276 metropolitan areas nationwide in number of arts businesses per capita. The community receives over $50 per person per day above the national average in additional expenditures when non-residents visit for a show or arts event, as they frequently choose to dine, shop, and stay in the area before or after the event.

As younger professionals migrate to urban centers across the nation, they are repeatedly considering the arts and culture of a place when choosing where to live. The presence, quality, and quantity of music venues, entertainment centers, museums, galleries, public art, and art opportunities are increasingly playing a significant role in attracting new businesses and individuals. As the arts have proven to weather economic uncertainty, and drive local innovation and economic development, residents of Colorado Springs are pressing for further investment in the City’s arts and cultural scene.
THRIVING ECONOMY

Economic Trends

What We Should Know About How We Work And Do Business

Across the board, the City is advertising more jobs than it can fill. The City’s unemployment at the end of 2016 was down to 3.2%. Job opportunities in military, cybersecurity, the sports ecosystem, and healthcare are abundant, and in some cases openings in these robust sectors have been difficult to fill. The economy and associated jobs will continue to evolve over the next 20 years with less emphasis on traditional long-term employment with fixed hours and more need for office space that nimbly adapts to changes in technology and market demand. Although many jobs will continue to be tied to a physical location, employers will have more choice in where to locate their jobs, and many knowledge workers will be less tied to one work location. Within this evolving context, enhancing urban amenities and housing options is expected to increasingly be a factor in attracting and retaining top talent.

Stability And Growth In Key Sectors

Military employment is expected to remain stable and defense spending accounts for an estimated 40% of the Pikes Peak region’s economy. Healthcare continues to grow, as roughly $1 billion was invested in hospital expansions in 2016. Registered nurses are currently the most in-demand position in Colorado Springs. Across the board, the City is advertising more jobs than it can fill.

Tourism is also stable and has a solid outlook. Hotel rates hit a 20-year high, 500+ hotel rooms are currently under construction, and airport traffic is up. While sports and outdoor recreation might be the biggest draws, arts & culture are growing segments of the tourism economy; Pikes Peak Performing Arts visitors number grow significantly each year, and the Olympic museum is expected to significantly increase visitors. Promoting and enhancing Colorado Springs attractions can help in other sectors like healthcare and tech.

Competition For Cybersecurity Talent

Colorado Springs is the top U.S. city in terms of concentration of cybersecurity firms (100+ firms). The confluence of military, jobs, and quality of life make the City a major competitor for cybersecurity talent. However, Colorado Springs will increasingly compete with cities like Salt Lake City, San Antonio, and Washington D.C. for top talent. By a handful of measures, young skilled professionals might prefer amenities in one of the City’s competitor cities, if given a choice. The four competitor cities, for example, each have at least one “cool” neighborhood listed in the Cool Streets report, while Colorado Springs has none. Walk Score, along with Transit Score and Bike Score describe a city’s overall walkability, accessibility, density, and livability. Colorado Springs ranks comparatively lower than other cyber competitor cities in each. Similar to cybersecurity, Colorado Springs ranks in the top ten best places to find a job in technology, but competes with the likes of San Jose, San Francisco, Washington D.C., Seattle, Austin, Boston, and Dallas, that all have a distinct advantage in terms of urban amenities.

Downtown Economic Development

In general, from tech to healthcare, the professional services sector increasingly leans toward more urban, walkable setting to cater to young creative talent. Companies increasingly locate in places where their employees can easily choose from a variety of modes to travel among home, work, entertainment, services and shopping. In the cybersecurity world, urban amenities matter: According to Gensler’s Top Workplace Trends, “…companies will be under greater pressure to find the best employees, balance work modes, and broaden their locational options. Urban areas with transit access and a mix of nearby amenities are in play, adding a layer of security requirements for the owners and developers of buildings catering to the sector.”
Downtown Colorado Springs is well positioned to become a significant economic hub. One strong indicator metric is commercial office vacancy; Downtown (defined as zip code 80903) experienced 13% vacancy in 2015 compared to 20% citywide. ESRI estimates show that the professional, scientific and tech services industries accounts for nearly a quarter of all Downtown businesses, more than double the percentage in the City. Yet, only 4% of the Colorado Springs workforce lives Downtown, compared to 10+% in competitor cities. There is an emerging live-work-play life-style in downtown Colorado Springs which is not yet well-known.

**Fiscal Sustainability**

**What We Should Know About How We Invest**

Well over 25% of the land within the City is owned and managed for the benefit of the public. These uses include parks, open space, transportation rights-of-way, utility corridors, stormwater ponds and channels, schools, and a variety of other public facilities. PlanCOS provides a unique opportunity to understand how growth, development, redevelopment, and reinvestment choices affect the City’s current and future fiscal condition. Understanding this relationship can help inform land use and policy decisions leading to a fiscally sustainable and resilient comprehensive plan to guide future city decision-making. The fiscal sustainability of additional growth outside of the city boundary and lack of intergovernmental agreements with neighboring municipalities will also continue to be an issue.

**Building a Strong Economic Base**

Colorado Springs has a diverse economic base, with strong anchoring sectors leading the way. We are a national leader in the aerospace, aviation, defense, and cybersecurity industries. Along with the presence of the Air Force Academy and our other military installations, these industries are a top economic engine for our City, creating some of the world’s most innovative technologies and attracting and producing highly-skilled talent. Higher education institutions, including UCCS, Colorado College, Pikes Peak Community College and technical colleges, also drive the local economy forward, producing highly-skilled talent for our City’s employers to draw from.

Colorado Springs is also known Our role in a thriving economy starts with our brand-as Olympic City USA. This brand needs to be part of us. We are home to numerous headquarters, governing bodies, and related sports organizations as well as many former and future Olympic athletes, thanks to our unparalleled natural training grounds and conditions. This has helped create a diversified sports economy, with businesses focused on training and fitness, equipment manufacturing, and technology. The Olympic City brand and regular athletic events, as well as access to great local parks and the Rocky Mountains, has also fueled a strong local tourism market that is an economic driver for our City.

From these strengths, modern technology-based industries have emerged and are growing. Colorado Springs ranks in the top ten amongst U.S. cities for finding a job in technology. We have a growing number of businesses partnering with healthcare providers and research institutions to create innovations in the medical technology sector. In addition to our strength in cybersecurity, we have a thriving information technology industry developing software for a variety of industries, and we have become a leading location nationally for datacenter operations. The confluence of higher education institutions, military installations, trainees and retirees, and quality of life make Colorado Springs a strong contender for technology and engineering talent.

Readiness of physical sites, availability of financial incentives and a qualified workforce are key drivers for economic development and business attraction. Quality of place is increasingly important in attraction and retention of a talented workforce, particularly in industries with desirable, well-paying jobs. With our natural landscape, access to outdoor activities, quality K-12 schools and higher education institutions, and a relatively affordable cost of living, it is no wonder that Colorado Springs consistently ranks as one of the best cities to live.

The Colorado Springs Chamber & EDC focus its efforts on assisting with the expansion and retention of existing employers, which yields the majority of job growth, as well as on attracting new businesses to the region. Keenly aware of the wage gap that is growing nationally, the Chamber & EDC also emphasize creation of living-wage and higher salaried jobs. The City can support these efforts by ensuring it creates desirable site and neighborhood conditions for workers, businesses, and residents. This means ensuring that the above strengths remain in place, focusing on creating quality infrastructure, housing that is affordable and attractive to people of all income levels, and neighborhoods in which people want to live. Many skilled workers have strong preferences
for compact, walkable, unique settings with easy access to recreation and entertainment. The City’s investments and regulations can create this type of physical environment that attracts businesses and skilled workers, as a part of the broader economic development strategy.

Balancing service standards and ability to pay for services

Fiscal sustainability is the ability of a local government to pay for public services and infrastructure at an established level of service. To determine whether a combination of land uses is fiscally sustainable, a fiscal impact analysis can be conducted. Fiscal impact analysis enables local governments to estimate the difference between the public costs to provide services and infrastructure and the sales and property taxes, user fees, and other revenues generated.

A fiscal impact analysis is different from an economic impact analysis, which evaluates the economic benefits to a community in terms of jobs, income, and economic output—some of which may not have a direct fiscal effect on local government finances. In all communities, there are fiscal “contributors” and “recipients.” One goal for future growth is to achieve a mix of land uses that results in a balance of contributors and recipients thus achieving fiscal sustainability for the locality as a whole.

Cost of Growth

What We Should Know About How We Pay For Growth

The PlanCOS process can help identify where existing infrastructure and services can accommodate additional growth in the City, where current development patterns are fiscally beneficial, and where redevelopment makes sense fiscally. This is also an opportunity for meaningful dialogue on cost burdens and community priorities for services and infrastructure that ultimately can be embedded in PlanCOS policies and goals.

Understanding The Costs Of Growth Outside Our Boundaries

In the short term, development outside of city limits appears to cost less, as initial infrastructure costs are paid by the developer. However, long-term costs for upsizing and operations and maintenance have future consequences for the community. Developments closer to the core of the city are typically less expensive to serve long-term and have ancillary benefits to a community. Potential exceptions to this—not inconsequentially—are places with aging and inadequate infrastructure needed to support intensified redevelopment.

The impacts have been summarized as follows:

Two sets of infrastructure are being created and both are underutilized: the one Americans are running away from (cities and older developed suburbs) and the one they never catch up with (the new spreading development). This development pattern results in overly high costs to local governments, developers, and housing consumers. As a result, taxes are increasing in the older communities due to excessive capacity in their infrastructure and in the sprawl developments due to the need for required systems to serve new growth, including such physical infrastructure items as community water and sewer. (Burchell, Costs of Sprawl, 2002)

On the other hand, Burchell’s research has found that “[s]prawl does provide less expensive single-family housing at the periphery of metropolitan areas... it provides “congestion management” due to the suburb to suburb work trip... and allows a choice in community settings including smaller, more accessible local governments.” Furthermore, it has been argued that annexation allows for a locality to capture a larger tax base particularly in fiscally struggling localities.

Who Benefits and Who Should Pay?

In Colorado Springs, the current policy is for the private sector to construct on-site and off-site (adjacent) public facilities with the expectation that ongoing urban services (e.g., public safety) will be funded with General Fund revenues.

Paying for public services presents a set of tensions. Certain types of services are more appropriate to be funded with general tax dollars because they are a public good and benefit all of a community, rather than an individual (e.g., public safety). At the other end of the continuum, some types of services can be viewed as more
appropriately funded with user fees because the benefit is directly enjoyed by an individual (e.g., development services such as building permits). Still others are a mix of both community and individual benefits and therefore appropriate to be funded with a combination of general tax dollars and fees. Because of these issues, local governments often establish policies regarding acceptable thresholds for cost recovery from fees while considering social and economic factors. The City of Colorado Springs recently adopted a user fee policy that sets cost recovery levels for City departments to use in setting a fee structure. The following policy guide is from the City’s User fee Policy.

City of Colorado Springs Cost Recovery Levels and Policy Considerations

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<tr>
<th>Cost Recovery Levels</th>
<th>Cost Recovery Percentage Range</th>
<th>Policy Considerations</th>
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<tbody>
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<td>Low</td>
<td>0% - 29%</td>
<td>• There is a community-wide benefit to the service</td>
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<td>• The fee will discourage compliance with regulatory requirements</td>
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<td>• Collecting fee is not cost effective</td>
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<tr>
<td></td>
<td></td>
<td>• Public goods</td>
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<tr>
<td>Medium</td>
<td>30% - 69%</td>
<td>• Services having factors associated with the low and high cost recovery levels</td>
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<tr>
<td>High</td>
<td>70% - 100%</td>
<td>• The service has attributes similar to services available in the private sector (therefore the government should not subsidize a service that the private sector provides)</td>
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<tr>
<td></td>
<td></td>
<td>• Those individuals receiving the benefit of the service pay the cost of the service</td>
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<tr>
<td></td>
<td></td>
<td>• The goal is to discourage use of a service or at least limit demand</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The service is regulatory in nature</td>
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</table>

Source: City of Colorado Springs User Fee Policy

Infrastructure Investment Shared Between Private And Public

A key element in the Mayor’s Strategic Plan is “Investing in Infrastructure.” This is more than an investment in expansions of infrastructure system but rather an acknowledgment that investing in the City’s existing infrastructure is essential for long-term economic and fiscal success.

The City Council has identified the need to develop a “long-term, realistic funding and action plan” to fund infrastructure improvements. Currently, private development is required to provide on-site infrastructure as well as adjacent off-site facilities only when necessitated by the specific development. However, the City has not generally required development to pay for its fair share of system-level improvements with a few exceptions.
Revenue Trends

What We Should Know About How Much Funding We Have

Like most municipalities in Colorado, Colorado Springs is dependent on sales tax revenues to fund core services and infrastructure. Current per capita retail spending in the City is just above the statewide average. However, shifts in consumer behavior (with a trend toward online purchasing which is often tax-free) and demographics in the City may have a direct effect on our future fiscal sustainability. Anticipating these trends and seeking to mitigate negative fiscal impacts through physical planning and policies can create quality places and opportunities to maximize revenue.

Increasing The City’s Tax Revenues

Like most cities in Colorado, sales and use tax revenues are the major source of revenue in the General Fund. In Colorado Springs, sales and use taxes comprise 60 percent of the City’s General Fund budget. Reliance on a relatively volatile revenue source such as sales tax requires the City to be diligent in preparing for inevitable economic downturns.

The City has experienced a 21% increase in per capita sales tax revenue since the low point of 2009, while population has grown by 10% over the same time period. This has allowed the City to somewhat catch up with deferred costs and services resulting from the Great Recession.

Colorado Springs Sales Tax Revenue Per Capita

Note: Amounts shown in current dollars (not adjusted for inflation).
Compared to other Colorado cities and the state, taxable retail sales per capita in Colorado Springs is close to the statewide average and in the mid-range of comparable cities.

In communities reliant on sales tax revenue, retail development is often aggressively pursued. However, the retail landscape is changing rapidly with an ever increasing share of purchases being made online. Despite the majority of purchases still being made at bricks and mortar establishments, almost all growth in retail sales nationally is taking place online.

What is even more important for sales-tax dependent localities like Colorado Springs is that the goods that are shifting to online sales are those goods that comprise taxable goods — therefore reducing sales tax revenues collected locally over the long term.

Colorado Springs has revenue limitations due to the provisions of the State Taxpayers Bill of Rights (TABOR) and the City Charter. TABOR essentially caps annual City revenue based on a growth formula that is applied to the City’s previous year actual revenue or TABOR revenue limit, whichever is less.

The TABOR limitations present two key challenges for the City:

1. City revenue received above the annual revenue cap must be refunded to local taxpayers or can be retained via voter approval. This results in limited opportunities to invest one-time surpluses.

2. Applying the growth formula to the previous year’s actual revenues in years when revenues are lower than the TABOR limit ratchets down the revenue limit thus negatively affecting subsequent years when revenues begin to increase.

**Expenditure Trends**

**What We Should Know About How We Spend Public Dollars**

Lower per capita city revenues has resulted in fewer dollars available for core facilities and services compared with many other communities. PlanCOS provides an opportunity to understand and consider implications of these expenditure trends as well as assumptions related to the physical development and care of our City.

**Spending Habits Are Based On Available Revenue**

Cities provide a range of services at varying levels of service. The City of Colorado Springs spends less per capita for City services than comparable cities in Colorado and elsewhere, which is likely due to the Colorado Springs’ revenue limitations. It should be noted that the expenditures shown reflect General Fund expenditures only. For some jurisdictions General Funds can be a reflection of the amount spent on general services. However, some general services can be funded through non-General Fund sources of revenue (such as the City of Colorado Public Safety Sales Tax).
General Fund expenditures total $272 million with just over 50 percent spent on public safety. The costs shown do not include the additional funding of $32 million from the City’s dedicated Public Safety Sales Tax (PSST) and also does not include additional expenditures for the City’s 5-year voter approved “2-C” sales tax. Furthermore, the PSST ballot issue requires that the City expend at least 49% of its General Fund revenues on public safety.
Special Districts

What We Should Know About How We Publicly Finance

The City allows the use of special districts to reimburse developers for a share of public infrastructure costs and, increasingly, as a means to finance the ongoing maintenance of community facilities not maintained by the City. Given prior decisions to allow districts and the City’s revenue constraints, this tool is likely to stay in place for future generations. However, PlanCOS provides an opportunity to review special district policies in light of other larger discussions on, “Who should pay for what?”, as well as to identify possible changes to special district policies in line with PlanCOS goals and objectives.

A Widely Used Funding Tool

To help pay for infrastructure needed to serve new development, special districts are used throughout Colorado. Special districts are “special purpose governments” established to provide public financing through property tax mill levy to pay for public capital facilities and occasionally to operate and maintain those public facilities. The use of Special Districts has grown significantly over the past 15 years in Colorado with a fivefold increase in the number of districts throughout the state. There can also be issues with existing districts and overlapping entities, when properties are annexed into the city.

Special districts used in Colorado Springs include Metro Districts, Business Improvement Districts, General Improvement Districts, and Special Improvement Maintenance Districts. Special districts are useful tools in places with revenue constraints due to TABOR, like Colorado Springs. In Colorado Springs Special Districts (non-URA) reflect approximately 20 percent of total City property value and Metro Districts reflect approximately 10% of total City property value.

The Perception Of A Heavy Tax Burden

Title 32 special districts often impose much higher property tax levies as compared with the City and El Paso County. This means that residents of these districts may be more averse to approving future general purpose property tax increases because of their higher relative tax burden. Currently, the City of Colorado Springs accounts for almost all of the property value in El Paso County special districts and a little over half of metro districts.

The reality for Colorado communities — and particularly Colorado Springs — is that given property tax limitations, use of special and metro districts is an essential tool for new development to be able to provide infrastructure. This creates a system of multiple “typical tax payers” with tax rates varying across the City based on location inside or outside a special or metro district.

What also varies widely is the actual tax rate (levy) from district to district — particularly in metro districts. While the City’s property tax mill levy is 4.279 (per $1,000 in market value), special district property tax mill levies can range upward to 50 mills depending on the district. Levies vary across the City with an additional $16 million generated by Special District property tax mill levies in the City. This amount reflects almost double the amount of General Fund property tax revenues generated.

2017 marks the tenth year that Progressive Urban Management Associates (P.U.M.A.) has conducted groundbreaking research to identify the top global trends impacting American cities. Originally prepared for the Downtown Denver Plan to forecast our hometown’s growth, the P.U.M.A. Global Trends Report has subsequently been utilized in cities throughout the nation to support a variety of downtown planning, marketing and economic development initiatives. Broadening and deepening our research, the last two Trends Reports were created along with the University of Colorado Denver College of Architecture and Planning. P.U.M.A.’s Global Trends Report was the recipient of the International Downtown Association’s President’s Award, acknowledging its value to the place management and downtown development fields.

The 2017 edition of P.U.M.A.’s Global Trends Report finds downtowns and urban districts benefiting from powerful market forces that have accelerated. Urban areas that once took decades to improve are transforming in a matter of years. The resulting urban renaissance is good news for city builders but is also presenting new challenges.

As in past editions, the 2017 Trends Report introduces new trends to reflect the latest market dynamics and thought leadership in the evolution of cities. Joining mainstay trends in demographics, lifestyles and competition, we offer insight into new phenomena that are becoming game changing considerations for cities, including:

- The emergence of Gen Z, the generation now coming of age behind Millennials.
- The Rise of the Mid-Tier City, exploring how Millennials are increasingly attracted to the affordability and lifestyle of smaller cities.
- Housing and Livability looks at how downtowns are becoming multi-dimensional neighborhoods.
- Social Equity is becoming an economic imperative for downtowns to retain their historical role as centers of opportunity, diversity and tolerance.
[CONCLUSIONS]

America's population is growing younger and older and more culturally diverse. Demographic trends in the United States continue to support downtown development. The population is growing both older (aging Baby Boomers) and younger (Millennials and emerging Gen Z). Both Boomer and Millennial markets have fueled downtown population growth over the past decade and are poised to continue to populate urban environments, particularly in those cities that offer jobs, housing, amenities and activities that respond to their needs. America will become more culturally and ethnically diverse, creating an advantage for downtowns that welcome, accommodate and celebrate diversity.

Capitalize on an increasingly connected and competitive world. Broader distribution of information technologies is encouraging “bottom-up” innovation from entrepreneurs throughout the globe. Education will be key in ensuring that America remains competitive and cities that make connections to higher institutions of learning, including community colleges, will benefit. Companies are now moving to cities where young skilled workers (Millennials and soon Gen Z) prefer to live and work. A focus on entrepreneurship and innovation will be essential if Gen Z eschews college as expected. Downtowns are poised to be centers of creativity and innovation if they can offer a business climate favorable to the incubation and growth of small dynamic enterprises.

Small and mid-size downtowns can anchor the emergence of new “opportunity cities.” A nascent trend finds increasing numbers of Millennials moving from top-tier “superstar” cities to smaller markets in search of affordable living, quality of life and civic involvement. Small and mid-size downtowns can capitalize on this trend by being portals of opportunity, offering assistance to find jobs, housing and services, and, perhaps most importantly, connections to “city building” activities that bring new vitality to center cities.

Global growth will continue to make investment in cities more attractive. While many global economies are experiencing turbulence, long-term trends support the expansion of a planetary middle class. India is the next global powerhouse and could eclipse China’s economic importance within ten years. Growth in emerging economies will strain the supply and increase the costs of non-renewable resources, making traditional suburban land use and vehicular transportation patterns increasingly expensive and inefficient. At the same time, American lifestyle preferences are favoring more walkable, bikeable and transit-rich communities. Cities will look to maximize the use of existing infrastructure and promote sustainable development.

[IMPLICATIONS FOR DOWNTOWNS]

Research and conclusions from Global Trends offer many implications for the future of downtowns. Highlights, as analyzed by Progressive Urban Management Associates, include the following:

**DEMOGRAPHICS**

Capture the young skilled workforce: Downtowns have the edge in attracting the young skilled workforce coveted by employers. To capture this market predisposed to urban living and experiences, downtowns should provide a welcoming environment and information services that make it easy to relocate for jobs and housing. Embracing social tolerance, celebrating multi-culturalism and using social media tools will invite populations that are increasingly diverse and technologically savvy. Creative incentives, such as subsidizing student loan debt, should be considered.

Create an environment that appeals to diverse populations: The next professional, working and creative classes will increasingly be dominated by women and people of color. Downtowns must look for ways to engage these populations in all facets of the downtown experience, including active public spaces, mixed-use living options, transit and mobility, daycare, retail, art, creative expression and entertainment offerings. Encouraging under-represented populations to participate in local policy and urban design leadership positions can create a competitive edge.

Develop meaningful opportunities for “city building”: Many young skilled workers are moving from expensive top-tier markets to more affordable and livable second-tier markets. A key motivation for many of these migrants, including “rebounders” that are moving back to home cities, is to be involved in civic initiatives including those aimed at energizing downtown. City building initia-
tives that match volunteers to downtown improvement opportunities can be a powerful inducement for talent recruitment.

**Foster education:** Educational institutions are civic anchors, economic stabilizers and incubators of new creative businesses and jobs that should be encouraged to locate and grow in downtowns. Education continuums, connecting local public school systems to colleges and technical schools, should be explored. As cities work to attract and retain young families, the development of quality downtown K-12 schools is essential.

**Multiple Generations “Aging In Place”:** Both Baby Boomers and Millennials are projected to perpetuate demand for downtown living. Urban amenities that appeal to both Boomers and Millennials should be considered, including robust dining and entertainment options, investments in promoting healthy lifestyles and social interaction from dog parks to public markets. The oldest of Gen Z are entering adulthood, will also be dog parks to public markets. The eldest of Boomers and Millennials should be consid-

**Implement comprehensive mobility strategies:** Downtowns need to invest in streetscapes, two-way conversations, connectivity improvements and other ways to implement complete streets principles that support a variety of modes beyond vehicles. Mobility options are needed to appeal to younger populations that are increasingly disinterested in automobiles. Age-friendly Universal Design standards should be employed to promote accessibility for all, from aging Boomers to young families with infants and toddlers.

**Promote the sharing economy:** Grounded with less consumptive values and armed with mobile technologies, Millennial consumers are increasingly seeking opportunities to share, rent or resell goods and services. Bicycle and car sharing are becoming the accepted norm in downtowns, and in larger cities are now a priority supported by major employers. Localized apps and other accessible technology platforms for sharing consumer goods, workplaces, housing, recreation and social experiences can build a sense of community.

**Support authentic and unique retail concepts:** In a changing retail environment, downtowns can capitalize on national preferences for brick and mortar stores that offer one-of-a-kind products and personalized customer service. Shared retail and “pop-ups” can fill vacant storefronts and test new concepts.

**Encourage housing with diverse price points and unit types:** To provide an environment that attracts a multi-skilled workforce and culturally-mixed demographics, varied housing price points and unit types are needed. Zoning codes, development standards and incentives should be updated to promote opportunities for affordable, flexible, multi-generational and other non-traditional housing. Downtown organizations can be leaders in local initiatives that create a continuum of housing choices, including affordable choices for younger populations that are just starting their careers.

**Create new amenities for living:** For downtowns seeking to jump start residential development, investing in civic amenities can help to attract new investment. A wide range of amenities for living include active parks and plazas, bike and pedestrian facilities, and neighborhood services including a grocery. Downtowns in secondary markets can also reach out to urban residential developers in top tier markets that have become expensive and less profitable.

**Keep it fun, entertaining and interesting:** Many downtowns have become hubs for entertainment, arts, culture and sports. To remain competitive and continue to attract a young and diverse workforce, fortifying and expanding downtowns’ experiential attractions will be critical. Downtowns should integrate new mobile technologies into marketing and promotions. A variety of cultures and languages should also be accommodat-

**Be a strong advocate for regional investment and collaboration:** Federal and state investments in infrastructure, mobility and education has decreased. Cities and regions that choose to invest in these initiatives will thrive; those that do not may stagnate. Downtowns can help to educate communities on the benefits of regional cooperation and investment. Solutions to increasing challenges related to housing affordability, better wages, improved schools and homeless less, will require regional approaches. A new emphasis for downtown organizations may include introducing skill sets and leadership capabilities to affect policy and foster regional collaboration.

**Entrepreneurship will continue to be a key to job growth:** Downtowns should explore ways to support small businesses and startups through direct technical assistance, co-working and other flex spaces, creative incentives, designated innovation zones and other options. Entrepreneurship becomes more important as Gen Z comes of age with a larger tech-savvy population preferring entrepreneurial pursuits over more traditional collegiate pathways.

**Develop innovative public/private partnership approaches:** While Global Trends are favorable for downtown investment, conventional financing will be constrained due to lingering effects of recession and government dysfunction. Increasingly sophisticated downtown partnerships can diversify revenue and add capacity to build capital improvements, activate greenspaces, manage parking, advance solutions to homelessness and more.

**Stay on the leading edge of social equity issues:** With income and social inequality a growing national concern, and urban areas prospering from Global Trends, there is growing responsibility for downtowns to plan for and participate in social equity solutions. By bringing private sector perspectives, downtown management organizations are in a unique position to offer leadership, resources and balance in issues that include housing, wages, education, homelessness and other related topics.
Affecting Downtowns & How to Respond at Home

[DEMOGRAPHICS]

Gen Xers are savvy, skeptical, and self-reliant. They are often referred to as the “middle child” between the older Boomers and younger Millennials, falling between conservative Boomers and liberal Millennials with regard to social and political issues. Gen Xers are most influential in the workplace, having advanced to management positions where their structured and linear work ethic has the potential to clash with that of their more carefree Millennial subordinates.

Millennials, born from 1979 to 1996, are the first “digital native” generation. Burdened by student debt, Millennials have redefined adult milestones for themselves, choosing to live with their parents longer and marrying and buying homes later in life than past generations. They are racially diverse and, unlike previous generations, define diversity as the mix of experiences, identities, ideas, and opinions, instead of placing it within the more traditional racial framework. They will comprise up to 75% of the workforce by 2025 and are the most educated of all adult generations. Millennials place a high emphasis on healthy lifestyles and are willing to splurge on healthy food, wellness and athletic gear.

Generation Z (Gen Z), born after 1996, is racially diverse and projected to be majority-minority by 2020. Now beginning to enter the workforce and higher education, Gen Zers display a high level of anxiety regarding future job satisfaction, a fear that translates into a highly entrepreneurial generation—the majority express a desire to start or own their own businesses. Technology-savvy from birth, Gen Z is interested in developing technology-related job skills, especially those relating to development and design. Having witnessed the eftect of the economic downturn on Millennials, Gen Z is evolving into a financially conservative generation that prefers to save money rather than spend it. When they do spend, they exhibit a preference for material objects much like the generations encompassing their Gen X parents and Boomer grandparents.

TREND 2: EDUCATION, TALENT & JOBS

The premium on a young skilled workforce continues to drive development and investment in American cities. While college-educated workers make up about one-third of the American workforce, they produce more than half of the nation’s economic output. Where young skilled workers choose to live is increasingly the key decision factor for business growth and relocation.

The shift to a preference among young people for living in denser, more urban neighborhoods began in the early 2000s. This reversed the 30-year-old trend toward suburbanization among recent college grads, much earlier than previously realized, and suggests that the recent return to urban areas is more of a long-term trend rather than a temporary phase.

With a growing share of the population attaining higher levels of education, cities will need to ensure that they have a talented employee base with the skills needed in a modern, high-skill service-oriented job market. Private investment in metro areas has been on the rise, with venture capital flowing into metros that are not only larger, denser, and more affluent, but also more open and diverse with greater concentrations of talent. High-growth companies have said they value a talented employee base as the most important business-related resource that cities can offer, outranking access to customers and suppliers, low tax rates, and business-friendly regulations.

Employers and employees alike value an inclusive quality of life and are attracted to cities that support and promote a diverse population as well as invest in the livability of their downtown areas. Large employers have taken steps to align their values and commitments with those of their employees.

Women, people of color and immigrants will play important roles as entrepreneurs. Women continue to outperform men in higher education, accounting for nearly 60 percent of all college degrees, including advanced degrees. The projected five percent growth of the American labor force over the next two decades is attributed to the growth in the non-White population, without which the American labor force would actually shrink. The rate of growth for women-owned business has also been on a steady upward trend, with cities averaging a growth rate well above the national average.

Research has shown that diversity in the workplace prompts interactions between people of varying backgrounds, promoting the development of new perspectives and creativity in problem-solving, leading to higher productivity and wages. Cities that invest in programs and services that fulfill the needs of residents of all income levels and demographic groups in order to ensure access to jobs and amenities will maintain an economic advantage.
TREND 3: RISE OF THE MID-TIER CITY
The dense, large “superstar” cities that were synonymous with economic growth and opportunity during the past decades are slowly being overtaken in popularity by smaller, less flashy but more affordable, urban areas. These mid-tier cities are beating out superstar cities like New York and San Francisco in attracting 25- to 34-year-olds with a college education because they are more affordable and livable. Metropolitan cities like Buffalo, Cleveland, New Orleans and Pittsburgh, which are experiencing negative population growth, are simultaneously experiencing gains in their college-educated youth populations. Millennials migrating to more affordable urban areas present a unique opportunity for second- and third-tier cities to experience long-term economic benefits from the influx of young, college-educated professionals.

College-educated young adults aged 25 to 34 are twice as likely to live within three miles of a city’s downtown core. But rising downtown real estate prices in big cities have priced out the very demographic that are now the main driver of economic growth in America. Businesses, too, are finding that their investment dollar stretches much further in mid-tier markets. With a resurgence of talent returning to smaller cities, businesses are following—and reaping excellent returns. These cities are now being referred to as “opportunity cities,” those with metro areas where both businesses and residents have the best chance to thrive.

Mid-tier cities with strong connections to education are also seeing unprecedented growth and development. Cities are fostering ingrained relationships between education and business, creating permanent pipelines that funnel talent straight from their local higher education institutions into their local businesses.

Cities are aligning their own development priorities to match the livability preferences of young talent by investing in extensive downtown amenities and attempting to become “18-hour cities,” where restaurants, retail, and housing are keeping people downtown long after the typical work day ends. Mixed-use development projects that incorporate retail, office and residential continue to dominate new construction in downtowns, catering to the desire for integrated living and working.

[**LIFESTYLES**]

Now nearly 1,000 cities support them, continuing bike share’s momentum as the fastest growing mode of transportation in human history.

TREND 4: CHANGING CONSUMER BEHAVIOR
Advances in technology continue to impact the nature of the retail industry and the shape of brick-and-mortar stores that are critical to downtowns. The convenience and ease of e-commerce is stimulating increases in online sales; however, the majority of retail transactions still occur in traditional stores. In 2015, e-commerce sales grew nearly 15%, but still only accounted for 7.5% of total retail sales in America. Ninety percent of all retail transactions still occur in a physical store. Brick-and-mortar stores provide the sort of visual navigation and tactile experience that will be difficult to replicate online, making the in-store experience unique in that it offers consumers the ability to physically engage with their chosen brand and brand ambassadors.

Consumers prefer to support locally produced items that offer the added value of an emotional connection through the product with the local neighborhood. Downtown retail formats that prioritize a personalized consumer experience will stay competitive.

Consumers are increasingly voting with their dollars, seeking out companies they believe to be trustworthy, reliable, authentic and visionary. They demand that companies and brands are transparent about their production processes, ingredients, materials and labor, and they show a preference for brands that protect consumer privacy and treat their employees well. The exchange of information between company and consumer is more comprehensive and immediate than ever; companies that demonstrate their responsiveness to consumer preferences are better positioned to retain their share of the competitive American marketplace.

Millennials in the workforce now exhibit the largest influence on the American economy. Compared to previous generations, Millennials are much more deliberate when considering major purchases, and retail stores must make adjustments to meet their changing preferences. This generation will continue to influence the retail industry with their support for the modern bartering system of goods and services, known as the sharing economy, which can provide opportunities for small business growth through shared retail spaces. Cities that provide flexible spaces for pop-up retail stores and markets will be able to capitalize on this new interpretation of brick-and-mortar retail.

Early research on Gen Z, the next generation behind the Millennials, suggests they will be more materialistic and opt to own consumer items more like Gen X and Boomers. Having witnessed Millennials suffer from student loans, underemployment and the delay of adulthood during the Great Recession, 60 percent of Gen Z believes that “a lot of money” is evidence of success compared to only 44 percent of Millennials that believe the same.

TREND 5: SHIFTS IN TRANSPORTATION & MOBILITY
The previous Global Trends Report documented a national shift away from auto-dependence and toward walkable cities. This trend has continued and is made even stronger by the lower-than-ever numbers of teens and young adults who are getting their driver’s licenses and owning cars. Only 60% of 18-year-olds have their driver’s licenses today, as opposed to 80% in the 1980s – resulting in overall lower rates of car ownership. Millennials are about 30% less likely to buy a car than those in Gen X, and they also generally wait longer to buy their first car, meaning they will usually own fewer cars over their lifetime.

After a decade of declining per capita vehicle miles traveled, 2015 evidenced a reversal of this trend credited to low fuel prices and a stronger economy. However, long-term trends point to continued decreases in vehicle use driven primarily by demographic preferences.

Capitalizing on the increasingly ubiquitous shared economy model, carshare programs are on the rise, expanding from universities and cities into other areas as well. Carshare program memberships have doubled over the last five years, demonstrating steady growth in the field. Another significant and growing impact on transportation in cities is Uber and Lyft. Though the increase in these services might actually be contributing to an increase in vehicle miles traveled, cities that have such ride sourcing programs have noticed decreases in fatalities from drunk driving.

Bike sharing also continues to grow steadily. In the 2014 Global Trends Report, more than 500 cities globally had a local bike share program; now nearly 1,000 cities support them, continuing bike share’s momentum as the fastest growing mode of transportation in human history.
A majority of local bike share initiatives are found in Europe and China, and more than 100 are now found in North America.

Public transit options are increasing in many downtowns, with cities across the U.S. attempting to make the transit experience more enticing. Streetcar investment is on the rise, though returns on this particular transit option are inconsistent across markets. Rapidly growing southern and western cities are experiencing excellent results in coordinated efforts to focus development around new light rail corridors, while Bus Rapid Transit investment across the country has consistently proven to be the most cost-effective and reliable improvement to public transit systems. Transit riders continue to prioritize commute time, reliability, expense, and distance from home and work when selecting a public transit option.

While the demand for multi-family units has been growing in urban cores, the supply of people being able to afford to live in them has been declining. The surging trend in luxury housing is ultimately beginning to create less diverse, livable, and economically vibrant downtowns by “squeezing out” the working class and placing an extreme cost-burden on a high number of renters.

One major factor that is expected to shape future rental housing demand is the aging of the Millennial generation. The desire to “age in place,” a phrase typically used for the elderly, is now emerging as a trend for Millennials in downtown cores. As Millennials begin having children, they will have needs for larger spaces, easy access to employment centers, and, perhaps most importantly, close proximity to safe and well-rated schools.

As minorities become majorities in many urban areas, it is becoming increasingly important for downtown housing to cater to the specific cultural preferences and needs of these populations. This includes space, configurations, and amenities that can accommodate cultural housing makeups such as larger family sizes, multigenerational families, and younger average ages, as well as affordability.

New senior living options are emerging as seniors reject traditional sunbelt retirement communities. These include communities based on the Village Concept, Cohousing, Home Sharing and Eco-communities.

Other emerging housing types include micro-units and mixed-use apartments atop commercial uses.

**TREND 7: REGIONALISM**

The fiscal health of federal, state, and local governments has generally improved since the depths of the Great Recession, but long-term projections indicate worsening deficits fueled by growth in entitlement and healthcare spending at the federal and state levels. Ten years ago, when the first P.U.M.A. Global Trends Report was published, the per capita share of the national debt was $29,000. In 2016, the per capita share of national debt had ballooned to nearly $60,000 and growing. Post-recession recovery of state and local government tax revenues has been slow and uneven, and unfunded pension and healthcare liabilities will put significant pressure on state and local budgets in the long-term.

Meanwhile, political gridlock in Washington and in many state legislatures across the country shows little sign of letting up, and it is unclear whether Millennials or possible disruption to the political status quo signaled by the 2016 election will lead to any breakthroughs. Twenty years ago, 64% of Republicans were more conservative than the median Democrat, and 70% of Democrats were more liberal than the median Republican. By 2015, these percentages increased to 93% and 94% respectively.

In response to dwindling resources and political gridlock at the state and federal levels, city and county governments in metropolitan regions across the country are turning to collaboration with private companies, universities, hospitals, non-profits, and each other in order to accomplish tasks once reserved for or funded by state and federal governments. Cities and regions as different as Denver, Oklahoma City and Cleveland are finding ways to expand transit systems, attract jobs and talent, upgrade civic and cultural facilities, and invest in other regional priorities through cross-jurisdictional collaboration, regional bond initiatives, and partnerships with private businesses and institutions. Cities and regions that embrace these new forms of cooperation and leadership on a regional scale will be best prepared to weather the effects of declining fiscal health and growing political dysfunction. Downtowns, which have long relied on innovative public/private partnerships to attract investment and manage the public realm, can be leaders in new regional dialogues.
**TREND 8: SHIFTS IN GLOBAL WEALTH**

In prior editions of Global Trends, we looked at consumption patterns in emerging economies around the world and their impact on American cities. Despite recent twists and turns in the global economy, a dramatic rise in personal wealth is creating a rapidly growing international middle class. In a world of interconnected parts, America's ability to chart its own destiny continues to diminish.

Despite a slowdown in its rate of growth, China is the world’s second largest economy with a growing middle class. China’s relative consumption of global commodities continues to increase, accounting for 27.5% of global car sales in 2015 versus less than 1% in 2000. India is now growing faster than China and is predicted to have the world’s largest and youngest workforce within 10 years.

Over 80% of the world’s population lives in emerging markets, and these regions are expected to be responsible for nearly all future global population growth and expanding middle-class consumer spending. Emerging economies are expected to account for 60% to 70% of global GDP growth for the foreseeable future as they expand at more than twice the rate of developed economies. In the long-term, this trend appears to indicate further globalization in the natural resource marketplace along with continued acceleration in global resource depletion.

Foreign investment in apartment housing, mixed-use development, office and industrial space is driving the transformation of American cities. Mid-tier cities such as Austin, Denver, Seattle, Charlotte and Nashville are expected to see high levels of investment from both domestic and foreign interests as investors find better returns in these markets than the larger markets that have historically attracted investment. This trend may have far-reaching implications for cities as traditional American property rights interests are intertwined with those of international corporate shareholders.

**TREND 9: ADVANCES IN TECHNOLOGY**

To maintain and improve high service levels on tighter budgets, downtowns are increasingly looking toward technological solutions. With global mobile phone subscriptions expected to top nine billion by 2020, cities are increasingly leveraging mobile access to communicate directly with their citizens. Mobile devices are continuing to diminish the importance of static office locations, allowing for connections anywhere, anytime. Office space configurations are changing, with reduced space needed to conduct business and greater utilization of space beyond traditional eight hour workdays. To attract young skilled employees, office design is increasingly combining business and social functions – a growth of mixed-use principles within buildings as well as outside of them. The growing popularity of “co-working” spaces is reflective of these trends.

Mobile devices are continuing to diminish the importance of static office locations, allowing for connections anywhere, anytime. Office space configurations are changing, with reduced space needed to conduct business and greater utilization of space beyond traditional eight hour workdays. To attract young skilled employees, office design is increasingly combining business and social functions – a growth of mixed-use principles within buildings as well as outside of them. The growing popularity of “co-working” spaces is reflective of these trends.

Because more data is being exchanged through electronic means cybersecurity infrastructure is becoming a priority. Small- and medium-sized cities are working cooperatively, investing on a regional scale in security measures in order to defer costs. Technology advances are also finding their way into public works projects. In response to high-profile infrastructure failures throughout the country, cities are seeking strategies to manage the high costs of infrastructure maintenance. Sensors are being increasingly used by cities to measure the status of infrastructure and to cue maintenance. Investment in monitoring technology may provide cities operating on a limited budget with better information to allocate their funds.

In terms of mobility, autonomous cars have the potential to dramatically change the arrangement of cities in the coming decades. Limited introduction to the market is possible within the next couple of years. If driverless cars are adopted by individual owners, parking will still be necessary downtown, but in tighter space configurations. Reduced congestion and fewer accidents may result, positively impacting fuel efficiency but with unintended consequences of more driving and less use of public transit.

**TREND 10: SOCIAL EQUITY**

The last Global Trends Report predicted a rising tide of civic activism to demand equitable living circumstances in American cities. This prediction has come to fruition, with social equity issues relating to income inequality, affordable housing, living wages and inequalities within the justice system becoming mainstay topics of debate within the American zeitgeist.

The richest 1% of households owns 35% of the country’s wealth, while the lower 50% owns only 2.5% – a gap widened to extremes not experienced since the 1920s. The big picture impact of income inequality is debated, but there is growing evidence to suggest that one-dimensional wealthy cities are at an economic disadvantage. If a variety of housing and employment types cannot be provided, a fully functioning diversified economy is difficult to sustain.

The implementation of progressive policies that promote social justice and equal economic opportunity are becoming increasingly mainstream. A fiscal disparities plan in Minneapolis gives back to poor communities more than they contribute into a tax-sharing fund. And some larger cities like Los Angeles have implemented community benefits policies that work as a type of fiscal concession to lower-income communities that may have been adversely affected by development projects.

Cities are taking active measures to address the lack of affordable housing that is disproportionately affecting working Millennials. To attract and sustain a diverse market demand, downtowns must offer a mix of housing options that cater to multiple lifestyle needs and that serve residents through all stages of life.

Access to quality education and job opportunities plays a pivotal role in increasing economic mobility. Due to the skyrocketing costs of college education, young adults’ record-breaking student debt loads will delay their ability to accumulate wealth. Downtowns can produce a homegrown pool of workforce talent by ensuring high quality public school education for local residents and by creating programs to support the pursuit of a post-secondary education. Those that work to attract a diverse mix of employers, especially those in new-economy sectors, will have the competitive advantage.
Research Team for Global Trends

Primary research for P.U.M.A.’s Global Trends Report 2017 was undertaken by 11 graduate students in the spring 2016 urban revitalization class at the University of Colorado Denver College of Architecture and Planning, Master of Urban and Regional Planning (MURP) program. The MURP program counts over 1,300 alumni and is the largest planning program in the Rocky Mountain region. Located in the heart of Downtown Denver, we use Colorado as our classroom and emphasize experiential, hands-on, real-world learning. Our teaching, research and community engagement center on three issues at the forefront of planning practice: Healthy Communities, Urban Revitalization, and Regional Sustainability.

Primary research was verified and edited by P.U.M.A. intern and project assistant Liz Munn. P.U.M.A.’s Brad Segal finalized the report, with contributions from Erin Lyng and Yvette Freeman.

Supporting research for P.U.M.A.’s Global Trends Report 2017 is available upon request by contacting us at www.pumaworldhq.com

Front row from left to right: Brad Segal, co-lecturer, Laurie Tabachnick, Fontaine Burruss, Cayla Cothron, Jungwha Yuh
Second row from left to right: Anna Jones, co-lecturer, Liz Munn, project assistant, Kevin Carder, Jessica Vargas, Liia Koiv-Haus, Lauren Richardson, Megan Yonke, Steve Price IV, Kelsey Blaho

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

Progressive Urban Management Associates (P.U.M.A.) is an economic development and planning firm that delivers community-based solutions to create thriving downtowns, corridors and neighborhoods. A national leader in downtown and community development, we advise clients on a wide range of management, marketing, financial, urban design and implementation tactics that help communities and organizations create and sustain dynamic places.

Specialties

- Economic Development Strategies
  Downtown Action Plans and Place-Based Economic Development
- Strategic Planning
  Strategic Plans and Community Engagement
- Equitable Communities
  Social Equity and Healthy Places
- Community Development Tools
  BID Creation, Expansion and Renewal and Community Development Financing

Client Communities

FOR MORE INFORMATION ON P.U.M.A., VISIT WWW.PUMAWORLDHQ.COM
APPENDIX D: LIST OF PLANS

INTRODUCTION

The plans in the following list are considered to be component elements of the Comprehensive Plan that provide additional context and detail for its use and application throughout the city. These relationships to PlanCOS may be further described in sections of this Plan that address relevant plans. In some, but not all cases, these categories of plan types are specifically defined in City Code. This list will be kept updated to reflect newly adopted and revised plans, as well as changes in the status of existing plans.

CITY-ADOPTED PLANS

City-adopted plans include all component elements of the Comprehensive Plan that have been or will be adopted by City Council by ordinance or resolution.

Master Plans

City adopted Master Plans include Citywide System Plans, Land Use Master Plans and Facility Master Plans. Currently, these types of Master Plans are adopted based on procedures and criteria included in Chapter 7, Article 5, Part 4 of the City Code.

Citywide Plans

As more specifically defined in City Code, Citywide System Plans are City-adopted master plans that apply to the entire city area.

- Annexation Plan
- Beautification Plan for the City of Colorado Springs
- City of Colorado Springs Park System Master Plan
- Historic Preservation Plan
- Intermodal Transportation Plan
- COS Bikes! Bicycle Master Plan
- Master Plan Extraction of Commercial Mineral Deposits

Land Use Master Plans

As more specifically defined in City Code, Land Use Master Plans are plans for specific geographic areas of the city focusing on recommendations for land use and associated facilities such as transportation. Privately initiated master plans are those that are prepared and submitted by one or more owners and developers or redevelopers of property. Publicly Initiated Land Use Master Plans are ordinarily initiated and prepared under the oversight of City staff. However, these may be initiated, funded, or staffed by groups of property owners or other organizations in areas within established areas.

Publicly Initiated Land Use Master Plans

Most publicly initiated master plans are considered to be “operative” as defined in City Code, even if they are 85% or more developed.

- Airport Master Plan
- Academy Boulevard Corridor Great Streets Plan
- Boulder Park Neighborhood
- Colorado Springs Airport
- Experience Downtown Master Plan
Privately Initiated Land Use Master Plans

Privately initiated master plans are considered to be “operative” as defined in City Code, until they are 85% or more developed, at which time they become defined as “implemented.”

- Adams Subdivisions
- Allison Valley
- Austin Heights
- Banning Lewis Ranch
- Bellhaven Addition
- Bonnie Glenn
- Bradley
- Briargate
- Bridlespur
- Broadmoor
- Broadmoor Skyway
- Broadview Business Park
- Brookwood
- Carefree Commerce Park
- Cedar Grove
- Cedar Heights
- Centennial Industrial Park
- Centre in Gateway Park
- Chapel Hills Center
- Cheyenne Mountain Ranch
- Colorado Country
- Colorado Springs Ranch
- Constitution Center Carefree Commercial Park
- Copper Ridge at Northgate
- Cordera
- Cumbre Vista
- Drennan Industrial Park
- Dublin Business Park
- Dublin North
- Dublin/Powers
- East Creek
- East Creek Second Amend
- Eastview
- El Pomar
- Erindale Park
- Falcon Columbine and Yorkshire Estates
- Falcon Estates Number Two West
- Falcon High School No. 3
- Falcon Ridge
- Fillmore Industrial Park
- Flying Horse
- Gateway Industrial Center
- Gateway Park

Urban Renewal Plans:
- City Auditorium Block Urban Renewal Plan
- CityGate Urban Renewal Plan
- Copper Ridge at Northgate urban Renewal Plan (Polaris Pointe)
- Gold Hill Mesa Urban Renewal Plan
- Ivywild Neighborhood Urban Renewal Plan
- North Nevada Avenue Urban Renewal Plan
- South Central Downtown Urban Renewal
- South Nevada Avenue Area Urban Renewal PlanSouthwest Downtown Urban Renewal Plan
- Vineyard Property Urban Renewal Plan
- Greenbriar/Powerwood
- Hancock Park
- High Chapparal
- Hancock and Fountain Industrial Park
- Hill Properties
- Holland Park West
- Hollow Brook Corners
- Houck Estate Tract A
- Houck Estate B
- Houck Estate C
- Indian Mesa
- Industrial Park South
- Interguest Marketplace
- J-L Ranch
- Lincoln Park
- Marksheffel/Woodmen
- Maytag
- Mesa Springs Neighborhood
- Mohawk Commercial Centre
- Monument Creek Commerce Center
- Mount Saint Francis
- Mountain Shadows
- Neal Ranch
- Newport Technological Center
- Northgate
- Northgate East
- North Academy Hollow Brook Corners
- Norwood
- Oak Valley Ranch
- Old Farm
- Or Study Area at Bijou and Circle
- Park West
- Penrose Hospital
- Peregrine
- Pinecliff
- Pinehurst
- Pinon Valley
- Printers Park
- Polo Point/Beacon Hill
- Powerwood No. 2
- Powerwood No. 3 to 6
- Printers Park
- Prospect Park
- Prospect Park Neighborhood
- Quail Brush Creek
- Rockrimmon
- Rustic Hills No. 6
- Sand Piper
- Siferd Addition
- Skyway Heights
- Soaring Eagles
- Southface
- Spring Creek
- Springs Ranch
- Star Ranch
- Stetson Hills
- Stetson Ridge
- Stetson Ridge South
- Stout Allen Addition
- Templeton Heights
- T-Gap Addition
- The Bluffs
- The Ridge
- The Estates at Middle Creek
- The Ridge at Woodmen
- Town and Country Center
- Towne East
- Toy Ranch
- Tudor Land Company
- Tutt Corners
- University Park
- Valerie Acres Two
- Van Teylingen and Academy
- Vickers and Academy
- Village Seven
- Villa Loma
- Vineyard Commerce Park
- Vista Grande
- Western Sun
- Wolf Creek
- Wolf Ranch
- Woodland Hills Village
- Woodmen Heights
- Woodmen East
- Woodmen Oaks
- Woodmen Plaza West
- Woodmen Pointe

College and University Plans
• **Colorado College Campus Master Plan**

**Facilities Master Plans**
As more specifically defined in City Code, Facilities Master Plans are plans that focus on the physical components particular types of public, private, or not-for-profit facilities.

- Colorado Springs Airport Master Plan
- Envision Shooks Run Facilities Master Plan
- Garden of the Gods Park Transportation Study
- 2018 Memorial Park Improvements Project
- Penrose Hospital Plan
- Rapid Transit Feasibility Study and System Plan

**Other City-Adopted Plans**
These include all other applicable City-adopted plans that are not defined and adopted as Master Plans under Chapter 7, Article 5, Part 4 of the City Code, as may be amended.

**Drainage Basin Planning Studies**
- Bear Creek
- Big Johnson Reservoir
- Black Canyon
- Black Squirrel Creek
- Camp Creek
- Columbia Road Drainage
- Cottonwood Creek
- Douglas Creek
- Dry Creek
- Elkhorn (MDDP Fairlane Technological Park)
- Fishers Canyon
- Fountain Creek
- Jimmy Camp Creek
- Little Johnson Basin
- Kettle Creek
- Kettle Creek – Old Ranch Road Tributary
- Mesa Basin
- Middle Tributary
- Monument Creek
- Nineteenth Street Drainage
- Rockrimmon North Basin
- Rockrimmon South
- Peterson Field Basin
- Pine Creek
- Pine Creek Amendment 1
- Popes Bluff Drainage
- Popes Bluff Amendment 1
- Pulpit Rock Basin
- Rockrimmon North Basin
- Rockrimmon South Basin
- Roswell Area Drainage
- Sand Creek
- Shooks Run
- Shooks Run
- North Templeton Gap
- Smith Creek
- South Pine Creek Amendments 1-4
- Southwest Area Drainage (Cheyenne Creek, Cheyenne Run, and Spring Run)
- Spring Creek
- Templeton Gap Basin
- Twenty-first Street Basin
- Upper Sand Creek
- West Fork Jimmy Camp Creek
- Windmill Gulch

**Design Guidelines**
- Hillside Development Design Manual
- Historic Westside Design Guidelines
- Landscape Design Guidelines
- Mixed-Use Design Guidelines
Other City Adopted Plans
[Insert explanation of these plans here]

- Colorado Springs Destination Master Plan (Visit COS)
- North Nevada/University of Colorado, Colorado Springs Economic Opportunity Zone Task Force Findings and Recommendations
- Academy Boulevard Corridor Economic Opportunity Zone Task Force Recommendations
- City of Colorado Springs 2016-2020 Strategic Plan
- Colorado Springs Utilities Adopted Plans and Criteria:
  - City of Colorado Springs Drainage Criteria Manual V1 & V2
  - Integrated Water Resource Plan
  - Wastewater Integrated Master Plan
  - Electric Integrated Resource Plan
  - Natural Gas Integrated Resource Plan
- Colorado Springs Utilities Strategic Plan
- East-West Mobility Study
- Hazard Mitigation Plan
- Infill Action Plan

NON-CITY ADOPTED PLANS

These are the plans of other agencies and organizations that have particular relevancy to the Comprehensive Plan but have not been formally adopted by the City.

Partner Entity Plans

These include agency or organizational plans adopted by boards that may include one or more City Council Members.

- Age Friendly Colorado Springs Plan
- Cultural Plan for the Pikes Peak Region
- Water Quality Management Plan
- Strategic Plan of the Colorado Springs Chamber and EDC

College and University Plans

- Pikes Peak Community College Facilities Master Plan
- University of Colorado - Colorado Springs Master Plan
Municipal Plans

- Plan Manitou (City of Manitou Springs Comprehensive Plan)
- City of Fountain Comprehensive Development Plan
- Town of Monument Comprehensive Plan

Regional and County Plans

- The Fountain Creek Corridor Restoration Master Plan
- El Paso County Policy Plan (as amended)
- El Paso County Major Transportation Corridors Plan (as amended)
- Pikes Peak Area Council of Governments Joint Land Use Study
- Pikes Peak Area Council of Governments Long Range Transportation Plan
- Pikes Peak Area Council of Governments Regional Nonmotorized Transportation System Plan
- El Paso County Parks Master Plan
APPENDIX E: GLOSSARY OF TERMS

DEFINITIONS

The following terms are defined for their particular use and application with this Comprehensive Plan. In some cases these terms may defined and used differently in City Code or other City documents.

Activity Centers
A general term for mixed-use centers that integrate a range of uses and activities which complement and support each other. Typically, an activity center includes a predominant type of use, such as commercial or employment-related, that is then supported by a mix of one or more other uses, such as residential, civic, or institutional. The predominant use generally determines the type of center. Activity centers vary in size, intensity, scale, and their mix of supportive uses, depending on their purpose, location, and context. Activity centers are intended to include mixed uses, be pedestrian-friendly and provide good connections and transitions to surrounding areas.

Arterial Streets
Similar in role to arteries in human physiology, arterial streets are high-volume roadways that deliver motorized traffic between urban centers and connect local streets to highways. They are often classified as major or minor arterial streets depending on their capacity and particular functions.

Arts and Culture
A range of cultural sectors: high or fine arts and literary arts, as well as ethnic, film and commercial arts and historic preservation; a range of visual and performing artists, craftspeople, designers, arts educators and cultural practitioners; radio and film; and a range of cultural events: performances, exhibitions, festivals and celebrations.

Attainable Housing
Decent, attractive, safe, and sanitary accommodation that is affordable for the full spectrum of the City’s residents. While a cost of no more than 30% of gross household income is a good rule of thumb for affordability, there will be some circumstances where higher or lower thresholds may be more applicable.

Autonomous Vehicles (AV)
A vehicle in which some aspect of control is automated. AVs do not necessarily need to communicate with infrastructure or other vehicles if they have their own sensors and cameras.
**Bus Rapid Transit (BRT)**
A bus-based public transit system combining the quality of rail transit and the flexibility and economics of a traditional bus system. BRT systems are usually constructed on designated multimodal corridors connecting increased population and employment densities with transit oriented land uses. BRT can operate on bus lanes, HOV lanes, expressways or ordinary streets. A BRT system typically incorporates a simple route layout, frequent service, limited stops, passenger information systems, traffic signal priority for transit, cleaner and quieter vehicles, rapid and convenient fare collection, high-quality passenger facilities and integration with supportive land use policy.

**Community Hub**
A location that serves as an accessible community focal point and gathering place with retail uses, resources and services, and is designed and oriented to meet the needs of a particular neighborhood or subarea of the city.

**Complete Creeks**
Major waterways within the city that serve as stormwater, wildlife and greenway corridors and which often provide additional complimentary functions including non-motorized trail connections and routes for utilities.

**Complete Streets:**
Complete streets are streets that have been built for safe and convenient travel by all road users, including people on foot and bicycle, as well as transit users. Complete streets policies call for routinely providing for travel by all users when building and reconstructing streets and roads. (Adopted by 2005 Ordinance 05-196)

**Comprehensive Plan**
A vision of what we want our city to become; a guiding document with a framework of maps, vision themes, goals, policies, and strategies; a tool for making decisions about how the vision should be achieved; strategic steps to make the vision a reality; targeted, directional, and measured metrics and indicators to illustrate the state of progress of the city.

**Connected Vehicles**
Vehicles that can communicate with other vehicles and the infrastructure they use. The most common wireless technology used for connected vehicles is dedicated short range communication (DSRC).

**Co-Working**
Work activities occurring in flexible workspaces shared by people who are self-employed or working for different employers.

**Creative Class**
For the purposes this Plan, this term is broadly defined as a socioeconomic class that encompasses a wide range of knowledge-based occupations and industries with a focus on innovation, such as education, design, computer programming, engineering, science, the arts, healthcare, and business. The term was originally coined by economist and social scientist, Richard Florida, PhD.
<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
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<tbody>
<tr>
<td>Creative Industries</td>
<td>A range of economic activities associated with the generation or exploitation of knowledge and information. While no formally agreed-upon list of businesses exists, examples include publishing, advertising, performing arts and architecture.</td>
</tr>
<tr>
<td>Creative Placemaking</td>
<td>Incorporation of artistic or creative solutions as part of urban design and development.</td>
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<tr>
<td>Critical Support Services</td>
<td>The service centers, industries and City services necessary to meet the fundamental needs of residents and businesses, on a day-to-day basis. Industry services are usually located along rail and highway corridors and are buffered from residential areas. Service centers and City services can be located closer to the neighborhoods and business areas they support and provide services.</td>
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<tr>
<td>Cultural Ecosystem</td>
<td>The interconnected system of places, businesses, facilities and supporting elements that promote the creation, experiencing and performance of education, arts and culture throughout the city.</td>
</tr>
<tr>
<td>Cultural Focal Point</td>
<td>Any place in the community with one or more special features of art, performance or architecture that are part of the public realm. These can include but are not limited to public art, fountains, band shells, and amphitheaters.</td>
</tr>
<tr>
<td>Cultural Hubs</td>
<td>A community focal point for arts, cultural, and educational uses and activities.</td>
</tr>
<tr>
<td>Datacenter</td>
<td>A facility made up of networked computers and storage used by major companies to organize, process, store, and distribute large amounts of data.</td>
</tr>
<tr>
<td>Design Guidelines</td>
<td>Written statements, explanatory material, graphic renderings and/or photographs intended to inform property owners and the public of specific examples of techniques and materials appropriate to achieve identified design goals and objectives.</td>
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<tr>
<td>Design Standards</td>
<td>Written requirements adopted by the City that set forth criteria, the design of particular areas, buildings or elements related to the physical development of the city.</td>
</tr>
<tr>
<td>Destination Travel</td>
<td>All travel to Colorado Springs by persons who do not ordinarily reside, work, attend school, or shop and obtain services within the City. This includes tourists, conference goers, event attendees, visiting athletes, business travelers, shoppers from outside the region, and other visitors from outside the City.</td>
</tr>
<tr>
<td>Electric Autonomous Vehicles</td>
<td>Autonomous Vehicles powered using electric energy stored in rechargeable batteries.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
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<tr>
<td>Employment Centers</td>
<td>Activity centers that include major concentrations of employment supported by a mix of uses that meet the needs of employees and visitors, such as restaurants, lodging, child care, higher density residential, and educational facilities.</td>
</tr>
<tr>
<td>Enclaves</td>
<td>Unincorporated areas entirely surrounded by property within the municipal boundaries of the City, as further defined in the Colorado Revised Statutes.</td>
</tr>
<tr>
<td>Facility Master Plans</td>
<td>Documents that describe and provide planning guidance for the physical components of public and specialized private sector facilities. Examples include the Colorado Springs Airport Master Plan and hospital or university plans.</td>
</tr>
<tr>
<td>Festival Streets</td>
<td>Streets with an identified public space and enhanced streetscape treatments that allow for year-round activities. These streets act as connections among districts and the amenities within them. Examples of existing and proposed festival street include Vermijo Avenue, Sierra Madre Street, Pueblo Avenue, and the future Champions Boulevard.</td>
</tr>
<tr>
<td>First and Last Mile Connections</td>
<td>A combination of short segment transportation solutions and facilities that are focused on the origins and destinations of what may be longer and higher speed trips of varying purposes. These connections often encompass some combination of a need to connect from a mode with higher speed or capacity to one with slower speeds and more localized capacity.</td>
</tr>
<tr>
<td>Frequent Transit</td>
<td>Fixed or flexible route transit service of varying types and designs with intervals of 15 minutes or less between trips during peak travel periods.</td>
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<tr>
<td>Goal</td>
<td>A statement about an end toward which efforts are directed, and that provides the community with direction. A goal is a desired ideal and a value to be sought.</td>
</tr>
<tr>
<td>Green Infrastructure</td>
<td>The interconnected system of parks, open space, trails, waterways and other natural areas that connect the city to its natural environment and which provides environmental functions.</td>
</tr>
<tr>
<td>Greenfield Development</td>
<td>Development of previously undeveloped sites located outside predominantly developed areas or within recently developing outward expansion areas of the city.</td>
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<tr>
<td>Greenway</td>
<td>A linear open space established along either a natural corridor, such as a creek or stream valley, a ridgeline, a railroad right-of-way converted to recreational use or any natural or landscaped course for pedestrian or bicycle passage. Greenways often serve as open space connectors linking parks, nature reserves, cultural features, or historic sites within populated areas.</td>
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<tr>
<td>Term</td>
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<tr>
<td>Grid Pattern</td>
<td>Streets that are built at right angles to each other to form a grid. Fine-grained street grid refers to a pattern of shorter blocks and more intersections.</td>
</tr>
<tr>
<td>High-wage jobs</td>
<td>Jobs that pay above the county average.</td>
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<tr>
<td>Historic Preservation District</td>
<td>A geographic area composed of structures, objects or improvements that display historic and/or architectural significance and that the City has designated to be appropriate for preservation.</td>
</tr>
<tr>
<td>Homeowner and Neighborhood Associations</td>
<td>Home owners associations (HOAs) ordinarily have dues and enforceable covenants, whereas, a may or may not have dues and generally cannot not enforce covenants.</td>
</tr>
<tr>
<td>Human Scale</td>
<td>Elements of the physical environment and design that match and compliment the size, scale and speed of an individual operating as a pedestrian, and that encourage activity and interactions at an interpersonal level.</td>
</tr>
<tr>
<td>Incubator</td>
<td>A facility used by startup companies that provides affordable workspace, shared equipment, training and mentors, and access to financing, to help these new businesses grow.</td>
</tr>
<tr>
<td>Indicators</td>
<td>Numerical measures of progress toward achieving the City’s vision and goals. Indicators are meant to be reproducible, attainable, affordable, and quantifiable. (Also see Keystone Indicators)</td>
</tr>
<tr>
<td>Infill Development</td>
<td>Development of vacant, blighted or underutilized land within previously built areas. These areas are already served by public infrastructure, such as transportation and utilities. Parks and open space are also considered as infill, since they represent permanent uses for vacant parcels.</td>
</tr>
<tr>
<td>Innovation Districts</td>
<td>Districts that encourage a density of institutions and technology-related firms and start-ups and utilize their proximity to collaborate and share knowledge.</td>
</tr>
<tr>
<td>Intermodal Transportation Plan (ITP)</td>
<td>The 2001 master plan for City transportation activities. It includes the Major Thoroughfare Plan, a Truck Route Map, a Transit Plan and a Bicycle Plan, as well as a plan for managing travel demand and pedestrian programs. The purpose of the ITP has been to guide policy and decision making with respect to serving the City’s existing and long-term future transportation needs and to carry out the goals of the Strategic Plan and the Comprehensive Plan.</td>
</tr>
<tr>
<td>Intermodal Mobility Plan (IMP)</td>
<td>The anticipated name for the recommended update of the 2001 Intermodal Transportation Plan.</td>
</tr>
</tbody>
</table>
**Internet of Things (IoT)** The concept of any modern electronic device’s ability to connect to the internet and/or to each other. The inter-networking of vehicles, “smart devices,” buildings, sensors, actuators and other embedded electronics where network connectivity enables these objects to collect, interact and exchange information.

**K-12 School System** The combined system of traditional public, charter, private, and non-traditional schools and other facilities providing education to preschool through 12th grade students, and in some cases including post-secondary opportunities.

**Keystone Indicators** Set of numerical measures of progress toward achieving the City’s vision and goals. Indicators are meant to be reproducible, attainable, affordable, and quantifiable (also see Indicators).

**Land Use Master Plans** Plans that identify or guide allowable or desirable land uses and densities for specific geographic areas. These plans provide information about such issues as land use, transportation, open space, parks, and schools. Plans for undeveloped land are most frequently prepared by the private sector, while plans for established or redeveloping areas are prepared by neighborhood organizations or the City, either singly or collaboratively.

**Low-Impact Recreation** Activities, such as hiking, that are accommodated within open space areas in a manner that recognizes and sustainably manages their impacts, especially to the most sensitive natural environments within these areas.

**Maker Space** Similar to co-working and incubator facilities, a space that provides technology and equipment (such as 3D printers), used by entrepreneurs to experiment, test ideas, and build product prototypes.

**Master Plan** A plan for the development of a portion of the City that contains proposed land uses, a generalized transportation system, and the relationship of the area included in the plan to surrounding property.

**Mature/Redevelopment Corridors** Corridors that line older arterial streets and state highways with retail uses and auto-oriented services developed in a typical strip commercial pattern, often with multiple curb cuts, individual parking lots, cluttered signage, and small lots. These corridors include significant infill and redevelopment opportunities.

**Millennials (Generation Y)** Existing and future residents born between about 1982 and 2004. Millennials comprise the single largest segment of the city’s population.

**Mixed-Use Development** Development that integrates two or more distinct land uses, such as residential, commercial, and office, with a strong pedestrian orientation.
Multimodal
Incorporating more than one mode of transportation. For example, a multimodal transportation corridor is one that is proactively designed and operated to accommodate more than one mode (i.e. a street with motor vehicle travel lanes, but also separate defined bike lanes, transit facilities, and enhanced pedestrian infrastructure).

Multistreet Corridor
A transportation corridor consisting of two or more parallel streets planned and managed in a coordinated and integrated fashion.

Naturally Occurring Affordable Housing Units (NOAHs)
Market rate housing units that are affordable for various segments of the population at or below the median household income levels of the city.

Near Enclaves
Unincorporated areas -mostly surrounded by property within City limits but not technically qualifying as enclaves, in some cases because they are bordered on one side by property within another municipality or by federally owned property.

Neighborhoods
Geographic sub-areas within the city that contain and derive at least some of their identity from residential land uses, but which also encompass and incorporate a variety of other land uses and facilities. The extent of a neighborhood is variable and may be defined by tradition, period of building and development, subdivision patterns, or formally adopted boundaries.

Neighborhood Centers
Small, low impact, limited use centers that fit into the neighborhood and are a benefit and amenity to neighborhood residents.

Neighborhood Planning Templates
Anticipated City adopted and standardized templates for both the process and format for new and updated neighborhood plans and intended to result in more efficient creation and use of these future plans.

New/Developing Commercial Corridors
Major street corridors with high volumes of traffic that have recently developed, or are now in the process of developing predominantly with non-residential uses.

Pedestrian-Scale
Physical development and facilities sized and designed so support the pedestrian experience. (Also see Human Scale and Pedestrian-Oriented Development)

Pedestrian-Oriented Development
Development that incorporates safe, attractive, and continuous connections and walkways for travel and access by foot at a human scale as an integral part of its overall layout and design.

Placemaking
The process and philosophy that results in the creation or enhancement of quality places that people identify with and want to live, work, play or learn in.
Appendix E

This Colorado Springs Comprehensive Plan (PlanCOS along with its appendices and referenced documents).

Policy
A statement of principle or a course of action that provides a broad framework for guiding governmental action and decision making.

Pop-Up Retail
Temporary retail shops where business owners can test products and ideas without committing to a permanent location. Pop-up shops are often used to help activate vacant and underutilized spaces.

Primary Employment
Jobs that primarily bring external funds into the city and region in the form of wages, sales or investments. Examples include federal employees paid from the U.S. Treasury, manufacturing jobs, or national organization headquarters jobs.

Privately Initiated Land Use Master Plan
A Land Use Master Plan initiated by a private developer or group of developers.

Public Realm
The public and private, primarily outdoor areas of the City, with high levels of open public access, including street rights-of-way extending from building face to building face, plazas, publicly accessible parking lots, and public parks. Note: this term is defined more specifically for use in the Downtown Form Based Code.

Publicly Initiated Land Use Master Plan
A Land Use Master Plan initiated by the City or another public entity, including neighborhood or corridor plans advocated for by existing neighborhoods or business groups.

Purposeful Density
Thoughtful and well-planned increases in density will be an important part of our future as a growing metropolitan area, particularly in areas of focus such as Downtown, along designated corridors, and in activity centers. Increased density will support our transit and walkability visions, maintain the vitality of our mature areas, contribute to our long term fiscal sustainability and help us create desirable places.

Redevelopment
Conversion of existing built property into another use, ideally resulting in better use of the property that provides an economic return to the community.

Regional Centers
Large, intensive activity centers that combine the uses of commercial centers and employment centers and serve the city and region as a whole. They often encompass regional malls or corporate headquarters.

Residential Density Bonuses
A general term referring to a potential combination of additional allowable density, increased building heights, or reduced building setbacks as otherwise permitted in a zone district.
Resiliency  The capacity for the City, and its residents and businesses to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience.

Ridesharing  A variety of options for the shared use of smaller vehicles including traditional car and van pooling, a taxis or systems like Lyft or UBER that provide individualized transportation options.

Signature Streets  Streets that provide a walkable environment by incorporating: wide sidewalks, sidewalk patio dining, adjacent retail and entertainment activities; streetscape design features, low-level pedestrian lighting, ornamental landscaping, pedestrian benches, and public art. These streets support key retail, entertainment and employment nodes, i.e., Pikes Peak Avenue, Vermijo Avenue, and Tejon Street in Downtown.

Significant Natural Features  Ridgelines, bluffs, rock outcroppings, view corridors, foothills, mountain backdrops, unique vegetation, floodplains, streams, surface water, air, natural drainage ways and wildlife habitats that contributes to the attractiveness of the community.

Single Point Urban Interchanges  A type of grade separated interchange with a comparatively small property footprint and allows free flow of traffic on the major highway, and focuses the flow of traffic on the more minor facility to a single signalized traffic control point.

Smart City/ies  To utilize technology and the Internet of Things (IoT) to address challenges facing our community and improve the quality of life for our citizens.

Special Districts  Districts authorized by the City and created under Colorado Revised Statutes or City Code for the purposes of financing and/or maintaining public improvements for particular areas of the City. Special districts include but are not necessarily limited to metropolitan districts, business improvement districts (BIDs), and general improvement districts (GIDs), special improvement maintenance districts (SIMDs), and City special assessment districts.

Sports Ecosystem  The interconnected system of sports venues, governing bodies, associated businesses, training environment and events that promote the experiencing and economic benefits of sports throughout the City.

Stormwater  Surface runoff and drainage, induced by precipitation events, and conveyed, treated and managed in pipes, channels, creeks, ponds and other public and private facilities.

Strategic Plan  A planning document approved by the City which identifies key areas requiring the resources of City government, and which identifies specific actions steps necessary to achieve desired goals.
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategies</td>
<td>Plans of action intended to support a specific policy.</td>
</tr>
<tr>
<td>Street Activation</td>
<td>A combination of building design choices, streetscape treatments, and</td>
</tr>
<tr>
<td></td>
<td>multimodal options that results in increased and enhanced use of and</td>
</tr>
<tr>
<td></td>
<td>orientation towards the street, especially by pedestrians. The type and</td>
</tr>
<tr>
<td></td>
<td>extent of desired and achievable street activation will be influenced by</td>
</tr>
<tr>
<td></td>
<td>factors including the functional classification of the roadway and safety</td>
</tr>
<tr>
<td></td>
<td>considerations.</td>
</tr>
<tr>
<td>Street Car</td>
<td>A trolley that runs on rail infrastructure and serves as an alternative</td>
</tr>
<tr>
<td></td>
<td>mode of transportation for the public.</td>
</tr>
<tr>
<td>Street Section</td>
<td>A set of standards for how the public right of way is divided between</td>
</tr>
<tr>
<td></td>
<td>sidewalks, bike lanes, travel lanes, medians, and other uses and</td>
</tr>
<tr>
<td></td>
<td>functions.</td>
</tr>
<tr>
<td>Streetscape</td>
<td>The overall appearance of a street and the features related to both it</td>
</tr>
<tr>
<td></td>
<td>and the directly associated public realm, including medians, street</td>
</tr>
<tr>
<td></td>
<td>trees and other landscaping, street-facing building treatments, entry</td>
</tr>
<tr>
<td></td>
<td>features, walls, fences, amenities including street furniture and public</td>
</tr>
<tr>
<td></td>
<td>art, and associated facilities such as street lights, utilities, signage,</td>
</tr>
<tr>
<td></td>
<td>sidewalks and trails.</td>
</tr>
<tr>
<td>Sustainability and</td>
<td>Strategic initiatives and policies that provide both short and long-term</td>
</tr>
<tr>
<td>Sustainable Development</td>
<td>solutions to benefit the people, environment, and economic welfare of our</td>
</tr>
<tr>
<td></td>
<td>Colorado Springs community. From the perspective of the physical</td>
</tr>
<tr>
<td></td>
<td>development of the City, development and redevelopment that meets</td>
</tr>
<tr>
<td></td>
<td>the needs of our residents today without compromising the needs of</td>
</tr>
<tr>
<td></td>
<td>generations tomorrow.</td>
</tr>
<tr>
<td>Third Place</td>
<td>Social environments that provide a space for people to meet, hang out,</td>
</tr>
<tr>
<td></td>
<td>play, study, or otherwise build community. They are separate from the</td>
</tr>
<tr>
<td></td>
<td>usual social settings: private homes (first place) and offices (second</td>
</tr>
<tr>
<td></td>
<td>place). Examples include coffee shops, parks, and public libraries. These</td>
</tr>
<tr>
<td></td>
<td>places are found throughout the City, but when they occur in conjunction</td>
</tr>
<tr>
<td></td>
<td>with other features of urban places, they can add particular value.</td>
</tr>
<tr>
<td>Topophilia</td>
<td>A strong sense of place, which often becomes mixed with the sense of</td>
</tr>
<tr>
<td></td>
<td>cultural identity among certain peoples and a love of certain aspects of</td>
</tr>
<tr>
<td></td>
<td>such a place.</td>
</tr>
<tr>
<td>Transit-Oriented Development</td>
<td>Development that supports transit use through a concentration and mix of</td>
</tr>
<tr>
<td>(TOD)</td>
<td>uses and pedestrian connections.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Transit-Supportive Zoning</td>
<td>Zoning that allows for and results in densities, land uses, designs and building orientations that can be expected to support higher levels of transit use as a result of the physical development patterns that are established. Unlike Transit Oriented Development (TOD) which responds existing or programmed higher level transit service, transit supportive zoning set the stage for higher levels in the future.</td>
</tr>
<tr>
<td>Transportation Hubs</td>
<td>Areas of convergence or terminals for transportation users. Includes train stations, bus stations, bus stops, park-and-rides, and airports. Bus stops or intersections that serve several bus lines are also considered transportation hubs.</td>
</tr>
<tr>
<td>Travel Demand Management (TDM)</td>
<td>Any program or policy that reduces demand on a transportation system. Reductions in demand can be by time-of-day, route, length, mode, or absolute reduction, and are usually a combination of the four.</td>
</tr>
<tr>
<td>Tree Lawns</td>
<td>The strip of landscaped area between the sidewalk and the curb.</td>
</tr>
<tr>
<td>Typologies</td>
<td>A tool that classifies and graphically represents areas of Colorado Springs related to the major themes of this Comprehensive Plan. Typologies are based on the characteristics, stages of development, issues, needs, and priorities of different areas of the City, and rely primarily on examples of existing areas as a means of articulating the recommended goals of the Plan.</td>
</tr>
<tr>
<td>Universal Design</td>
<td>Design of the built environment that promotes access, to the greatest extent feasible, for all people regardless of age, size, ability, or disability.</td>
</tr>
<tr>
<td>Urban Activity Center</td>
<td>Major centers with a combination of elements that typically include urban character, higher densities, mixed land uses, walkable design elements, orientation to the street or community gathering areas, and the potential to support higher levels of transit service.</td>
</tr>
<tr>
<td>Urban Core</td>
<td>The area of the City in and around Downtown.</td>
</tr>
<tr>
<td>Walkable/Walkability</td>
<td>A physical design and environment with availability of safe, accessible, connected and inviting facilities that encourage and result in more pedestrian activity for a variety of purposes. Walkability purposes will vary depending on location and local conditions City.</td>
</tr>
</tbody>
</table>

Appendix E: October 1, 2018
APPENDIX F: KEYSTONE INDICATOR PROFILES

Note: This is not complete. The keystone indicators are in the process of being reviewed and refined. A workshop was held on 9.14.18. Updates to the section will follow.

OVERVIEW

How do we know if we are achieving the PlanCOS vision? The Comprehensive Plan is shaped by the vision and a set of goals that state the community’s aspirations for the future. Keystone Indicators are established to further describe the community’s desired direction, and help monitor performance and progress towards achieving the Plan’s vision and goals.

Indicators help track and communicate progress, and can also serve as alerts to emerging problems or challenges. Characteristics of effective indicators include the following:

- **Relevant** to the Plan’s vision and goals to track meaningful desired outcomes;
- **Clear and understandable** and do not rely on overly complex definitions or calculations;
- **Defensible and grounded** in quality data that can be regularly reported and can be consistently and accurately tracked over time;
- **Useful** in making decisions that affect the community, reflecting topics the community directly or indirectly addresses through local plans, policies or implementation programs;
- **Interdisciplinary** in that the same indicator can be used across different chapters in this Plan in conjunction with other City plans and programs:
- **Comparable** to other regional, municipal, state or national benchmarks

**How are they used?**

Regular tracking of indicators can help the city staff, leaders, and community members assess whether or not PlanCOS is leading the community toward its vision and goals. While no singular indicator can paint a complete picture of progress, a suite of carefully-selected indicators can help present a compelling story of achievements and challenges related to the Comprehensive Plan vision, goals, policies and strategies. To ensure that the City is making progress toward achieving our vision and goals, the indicators will be used by City staff in the annual State of the City and updated online to report on progress being made to achieve plan success.

A summary of each indicator is provided on the following pages. Data availability varies by indicator, and as such, the baseline years shown on the indicator graphics include the most recent year for which data are available.
# 1. NEW RESIDENTIAL NET DENSITY

| Overview | This indicator will track the density of residential dwelling units added to the city each year compared with average net density of all existing residential areas in the city. This measure is important because it gets to the heart of the PlanCOS density vision by answering whether or not new developments are contributing positively to density with our overall added residential construction. This measure is intended to account for most types of added units including those in established and newly developing areas. Because only residential parcels are included in the analysis, this net measurement approach will largely avoid concerns with accounting for other uses of property including non-residential buildings, street right-of-way and parks and open space. This indicator is intended primarily to be used as a citywide measure but may also be used to track activity and progress in priority areas identified by the City. It is also helpful to compare with the net density of all residential areas across the city. |
| Units of Measure | Dwelling units per acre (du/ac) of land with an Assessor’s residential land use code. Comparison of densities for added new unit with existing averages. |
| Existing Citywide Condition | XX du/ac (2017) – Net density of all residential development

XX du/ac (2017) – Net density of new residential development |
| Goal/Trajectory | Increase |
| Source | Assessor’s parcel data |
| Methodology | Sum all new units and parcels with changed unit density on parcels with a residential assessor use code and divide by the acreage of the residential parcels. Compare with a base density number computed for all residential parcels in the City. This method excludes rights-of-way, parks, and non-residential development so as not to decrease density calculations when a mix of land uses or open space amenities are within the neighborhood. |
| Frequency of data collection and lag time for reporting | This data can be tracked annually. Density trends are anticipated to vary from year to year with the expectation of longer term trends becoming evident in 5 year intervals or after major development or redevelopment projects are completed. |
| Timeline and areas expected for change | Annual data will be of value. Longer term trends evident over the mid-term (5-10 years). The largest contributors to this indicator will be seen in Future Neighborhoods (Typology 4) (primarily as Banning Lewis Ranch builds out) and Emerging Neighborhoods (Typology 3). Infill and mixed-use developments will also affect this density indicator, primarily within Downtown and Changing Neighborhoods (Typology 2) expected to contribute to the highest densities. |
Scale of Application
Municipal, and major subareas of the city

Statistical Confidence
100% of the city sampled for existing density. Any parcels with a changed residential dwelling unit density are assessed annually for density changes. Dependent on dwelling unit counts in the Assessor’s database.

Level of Effort
Some calculation required. Can be completed at any time using parcel data and the related parcel improvement table.

Relevant Chapters
Chapter 2: Vibrant Neighborhoods
Chapter 3: Unique Places

Table: Net Density of New Residential Development

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of New Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres of Property with New Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Net Density</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table: Net Density of All Residential Development

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres of Property with Residential Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Net Density</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Graph:
### 2. NET CITY LANE MILES ADDED COMPARED WITH DEVELOPMENT AND REDEVELOPMENT

| Overview | The total lane miles of streets maintained by the City are an important barometer of the efficiency of our land use patterns. By reducing the amount of new street pavement added to the city compared to the additional development activity the system serves, future street maintenance costs will be reduced because there will be less pavement to maintain per person. Environmental impacts (such as from stormwater) will become more manageable. Positively affected areas of the city should become more livable at a human scale. PlanCOS ideas and priorities that contribute to this indicator include increased density in targeted activity centers and corridors, infill and redevelopment, use of technology to enhance existing transportation capacity, and recommendations for narrow local street profiles. This indicator is intended primarily to be used as a citywide measure but may also be used to track activity and progress in sub-areas of the city. |
| Units of Measure | Lane Miles per Dwelling Unit |
| Relevant Chapters | Chapter 2: Vibrant Neighborhoods  
Chapter 3: Unique Places  
Chapter 5: Strong Connections |
| Existing Citywide Condition | First calculation anticipated January 2018 |
| Goal/Trajectory | Decrease |
| Source | Colorado Springs Cartegraph OMS database |
| Methodology | Pull the total segments of pavement built annually in square yards and divide by 6,453 to get total lane miles. There are 6,453 square yards in an eleven foot lane one mile long. |
| Frequency of data collection and lag time for reporting | This data can be tracked annually, at the beginning of the year. Historical data is not available since the data was not previously tracked in the Cartegraph OMS database. New street inventories are updated in the database efficiently and timely. |
| Timeline and areas expected for change | Mid to long-term (5-10+). Considering the timeline to complete developments, new or changing trends in development patterns will only start to appear after a few years. |
| Scale of Application | Municipal, and subareas of the city |
| Statistical Confidence | Each segment of pavement is hand measured by an inspector and recorded |
Level of Effort

Some calculation required to convert total square yards to total lane miles.

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Lane Miles</td>
<td></td>
<td></td>
<td>5,972.75</td>
</tr>
<tr>
<td>Added Lane Miles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Dwelling Units</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New DU in Infill and Redevelopment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Added Dwelling Units</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Lane Miles Per Dwelling Unit:**

**Graph:**
3. NUMBER OF HIGH PRIORITY NEIGHBORHOOD PLANS COMPLETED

Overview
High quality, targeted, responsive and representative neighborhood planning is acknowledged as essential to the success of PlanCOS because these plans provide the level of area-specific attention necessary to effectively apply the broad principles the Plan to the individual and unique neighborhoods throughout the city. Rather than keep track of how much of the city has an associated land use master plan, the recommended indicator is the level of progress being made on plans for only those neighborhoods identified through a community and city leadership process.

Relevant Chapters
Chapter 2: Vibrant Neighborhoods

Units of Measure
Number of neighborhood plans completed

Existing Citywide Condition
2 plans are anticipated to be adopted in 2018

Goal/Trajectory
Increase

Source
Colorado Springs Planning Department

Methodology
Count the number of neighborhood plans adopted annually

Frequency of data collection and lag time for reporting
Immediate availability of data.

Timeline and areas expected for change
Short to Mid-term (3-5 years). High priority neighborhoods.

Scale of Application
Neighborhood and Municipal

Statistical Confidence
High

Level of Effort
Low. Plans should be readily accessible to track once adopted.

| Table: Number of High Priority Neighborhood Plans Completed |
|--------------------------------------------------|---|---|---|---|
| 2015 | 2016 | 2017 | 2018 |
| Total Neighborhood Plans |  |  |  |  |
| New Neighborhood Plans | 2 |  |  |  |
4. INFILL AND REDEVELOPMENT ACTIVITY

Overview

Infill and redevelopment activity is identified as a key indicator because it extends across many of the themes and ideas that are priorities for this Plan. This incorporates a combination of reduced vacant acreage in core areas of the city combined with evidence of increasing comparative development activity (i.e. building permit value) in these areas. In addition to being applied to the entire core area of the city, this combined indicator can also be used to evaluate sub-areas within the overall infill area as well as to support specific infill projects or initiatives. The detailed components of this indicator are described in the Appendix.

Units of Measure

- Remaining vacant acres in overall infill area
- Building permit value in infill area

Relevant Chapters

Chapter 3: Unique Places
Chapter 4: Thriving Economy

### Remaining Vacant Acres in Infill Area

<table>
<thead>
<tr>
<th>Existing Citywide Condition</th>
<th>6,539 remaining vacant acres of infill (2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal/Trajectory</td>
<td>Decrease</td>
</tr>
<tr>
<td>Source</td>
<td>Colorado Springs Parcel Data</td>
</tr>
<tr>
<td>Methodology</td>
<td></td>
</tr>
<tr>
<td>Frequency of data collection and lag time for reporting</td>
<td></td>
</tr>
<tr>
<td>Timeline and areas expected for change</td>
<td></td>
</tr>
<tr>
<td>Scale of Application</td>
<td></td>
</tr>
<tr>
<td>Statistical Confidence</td>
<td></td>
</tr>
<tr>
<td>Level of Effort</td>
<td></td>
</tr>
</tbody>
</table>
Table: Remaining Vacant Infill Acres

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vacant Infill Acres</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developed Infill Acres</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remaining Vacant Infill Acres</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6539</td>
</tr>
</tbody>
</table>

Graph:

**Building Permit Value In Infill Areas**

<table>
<thead>
<tr>
<th>Existing Citywide Condition</th>
<th>Goal/Trajectory</th>
<th>Source</th>
<th>Methodology</th>
<th>Frequency of data collection and lag time for reporting</th>
<th>Timeline and areas expected for change</th>
<th>Scale of Application</th>
<th>Statistical Confidence</th>
<th>Level of Effort</th>
</tr>
</thead>
</table>

Table: Building Permit Value in Infill Areas

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Permit Value in Infill Area</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Graph:
5. HOUSING ATTAINABILITY

Overview

Improving housing affordability over time is identified and addressed as one of the cornerstone challenges and priorities in PlanCOS. This recommended indicator combines overall median single-family and multifamily housing affordability along with total homeless population counts. Together this combination of measures is intended to provide an important and helpful general barometer for progress based on the broad averages and overall counts at different levels along the economic spectrum. It will be important to also be attentive to impacts on sub-groups of housing consumers, whose needs and experience may not be fully represented by measures that focus on overall median housing costs. Likewise, although changes in the overall homeless populations provide an important measure in that area, the status of sub-groups within that overall number will be important.

Units of Measure

- Single Family Home Ownership Affordability Index
- Apartment Rental Affordability Index
- Total Homeless Populations in El Paso County

Relevant Chapters

Chapter 2: Vibrant Neighborhoods
Chapter 3: Unique Places

Single Family Home Ownership Affordability Index

<table>
<thead>
<tr>
<th>Existing Citywide Condition</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal/Trajectory</td>
<td></td>
</tr>
<tr>
<td>Source</td>
<td></td>
</tr>
<tr>
<td>Methodology</td>
<td></td>
</tr>
<tr>
<td>Frequency of data collection and lag time for reporting</td>
<td></td>
</tr>
<tr>
<td>Timeline and areas expected for change</td>
<td></td>
</tr>
<tr>
<td>Scale of Application</td>
<td></td>
</tr>
<tr>
<td>Statistical Confidence</td>
<td></td>
</tr>
<tr>
<td>Level of Effort</td>
<td></td>
</tr>
</tbody>
</table>
### Table: Single Family Ownership Affordability Index

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Graph:

- **Apartment Rental Affordability Index**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Citywide Condition</strong></td>
<td>1.22</td>
</tr>
<tr>
<td><strong>Goal/Trajectory</strong></td>
<td>Decrease</td>
</tr>
<tr>
<td><strong>Source</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Methodology</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Frequency of data collection and lag time for reporting</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Timeline and areas expected for change</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Scale of Application</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Statistical Confidence</strong></td>
<td></td>
</tr>
</tbody>
</table>
Level of Effort

Table: Apartment Rental Affordability Index

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% AMI 3 person household</td>
<td>$31,500</td>
<td>$32,850</td>
<td>$31,950</td>
<td>$33,150</td>
<td>$35,000</td>
</tr>
<tr>
<td>2 BR 1 Bath Affordable Rent</td>
<td>$788</td>
<td>$821</td>
<td>$799</td>
<td>$829</td>
<td>$875</td>
</tr>
<tr>
<td>2 BR 1 Bath Average Rent</td>
<td>$791</td>
<td>$859</td>
<td>$942</td>
<td>$1,024</td>
<td>$1,070</td>
</tr>
<tr>
<td>Affordability Index</td>
<td>1.00</td>
<td>1.05</td>
<td>1.18</td>
<td>1.24</td>
<td>1.22</td>
</tr>
</tbody>
</table>

Rental Affordability Index

Total Homeless Populations in El Paso County

<table>
<thead>
<tr>
<th>Existing Citywide Condition</th>
<th>1,551 homeless (2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal/Trajectory</td>
<td>Decrease</td>
</tr>
<tr>
<td>Source</td>
<td>El Paso County, Pikes Peak Continuum of Care. Point in Time data</td>
</tr>
<tr>
<td>Methodology</td>
<td></td>
</tr>
<tr>
<td>Frequency of data collection and lag time for reporting</td>
<td>Data collected in January of every year. The report is generally made available in May of that same year.</td>
</tr>
<tr>
<td>Timeline and areas expected</td>
<td>Mid-term (around 5 years). The numbers fluctuate annually, and are subject to</td>
</tr>
</tbody>
</table>
for change
many factors including policy decisions and funding.

Scale of Application
County, State, National

Statistical Confidence

Level of Effort
Low. Data is collected by Pikes Peak Continuum of Care.

Table: Number of Homeless People in El Paso County

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sheltered: Emergency</td>
<td>443</td>
<td>496</td>
<td>591</td>
<td>536</td>
<td>652</td>
</tr>
<tr>
<td>Sheltered: Transitional:</td>
<td>507</td>
<td>334</td>
<td>400</td>
<td>422</td>
<td>386</td>
</tr>
<tr>
<td>Sheltered: Total</td>
<td>950</td>
<td>830</td>
<td>991</td>
<td>958</td>
<td>1,038</td>
</tr>
<tr>
<td>Unsheltered Persons</td>
<td>269</td>
<td>243</td>
<td>311</td>
<td>457</td>
<td>513</td>
</tr>
<tr>
<td><strong>Total Persons – HUD Count</strong></td>
<td><strong>1,551</strong></td>
<td><strong>1,415</strong></td>
<td><strong>1,302</strong></td>
<td><strong>1,073</strong></td>
<td><strong>1,219</strong></td>
</tr>
</tbody>
</table>

Total Persons - HUD Count

![Graph of Total Persons - HUD Count](image-url)
6. EXISTING DOWNTOWN MEASURES

Overview

Progress toward making Downtown an economic and cultural center of the region will be critical to the overall success of PlanCOS. In this case, the recommended indicators are those already in place and being measured by the organizations responsible for managing Downtown program, and funding initiatives (currently coordinated through the Downtown Partnership).

Units of Measure

- New residential units added annually
- Value of building permit activity compared with prior years and with the overall city

Relevant Chapters

Chapter 3: Unique Places
Chapter 4: Thriving Economy

New Residential Units Added in Downtown

<table>
<thead>
<tr>
<th>Existing Citywide Condition</th>
<th>195 new units (2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal/Trajectory</td>
<td>Increase</td>
</tr>
<tr>
<td>Source</td>
<td>Downtown Partnership</td>
</tr>
<tr>
<td>Methodology</td>
<td></td>
</tr>
</tbody>
</table>

Frequency of data collection and lag time for reporting

Timeline and areas expected for change

Scale of Application

Statistical Confidence

Level of Effort

Table: Residential Units Built Downtown

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>195</td>
</tr>
</tbody>
</table>
### Residential Units Built Downtown

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Starts</td>
<td>31</td>
<td>29</td>
<td>172</td>
<td>276</td>
<td>230</td>
</tr>
<tr>
<td>Units Delivered</td>
<td>-</td>
<td>53</td>
<td>195</td>
<td>241</td>
<td>276</td>
</tr>
</tbody>
</table>

#### Value of Build Permit Activity in Downtown

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Citywide Condition</td>
<td>$112,286,927</td>
</tr>
<tr>
<td>Goal/Trajectory</td>
<td>Increase</td>
</tr>
<tr>
<td>Source</td>
<td>Downtown Partnership</td>
</tr>
<tr>
<td>Methodology</td>
<td></td>
</tr>
<tr>
<td>Frequency of data collection and lag time for reporting</td>
<td></td>
</tr>
<tr>
<td>Timeline and areas expected for change</td>
<td></td>
</tr>
<tr>
<td>Scale of Application</td>
<td></td>
</tr>
</tbody>
</table>
### Statistical Confidence

<table>
<thead>
<tr>
<th>Level of Effort</th>
</tr>
</thead>
</table>

### Table: Total Downtown Building Permit Valuations

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Plancheck Valuations</strong></td>
<td></td>
<td></td>
<td></td>
<td>$112,286,927</td>
</tr>
</tbody>
</table>

**Graph:**
7. ECONOMIC INDICATORS

Overview

The economic indicators for PlanCOS include the following measures, each of which are available from existing data sources and are easily comparable with other jurisdictions:

These measures are chosen because together they reflect a combination of the economic outcomes PlanCOS is intended to support as well as the economic activity that will be needed to allow many of the recommendations in the Plan to be fiscally sustainable with private and public sector resources. From another perspective, many of the other recommendations of PlanCOS are intended to encourage the conditions that will be necessary to attract the economic development and workforce that will contribute to a sustainably strong economy. Although the importance of these interrelationships between high quality and attractive physical development, and a strong economy are implicitly understood, we also recognize that it will be challenging to directly tie progress with economic indicators to progress related to physical development.

Units of Measure

- New residential units added annually
- New jobs added that are at or above the median salary for the region.
- Unemployment Rate
- Median Wages Compared with State

Relevant Chapters

Chapter 4: Thriving Economy

New jobs added that are at or above the median salary for the region

Existing Citywide Condition

Goal/Trajectory

Increase

Source

Census OnTheMap and QWI (Quarterly Workforce Indicators) databases

Methodology

This indicator relies on data from two separate Census datasets – the QWI Explorer (available via qwiexplorer.ces.census.gov), and OnTheMap (available via onthemap.ces.census.gov). Average monthly earnings by NAICS Sector are pulled from the QWI Explorer (for El Paso County; not available at the city level). Yearly averages should be used rather than quarterly data. Number of employees by NAICS sector in the city are pulled from OnTheMap (as described in the Job Diversity indicator). Ensure that years from both sources correspond.

High-paying jobs are defined as those within industries where the average earnings are above average. Utilizing the wage data and number of employees calculate the total percentage of workers in all sectors that
For 2015, these industries include: professional, scientific, and technical services; finance and insurance; manufacturing; construction; information; public administration; wholesale trade; utilities; management; and mining, oil and gas.

**Frequency of data collection and lag time for reporting**

- Census OnTheMap data is provided annually with a lag time of 2+ years.
- Census QWI data is provided quarterly with a lag time of <1 year.

**Timeline and areas expected for change**

- Mid-term (5-10 years)
- Citywide, however based on how industries have been grouped into typologies, Spinoffs and Startups has the highest proportion of high-paying jobs, and therefore can expect the most change.

**Scale of Application**

- Municipal, Regional, State, National

**Statistical Confidence**

- There is no margin of error for OnTheMap; the data is sourced from administrative records rather than a survey (as done with most other Census data). These are counts of actual jobs as reported by the employers.
- Unknown for QWI data.

**Level of Effort**

- Some effort to collect, aggregate, and calculate utilizing multiple datasets.

### Table: Number of Jobs Above the Median Salary

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Graph:**

**New Residential Units Added Annually**

- **Existing Citywide Condition**: 3,312 dwelling units
- **Goal/Trajectory**: Increase
- **Source**: El Paso County Assessor
Methodology

Frequency of data collection and lag time for reporting

Timeline and areas expected for change

Scale of Application Municipal, Regional, State, National

Statistical Confidence High.

Level of Effort Low. Relatively easy to calculate.

Table: New Residential Units Added Annually

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Residential Units</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total New Units</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Graph:

Unemployment Rate

Existing Citywide Condition 3.4% (2017)

Goal/Trajectory Maintain Low

Source US Bureau of Labor Statistics

Methodology The Bureau of Labor Statistics produces a monthly unemployment rate and an annual average for past years.

Frequency of data collection and lag time for reporting Monthly unemployment rates are reported with a lag time of 1-2 months. Official annual averages are reported in April the following year.

Timeline and areas expected for change Mid-term (around 5 years). The numbers fluctuate annually, and are subject to many external factors.

Scale of Application Municipal, Regional, State, National

Statistical Confidence Each year, historical estimates from the Local Area Unemployment Statistics (LAUS) program are revised to reflect new population controls
from the Census Bureau, updated input data, and reestimation. The data for model-based areas also incorporate new seasonal adjustment, and the unadjusted estimates are controlled to new census division and U.S. totals. Substate area data subsequently are revised to incorporate updated inputs, reestimation, and controlling to new statewide totals.

**Level of Effort**

Minimal. No calculation is necessary.

**Table: Unemployment Rate**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018 To-date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Annual Unemployment Rate</td>
<td>6.0%</td>
<td>4.6%</td>
<td>3.7%</td>
<td>3.4%</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

**Average Unemployment Rate**

- **Median Wages Compared with State**
  - **Existing Citywide Condition**
    - $59,514 Colorado Springs
    - $69,117 State of Colorado
  - **Goal/Trajectory**
    - Increase
  - **Source**
    - American Community Survey (US Census)
  - **Methodology**
  - **Frequency of data collection and lag**
    - For census data, it is best to update the metric at the 10 year census
time for reporting

interval to re-calibrate. American Community Survey data is built off of a sample size while the 10 year census number attempts to survey all citizens. For either data set, there is a processing lag time of 2+ years.

Timeline and areas expected for change

Scale of Application
Municipal, Regional, State, National

Statistical Confidence
American Community Survey shows a margin of error of 1%

Level of Effort
Minimal. Readily available at American Fact Finder or other census websites.

Table: Household Income

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>COS Median Income</td>
<td>$54,527</td>
<td>$56,227</td>
<td>$59,514</td>
<td></td>
</tr>
<tr>
<td>COS Mean Income</td>
<td>$73,625</td>
<td>$75,151</td>
<td>$78,613</td>
<td></td>
</tr>
<tr>
<td>Colorado Median Income</td>
<td>$60,629</td>
<td>$62,520</td>
<td>$69,117</td>
<td></td>
</tr>
<tr>
<td>Colorado Mean Income</td>
<td>$81,635</td>
<td>$84,384</td>
<td>$92,465</td>
<td></td>
</tr>
</tbody>
</table>

![Graph of Household Income Trends](chart.png)
8. RENOWNED CULTURE INDICATORS

Overview
When considered together, these renowned culture indicators provide a measure of the ongoing activity that is indicative of a rich culture throughout the city.

- Creative Vitality Index
- Number of Creative Jobs
- Creative Industry Earnings
- Percent of population within walking distance of a grocery store (10-minute walk or ¼ mile distance)

Existing Citywide Condition

- Creative Vitality Index (2017) = 0.83
- Number of Creative Jobs (2017) = 11,717
- Total Industry Earnings (2017) = $557.3M

Goal/Trajectory
Increase

Source
Creative Vitality Suite (cvsuite.org)

Methodology
Either run analysis for the Colorado Springs MSA, which includes El Paso and Teller Counties, or select the zip codes within the Colorado Springs city limits to run the analysis.

Frequency of data collection and lag time for reporting

Timeline and areas expected for change

Scale of Application

Statistical Confidence

Level of Effort

Relevant Chapters
Chapter 6: Renowned Culture

Table: Creative Vitality Suite

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative Vitality Index</td>
<td>0.83</td>
<td>0.83</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Creative Jobs</td>
<td></td>
<td>11,717</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Value</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td>--------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Industry Earnings</td>
<td>$557,300,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Industry Sales</td>
<td>$2,000,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural Nonprofit Revenues</td>
<td>$34,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Graph:
9. MAJESTIC LANDSCAPES INDICATORS

Overview

Although it is recognized that additional factors need to be evaluated as part of a more complete measurement of the progress made toward the city’s Majestic Landscapes goals, together, these two measures provide a good sense for the level of access residents and visitors have, along with how well we are taking care of our investment in green infrastructure.

Units of Measure

- Percent of City Population, Area, and Employment Within ½ Mile of a Park, Trail, or Accessible Open Space Area
- Per Capita Total Funding for Parks Operations
- Miles of Developed Urban and Park Trails

Relevant Chapters

Chapter 7: Majestic Landscapes
Chapter 2: Vibrant Neighborhoods
Chapter 3: Unique Places

Percent of City Population, Area, and Employment within ½ Mile of a Park, Trail, or Accessible Open Space Area

<table>
<thead>
<tr>
<th>Existing Citywide Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal/Trajectory</td>
</tr>
<tr>
<td>Source</td>
</tr>
<tr>
<td>Methodology</td>
</tr>
<tr>
<td>Frequency of data collection and lag time for reporting</td>
</tr>
<tr>
<td>Timeline and areas expected for change</td>
</tr>
</tbody>
</table>
Table: Population, Area and Employment within ½ Mile of a Park, Trail, or Accessible Open Space Area

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent Population</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent City Area</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent Employment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent Population within ½ Mile of only a Park</td>
<td>68%</td>
<td>70%</td>
<td>69%</td>
<td>-</td>
</tr>
</tbody>
</table>

Graph:

Per Capita Total Funding for Parks Operations

Existing Citywide Condition

$54 per capita spent annually on park operations

Goal/Trajectory

Increase

Source

Trust for Public Lands

Methodology

Annually

Timeline and areas expected for change

Scale of Application

Statistical Confidence
Level of Effort

Table: Dollars Spent on Park Operations per Person

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Colorado Springs</strong></td>
<td>$52.00</td>
<td>$52.00</td>
<td>$54.00</td>
<td></td>
</tr>
<tr>
<td>Denver</td>
<td>$86.00</td>
<td>$92.00</td>
<td>$90.00</td>
<td></td>
</tr>
<tr>
<td>Aurora</td>
<td>$103.00</td>
<td>$106.00</td>
<td>$103.00</td>
<td></td>
</tr>
<tr>
<td>Austin, TX</td>
<td>$65.00</td>
<td>$63.00</td>
<td>$72.00</td>
<td></td>
</tr>
<tr>
<td>Omaha, NE</td>
<td>$56.00</td>
<td>$59.00</td>
<td>$62.00</td>
<td></td>
</tr>
<tr>
<td>Albuquerque, NM</td>
<td>$39.00</td>
<td>$40.00</td>
<td>$47.00</td>
<td></td>
</tr>
</tbody>
</table>

Miles of Trails

Overview

On and off-street trails not only provide opportunities for active transportation alternatives (biking, walking etc.), but they also encourage additional passive recreation and access to natural landscapes throughout Colorado Springs. Tracking the miles of trails is a good indicator and benchmark for recreation access and can easily be compared to other cities and metropolitan regions.

Units of Measure

Miles of Developed Urban and Park Trails
Existing Citywide Condition

125 miles of Urban Trails
135 miles of Park Trails

Goal/Trajectory

Increase

Source

Colorado Springs trail data

Methodology

To measure only city-owned trails, sum all developed Tier 1, 2, 3, 4 trails in the GIS database. This may include trails that are technically outside the city limits.

Frequency of data collection and lag time for reporting

Trail data is regularly updated and available to the City.

Timeline and areas expected for change

Short to Mid-term (2-5 years)

There are a number of trails that the City is already planning on developing in the coming years. Many of the large trail additions will be seen in Emerging Neighborhoods in north Colorado Springs and Banning Lewis Ranch. Additional connections are planned in Mountain Shadow, Pinecliff, and Pulpit Rock neighborhoods, and connecting the Broadmoor neighborhoods north-south.

Scale of Application

Municipal, State, National

Statistical Confidence

GIS trail data should be reasonably accurate.

Level of Effort

Readily available data

Table: Miles of Trails

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Trails</td>
<td>125</td>
<td>125</td>
<td>125</td>
<td>125</td>
</tr>
<tr>
<td>Park Trails</td>
<td>135</td>
<td>135</td>
<td>135</td>
<td>135</td>
</tr>
</tbody>
</table>

Graph:
10. CITYWIDE PEDESTRIAN, BICYCLE, AND TRANSIT INFRASTRUCTURE

Overview

Improving walkability and throughout the city is a cornerstone goal of PlanCOS. Increasing bicycle infrastructure and safety is also a major objective, as is taking transit to the next level especially in key activity centers and corridors. Walkscore® and its related Bikescore® and Transitscore® are nationally recognized measures for walkability and bicycle and transit access, in communities. These scores can be calculated citywide, or for areas of focus, and can be compared with other communities. However, because these measures are primarily based on a calculation of land use proximity, and do not account for the quality and design of walkable infrastructure, care should be taken in interpreting the results. This indicator can also be coupled with tracking the number of miles of bike lanes and bicycle infrastructure.

Units of Measure

- Walkscore®
- Bikescore®
- Transitscore®
- Bike Lanes, Routes, and Boulevards

Relevant Chapters

- Chapter 2: Vibrant Neighborhoods
- Chapter 3: Unique Places
- Chapter 5: Strong Connections

Walkscore®, Bikescore®, and Transitscore®

<table>
<thead>
<tr>
<th>Existing Citywide Condition</th>
<th>Walkscore® = 36</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bikescore® = 42</td>
<td></td>
</tr>
<tr>
<td>Transitscore® = 19</td>
<td></td>
</tr>
<tr>
<td>(Calculated in August 2018)</td>
<td></td>
</tr>
</tbody>
</table>

Goal/Trajectory

Increase

Source

Walkscore.com
Frequency of data collection and lag time for reporting

Timeline and areas expected for change

Scale of Application

Statistical Confidence

Level of Effort

Table: Walkscore®, BikeScore®, and Transitscore®

<table>
<thead>
<tr>
<th></th>
<th>2018 (August)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walkscore</td>
<td>36/100</td>
</tr>
<tr>
<td>BikeScore</td>
<td>42/100</td>
</tr>
<tr>
<td>Transitscore</td>
<td>19/100</td>
</tr>
</tbody>
</table>

Graph:

Miles of Bike Lanes, Routes and Boulevards

<table>
<thead>
<tr>
<th>Existing Citywide Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>346.6 miles of bike lanes, routes, and boulevards</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal/Trajectory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Springs bike facility data</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Isolate and sum only miles of bike lanes, bike routes, bike boulevards, and contra-flow bike lanes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Frequency of data collection and lag time for reporting</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Timeline and areas expected for change</th>
</tr>
</thead>
</table>

Appendix F: October 1, 2018  Page 28 of 29
## Table: Miles of Bike Lanes, Routes and Boulevards

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bike Lanes</td>
<td>121.0</td>
<td>121.0</td>
<td>121.0</td>
<td></td>
</tr>
<tr>
<td>Bike Routes</td>
<td>221.9</td>
<td>221.9</td>
<td>221.9</td>
<td></td>
</tr>
<tr>
<td>Bike Boulevards</td>
<td>3.3</td>
<td>3.3</td>
<td>3.3</td>
<td></td>
</tr>
<tr>
<td>Shared Lane Marking</td>
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<td>Shoulder</td>
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<td>Contra-flow Bike Lane</td>
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<tr>
<td><strong>Miles of Bike Lanes, Routes, and Boulevards</strong></td>
<td><strong>346.6</strong></td>
<td><strong>346.6</strong></td>
<td><strong>346.6</strong></td>
<td><strong>346.6</strong></td>
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