

MILL STREET APPENDICES

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- B Supplemental Maps
- C Literature Review
- D Implementation Tools
- E Resolution

APPENDIX A

COMMUNITY ENGAGEMENT

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Public Meeting Summary

Meeting Overview

On Wednesday, March 21st, 2018, 70 people convened at the Hillside Community Center in Colorado Springs to discuss the future vision for the Mill Street Neighborhood. The meeting began with a presentation of study findings thus far and four initial plan themes to guide recommendations. Interspersed throughout the presentation were live polling questions to solicit feedback from the community in real time. The evening closed with an open house where attendees were invited to participate in visual preference exercises, mapping and share any comments or concerns about the neighborhood. The team collected comment cards to provide anonymity for sensitive feedback and to allow participants to add commentary on any of the polling questions.

Demographics

There were two demographic questions in the living polling session that also appeared in the public survey. Of meeting attendees, 45% own homes in the neighborhood, 13% work there, and 36% did not live or work in the area but care about the neighborhood's future. This was substantially different from the survey results, in which 29% owned homes, 29% worked in the neighborhood and only 4% did not live or work in the area. In both the survey and public meeting, there was strong representation from long term residents with 28% living or working in the neighborhood for over 10 years at the public meeting and 29% in the survey. Short-term residents were well-represented in the survey (50%), whereas many public meeting attendees do not live or work in the area (41%). For full results, please see the exhibits at right (*to be formatted in PDF*). Many questions allowed for multiple responses, in which case percentages represent the total number of respondees per answer, not the total number of responses.

Key Takeaways from Live Polling

- **Upgrade Infrastructure**—The poor condition of the neighborhood's sidewalks and roadways was a key neighborhood concern. 70% of attendees cited 'condition of infrastructure' as a top priority for improvement, 43% identified 'missing or disconnected sidewalks' as the biggest connectivity / mobility challenge in the neighborhood. Poorly maintained streets and sidewalks also ranked highly at 30% and 26%.
- **Collaborate to Improve Safety**—Safety is a core concern in the neighborhood and attendees voted in favor of a wide array of strategies of how to improve it. More support for those experiencing homelessness was the most popular (70%), while more police presence (52%) and better street lighting (39%) also ranked highly. A safer environment was the top response (63%) to the question: what would make you feel more connected to the neighborhood?
- **Support Cleanup Efforts**—Both in the live polling and on comment cards, trash and debris in the neighborhood were notable concerns. 70% of attendees said that trash and debris negatively impact the environmental quality of the neighborhood, with another 28% citing hazardous waste and 41% for air pollution. Cleanup efforts / community service (57%) was also the second most popular response to 'what would make you feel more connected to the neighborhood?' after safer environment (63%).

Public Meeting Summary

- **Reimagine Dorchester Park**—When asked what should be done with Dorchester Park, 69% of attendees voted for major changes: 46% chose to explore new park purposes and 23% opted to give up the deed and turn the site over to free market development. Only 26% wanted to see the park repaired and maintained. When asked what strategies would improve safety in area, 41% said changes to Dorchester Park would make them feel safer. One attendee suggested trading the land for a smaller parcel closer to homes.
- **Envision a Future for Drake**—57% of attendees said that decommissioning Drake would be the most beneficial change over the next 20 years. When asked what that development might look like, 52% voted in favor a small business district, 51% an entertainment district and 49% a new park or recreational area.

Key Takeaways from Open House

- **Activities to improve Quality of Life**
 - Top responses
 - Homeless outreach (19)
 - Community cleanup days (19)
 - Greater involvement of neighborhood association (11)
 - Other responses
 - Block parties (10)
 - Little Free library program (4)
 - Neighborhood volunteer groups (3)
 - Food delivery assistance (3)
 - Jobs training (2)
 - Mobile healthcare (0)
- **Ideas to Repurpose Wide Streets**
 - Top responses
 - Rain gardens (20)
 - Separated bike lanes (19)
 - Community gardens (12)
 - Other responses
 - Pop-up events (10)
 - Outdoor patio space (9)
 - Add medians (6)
 - Wider tree lawns (5)
 - More parking (4)
 - Wider sidewalks (2)
- **Safety Mapping Exercise**
 - Top concerns

Public Meeting Summary

- Alleys: reported vandalism and popular travel route for homeless population from Springs Rescue Mission to gas station on the east side and from Springs Rescue Mission to the Salvation Army on the west side.
 - Trash Receptacles: trash and debris are often left by homeless, not any receptacles for them to use, increase access and organize community cleanups
 - Trail Connections: Not safe to use the greenway at present, cyclists bypass this whole section to avoid conflict; community members reported vehicle use on the trail.
 - Homeless Services: Springs Rescue Mission does not allow use of facility during the day, need more support services during the day, centralize services.
- **Areas of Change Mapping Exercise**
 - New developments
 - U.S. Olympic Museum north of study area
 - New grocery on South Nevada south of study area
 - Denver Biscuit Company on South Tejon north of study area
 - Marriott Hotel north of study area
 - **Springs Rescue Mission Summary**
 - Desire from community to volunteer and support services
 - Trash is a key issue; SRM can only address this on campus as well as disorderly conduct
 - Public does not want additional service providers in the area
 - Safety and nuisance concerns are both a service provider and public issue

Key Takeaways from Comment Cards

- **Impact of Springs Rescue Mission**—commenters expressed concern about the impact of the campus on the neighborhood, as well as frustration with a lack of accountability and responsiveness to neighborhood concerns.
- **Trash**—the amount of uncontained trash, including discarded furniture, drug paraphernalia, and alcohol containers is a recurring comment.
- **Redevelopment Opportunities**—commenters desire to preserve and honor Mill Street's history while suggesting future uses for the decommissioned Drake Power Plant site and encouraging new businesses that would improve neighborhood quality of life.

Session Name: Current Session

Date Created: 3/21/2018 5:05:16 PM

Active Participants: 70 of 70

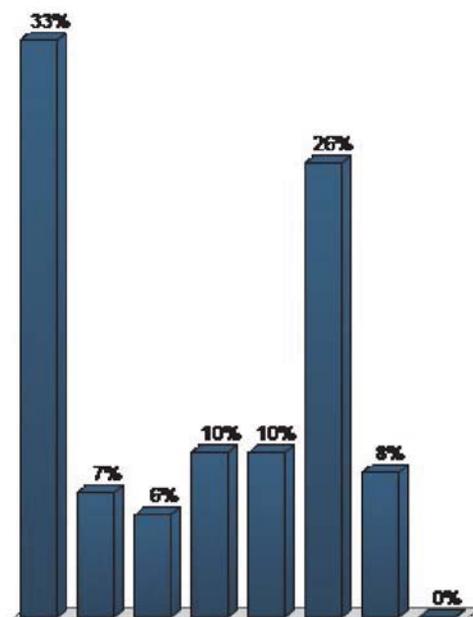
Average Score: 0.00%

Questions: 14

Results by Question

1. Q1: What is your connection to the Mill Street Neighborhood? (select all that apply) (Multiple Choice - Multiple Response)

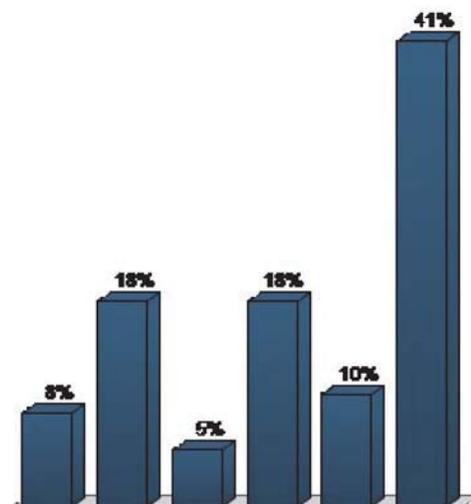
	Responses	
	Percent	Count
I own a home	33.33%	28
I rent a home	7.14%	6
I sometimes visit or stay	5.95%	5
I own a business	9.52%	8
I work here	9.52%	8
I do not live or work here, but care about the neighborhood's future	26.19%	22
Other	8.33%	7
None of the Above	0%	0
Totals	100%	84



Question Statistics	
Mean	3.67
Median	4.00
Variance	5.13
Standard Deviation	2.26

2. Q2: How long have you lived or worked in the Mill Street Neighborhood? (select 1) (Multiple Choice)

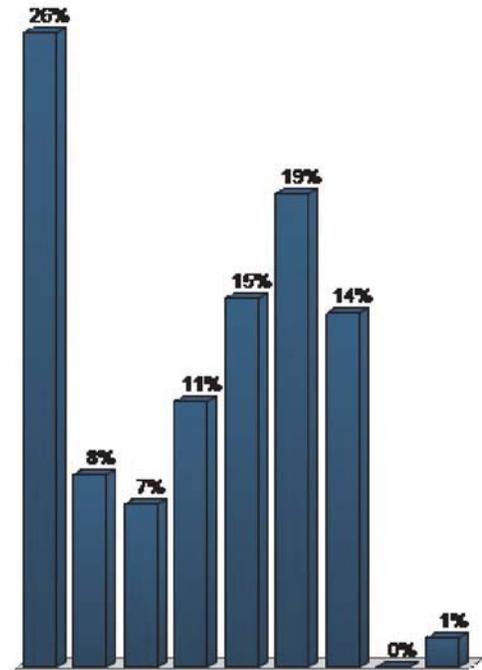
	Responses	
	Percent	Count
Less than 2 years	8.2%	5
2-5 years	18.03%	11
6-10 years	4.92%	3
11-20 years	18.03%	11
More than 21 years	9.84%	6
I do not live or work here	40.98%	25
Totals	100%	61



Question Statistics	
Mean	4.26
Median	5.00
Variance	3.18
Standard Deviation	1.78

3. Q3: In the survey, reduced crime and affordability were top priorities. What other improvements are needed in the neighborhood? (select up to 3) (Multiple Choice - Multiple Response)

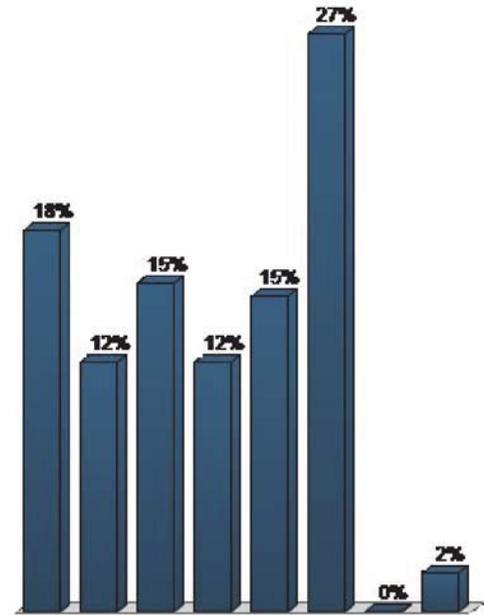
	Responses	
	Percent	Count
Condition of infrastructure (roads, parks, rail, etc.)	25.6%	43
Mobility and transportation	7.74%	13
Employment opportunities	6.55%	11
Support for local businesses	10.71%	18
Housing conditions	14.88%	25
Environmental conditions	19.05%	32
Sense of community	14.29%	24
None of the above	0%	0
Other	1.19%	2
Totals	100%	168



Question Statistics	
Mean	4.03
Median	4.00
Variance	5.17
Standard Deviation	2.27

4. Q4: What strategies would improve safety in the neighborhood? (select up to 3) (Multiple Choice - Multiple Response)

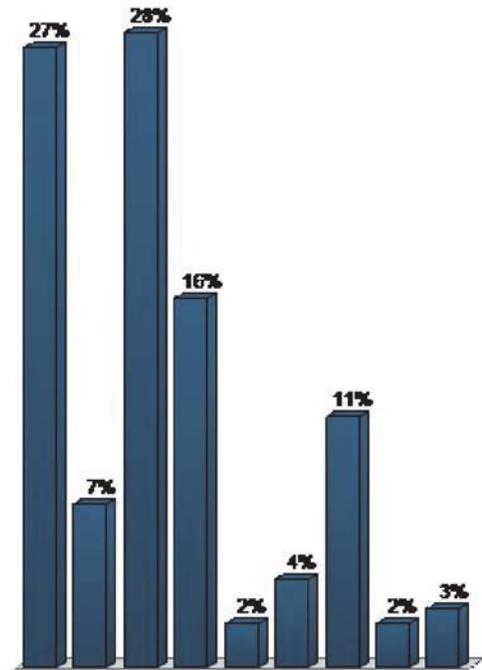
	Responses	
	Percent	Count
More police presence	17.79%	29
Neighborhood / Business Watch group	11.66%	19
Changes to Dorchester Park	15.34%	25
Knowing my neighbors better	11.66%	19
Better street lighting	14.72%	24
More help for those experiencing homelessness	26.99%	44
None of the above	0%	0
Other	1.84%	3
Totals	100%	163



Question Statistics	
Mean	3.84
Median	4.00
Variance	3.72
Standard Deviation	1.93

5. Q5: What environmental issues do you think negatively impact the neighborhood? (select up to 3) (Multiple Choice - Multiple Response)

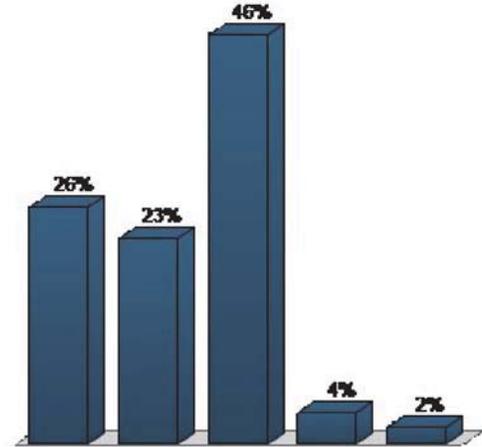
	Responses	
	Percent	Count
Noise from the train	27.27%	42
Noise from the highway	7.14%	11
Trash and debris	27.92%	43
Air pollution	16.23%	25
Flooding	1.95%	3
Drought	3.9%	6
Hazardous waste	11.04%	17
None of the above	1.95%	3
Other	2.6%	4
Totals	100%	154



Question Statistics	
Mean	3.40
Median	3.00
Variance	4.78
Standard Deviation	2.19

6. Q6: What do you think should be done with Dorchester Park? (select 1) (Multiple Choice)

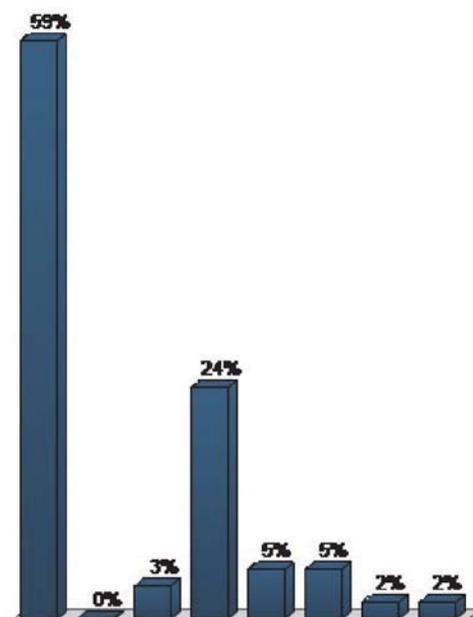
	Responses	
	Percent	Count
Repair features at the park and maintain it	26.32%	15
Give up the deed to the property for free market development	22.81%	13
Explore new park purposes (e.g. regional park, water storage)	45.61%	26
Other	3.51%	2
None of the Above	1.75%	1
Totals	100%	57



Question Statistics	
Mean	2.32
Median	3.00
Variance	0.92
Standard Deviation	0.96

7. Q7: What name do you think identifies the neighborhood? (select 1) (Multiple Choice)

	Responses	
	Percent	Count
Mill Street Neighborhood	59.32%	35
Mill Neighborhood	0%	0
South Town	3.39%	2
South Downtown	23.73%	14
New South End	5.08%	3
Different names within the area	5.08%	3
I prefer no name	1.69%	1
Other	1.69%	1
Totals	100%	59

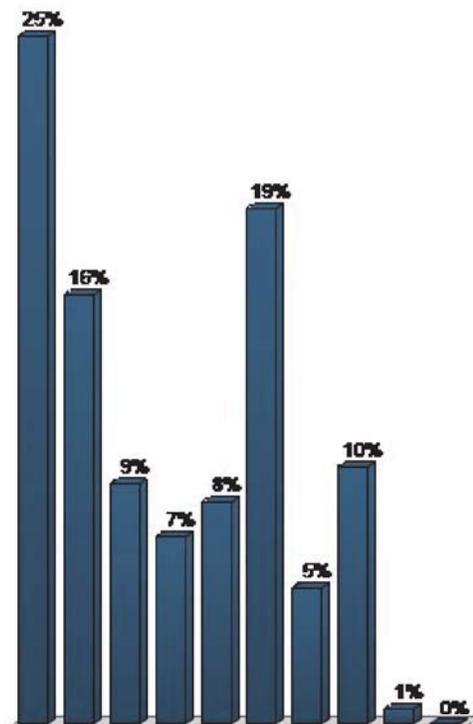


Question Statistics	
Mean	2.46
Median	1.00
Variance	3.67
Standard Deviation	1.92

8. Q8: What possible 20+ year changes do you think could be most beneficial to the neighborhood? (select up to 3) (Multiple Choice - Multiple Response)

	Responses	
	Percent	Count
Decommissioning of the Drake Power Plant	25.48%	40
Replacing trains with a public transit line	15.92%	25

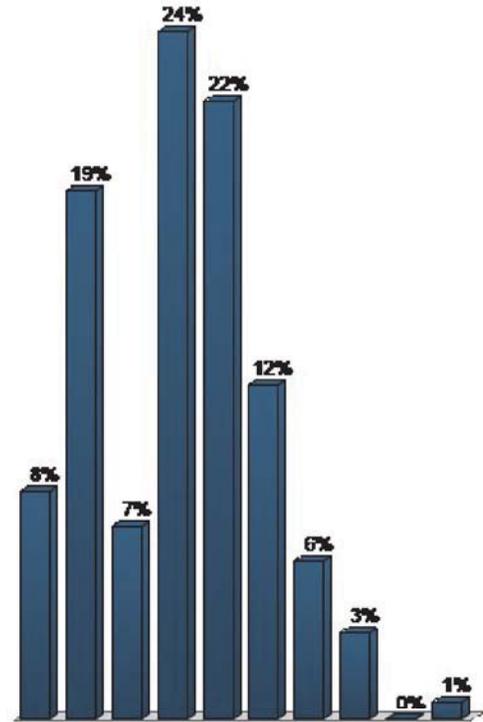
Removal or relocation of rail within the neighborhood	8.92%	14
More housing/greater density	7.01%	11
Expansion of uses similar to the downtown	8.28%	13
More neighborhood services like grocery stores	19.11%	30
Addition of a community or recreation center	5.1%	8
Connectivity to the Shooks Run improvements	9.55%	15
Other	0.64%	1
None of the above	0%	0
Totals	100%	157



Question Statistics	
Mean	3.86
Median	3.00
Variance	5.99
Standard Deviation	2.45

9. Q9: What would make you feel more connected to the neighborhood? (select up to 3) (Multiple Choice - Multiple Response)

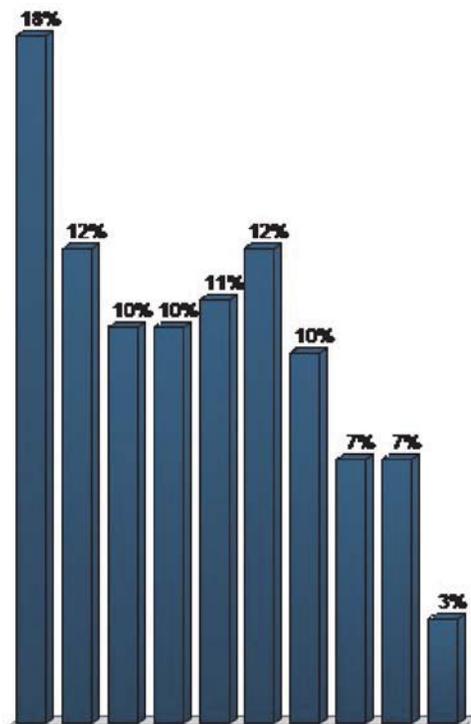
	Responses	
	Percent	Count
More information / newsletter	8.02%	13
Community events	18.52%	30
Knowing my neighbors better	6.79%	11
Safer environment	24.07%	39
Clean-up efforts / community service	21.6%	35
Social gathering places	11.73%	19
Involvement in local or business group	5.56%	9
I already feel connected	3.09%	5
Not interested	0%	0
Other	0.62%	1
Totals	100%	162



Question Statistics	
Mean	4.10
Median	4.00
Variance	3.42
Standard Deviation	1.85

10. Q10: What are the biggest connectivity / mobility challenges in the neighborhood? (select up to 3)
(Multiple Choice - Multiple Response)

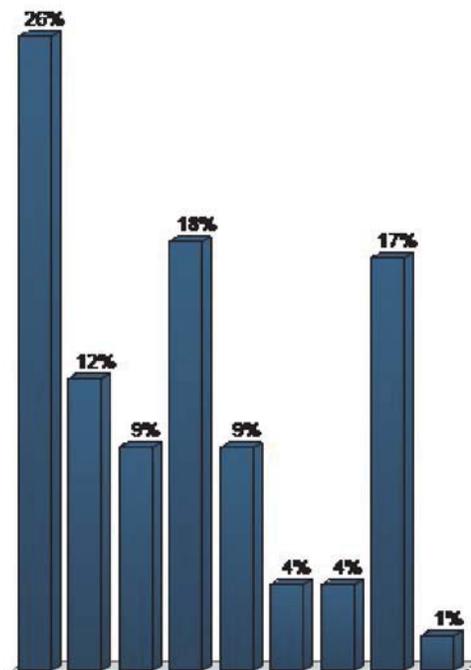
	Responses	
	Percent	Count
Lack of sidewalks or disconnected sidewalks	17.81%	26
Lack of parking for businesses	12.33%	18
Lack of bike facilities and amenities	10.27%	15
Dangerous intersections	10.27%	15
Poorly maintained sidewalks	10.96%	16
Poorly maintained streets	12.33%	18
Infrequent bus times	9.59%	14
Bus stops too far away	6.85%	10
ADA accessibility	6.85%	10
Other	2.74%	4
Totals	100%	146



Question Statistics	
Mean	4.54
Median	4.00
Variance	7.17
Standard Deviation	2.68

11. Q11: Affordability was identified as a top priority. What building types would appropriate in Mill Street? (select up to 3) (Multiple Choice - Multiple Response)

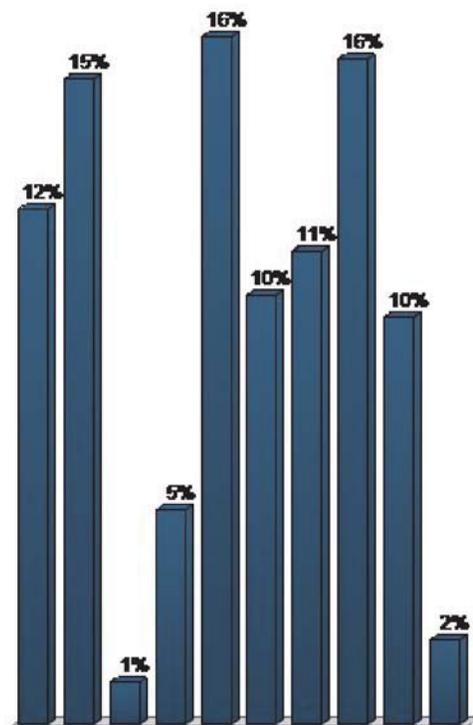
	Responses	
	Percent	Count
Single family homes	26.24%	37
Townhomes (attached homes)	12.06%	17
Apartments / condos	9.22%	13
Tiny homes	17.73%	25
Accessory Dwelling Units (In-Law Units)	9.22%	13
Transitional housing	3.55%	5
Public housing	3.55%	5
Mixed use development (apartments over retail)	17.02%	24
Other	1.42%	2
Totals	100%	141



Question Statistics	
Mean	3.90
Median	4.00
Variance	6.56
Standard Deviation	2.56

12. Q12: The Drake Power Plan is slated to be decommissioned no later than 2035. What is your desire for the future of this site? (select all that apply) (Multiple Choice - Multiple Response)

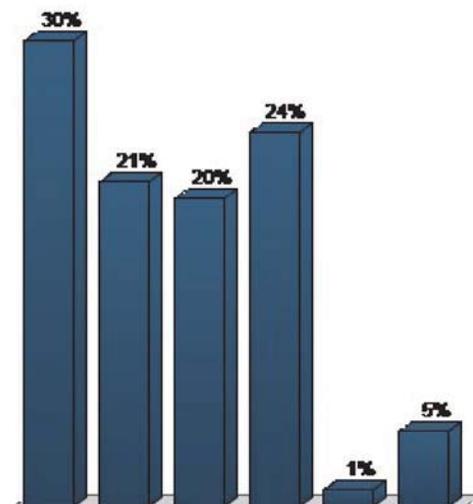
	Responses	
	Percent	Count
Affordable / attainable housing	12.37%	24
A new park or recreational area	15.46%	30
Industrial uses	1.03%	2
Large retail, office or medical uses	5.15%	10
Small business district, similar to existing	16.49%	32
Residential neighborhood, similar to existing	10.31%	20
Public institutions or service providers (e.g. library, school)	11.34%	22
Entertainment district	15.98%	31
Relocate rail tracks	9.79%	19
Other	2.06%	4
Totals	100%	194



Question Statistics	
Mean	5.27
Median	5.00
Variance	7.47
Standard Deviation	2.73

13. Q13: Which of these initial key themes should be a part of the plan? (select all that apply) (Multiple Choice - Multiple Response)

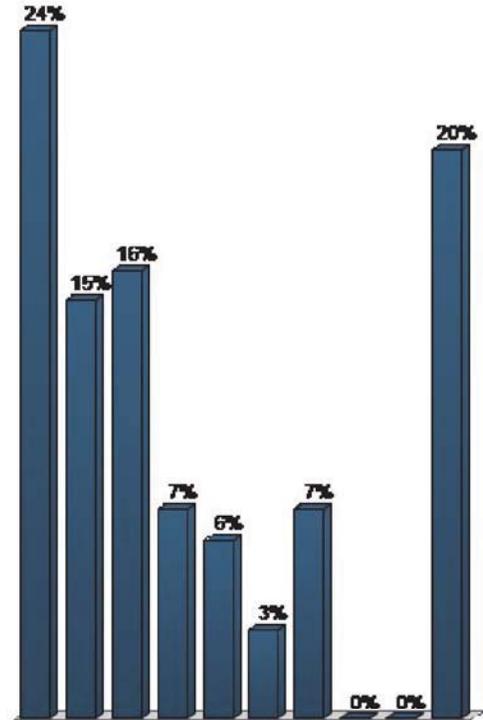
	Responses	
	Percent	Count
Enhance Quality of Life for Mill Street Residents	29.79%	56
Cultivate the Mill Street Character	20.74%	39
Re-connect Mill Street People and Places	19.68%	37
Create a Resilient Future	23.94%	45
None of the above	1.06%	2
Other	4.79%	9
Totals	100%	188



Question Statistics	
Mean	2.60
Median	2.00
Variance	1.95
Standard Deviation	1.40

14. Q14: Thanks for your feedback! How did you learn about tonight’s meeting? (select all that apply)
(Multiple Choice - Multiple Response)

	Responses	
	Percent	Count
Postcard	24.47%	23
Flyer	14.89%	14
Word-of-mouth	15.96%	15
Newspaper	7.45%	7
Mill Street Neighborhood Association	6.38%	6
City of Colorado Springs website	3.19%	3
Social Media (Facebook, Twitter)	7.45%	7
Radio	0%	0
Television	0%	0
Other	20.21%	19
Totals	100%	94



Question Statistics	
Mean	4.37
Median	3.00
Variance	10.96
Standard Deviation	3.31

Mill Street Public Meeting

Comment Cards Summary

1. I spoke with Springs Rescue Mission with poor answers to the question of “what is your community plan to support the community with the SRM expansion?” The answer was, “the community must support us. We have no plans for outside our mission.” Based on this, SRM has no plan to support or assure safety & validity of the community with their expansion. They are not meeting their good neighbor agreement.
 - #13 Move homeless Shelter
2. Overall, the Springs Rescue Mission is not helpful. They lack any accountability for their actions. It is a forced charity organization that takes and takes and takes and gives nothing back to the community. They offer nothing. I have zero issues w/homeless people. I understand that I could never understand their psyche and life’s experiences. The issue, in my opinion, is the Springs Rescue Mission having zero street presence, zero care for the businesses around them, and zero care for the residents of the neighborhood. They seem to love the input (free taxpayer money) and couldn’t care less about the output (offering nothing in return). House the homeless and /while being accountable
 - #6 sculpture garden & park course (similar but better than the Prospect Lake one)
 - #7 Mill Street District- then use unique street signs that are designed to represent the Mill Character, like Old North End’s street signs but more representative of Mill’s history, present, and future.
 - #11 Container- an idea like Container Park in Las Vegas, but more residential focused w/emphasis on attracting artists. Bob Wolfson was starting a project that was multi-use artist/studio/residential/open space. I can’t remember the name of the project, but this could work across from Springs Rescue Mission or in place of Drake Power Plant
 - #14 Accidental- we had a meeting w/City Planning about a business we are opening
3. Future use of Drake site: homeless and transition area or arts community
4. Two things: 1) get rid of Drake!!!! 2) Get a trash collecting system w/trashcans to stop the pollution.
5. Q#14 email
6. Strong turn-out; 33% owners here, 64% renters in neighborhood; densification w/mixed use; Wausable neighborhood; flexible zoning w/max use variability
7. Hope vision: could form based code be rolled into historic preservation? How is Mill St defined historically? How do you want to define Mill St? It’s core going forward – by area?
 - Too isolated Dorchester Park- exchange for a less out of the way plot of land; one nearer homes.

Mill Street Public Meeting

Comment Cards Summary

8. That the city has no plans or intentions to hold Springs Mission accountable for having a “catch & release” homeless business plan. It is negligent & a nuisance. Trash, drugs, psychos, break-ins, bums have shit, literally, on my property multiple times. Booze bottles everywhere. Clothes everywhere. Please focus on actual long term residents & regulate transient nonsense under the guise of charity. It’s not only a problem it’s the problem. Please focus. Also, Salims is a junkyard but not regulated as one. Please stop ignoring flagrant over reaching of charity & salvage.
 - #3 Hold Springs Mission Accountable for trashing the neighborhood. They have a reckless & careless attitude for their effect on the area.
 - #4 Make Springs Mission accountable for making the neighborhood “bumville” and having negligent policies.
 - #5 Enforce no camping laws/reduce bum fires & jaywalking and break-ins in order to establish its characters.
 - #8 Rid the area of Springs Mission or ACTUALLY hold them accountable
 - #10 The city needs to protect individuals more them: A good idea poorly done AKA Springs Mission. They have overrun neighborhood. No more bums.

9. The most important take away is the effect of the Springs Rescue Mission combined with the Salvation Army creating their own community among our parks, trails, & open spaces which make Mill Street such a desirable place to live. Also, encouraging local shops to thrive w/o interruption. Focus on the turnout of us that took the time to truly express our concerns.
 - Q6 Dorchester Park repurposed to discourage loitering.
 - Q8/9 (20+ year plan) highlight trail/park avail
 - Q10 lack of parking residential (I live on Baltic)

10. Q5 Eliminate camping on trail

11. Q5 I know of three people who died of brain tumors- all not very elderly ages 35, 64, 74- all lived/worked in the neighborhood. Know it’s possibly coincidental but like to make sure the area is safe.

12. De-commission Drake so we can stop breathing coal dust. Put trash receptacles back in the downtown/ so-downtown area to include the Greenway! Please come to my house on the corner of Sahwatch & Las Animas and see the coal dust all over the surfaces of my home on a daily basis. See my white cat that is eternally gray from rolling on the soot-covered sidewalks.

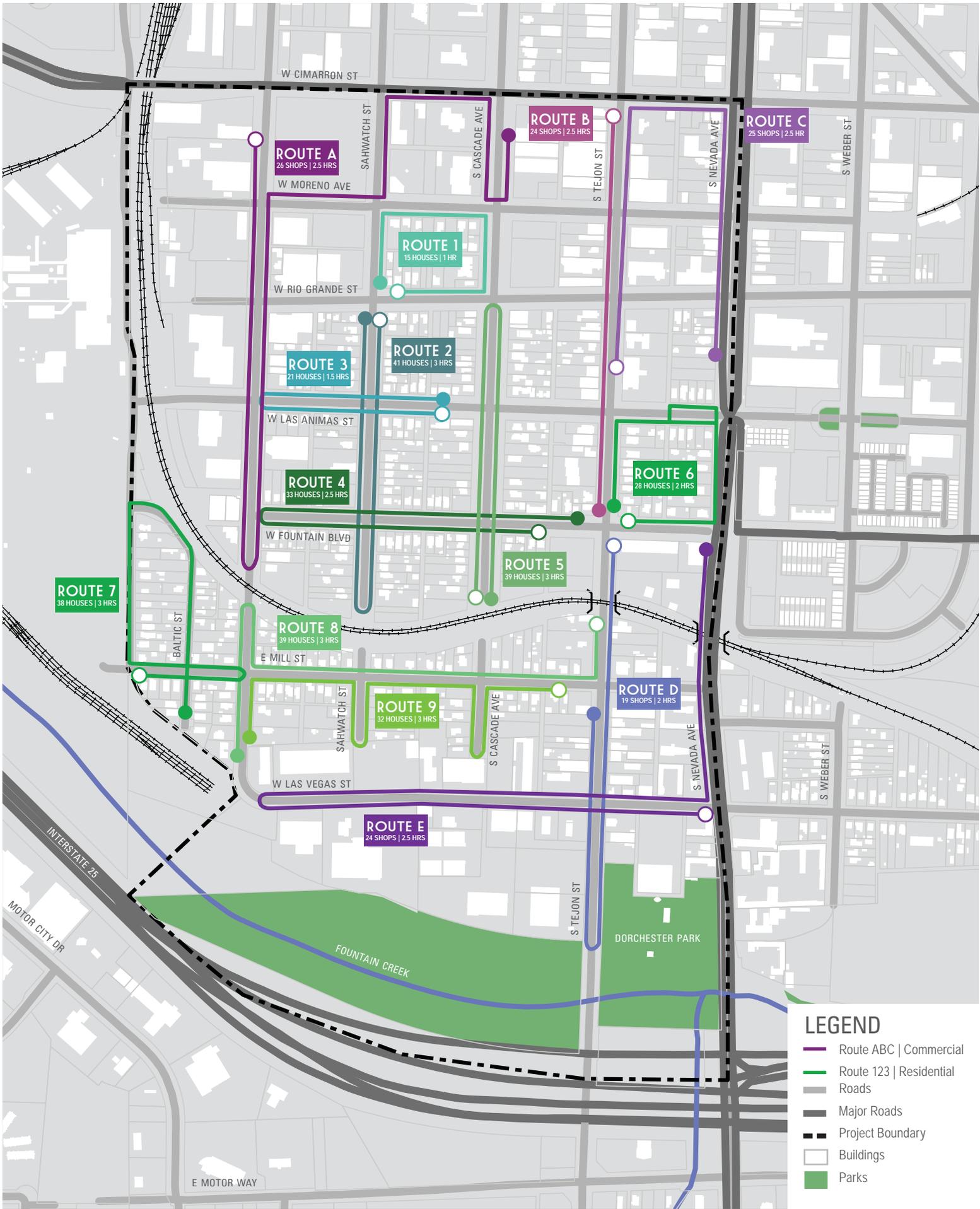
Mill Street Public Meeting
Comment Cards Summary

13. Stable home restoration. Trolley rail restoration – urban travel (like Ft Collins). New affordable grocery store (Lund's?)

14. Noticed 2 couches, 5 mattresses behind house on Mill St. Looks bad, along alley

15. Improve quality of life while maintaining historic value and affordability.

- #3 neighborhood grocery, small market and/or farmer's market (Dorchester Park?)



LEGEND

- Route ABC | Commercial
- Route 123 | Residential
- Roads
- Major Roads
- Project Boundary
- Buildings
- Parks

**MILL STREET NEIGHBORHOOD
SURVEY ROUTES**



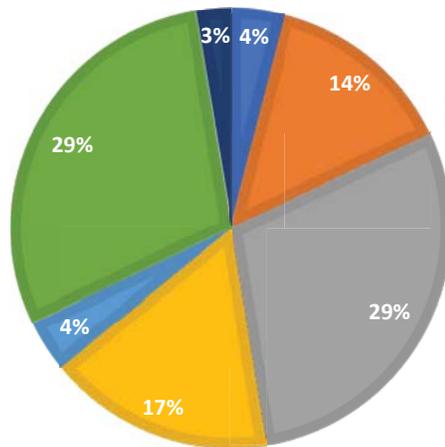
Mill Street Community Survey

What is your connection to the Mill Street neighborhood?

I do not live or work in this neighborhood but I care about the neighborhood.	3
I own a business in this neighborhood.	11
I own a home in this neighborhood.	23
I rent a home in this neighborhood.	13
I sometimes visit or stay in this neighborhood.	3
I work in this neighborhood.	23
Other	2
Grand Total	78

WHAT IS YOUR CONNECTION TO THE MILL STREET NEIGHBORHOOD?

- I do not live or work in this neighborhood but I care about the neighborhood.
- I own a business in this neighborhood.
- I own a home in this neighborhood.
- I rent a home in this neighborhood.
- I sometimes visit or stay in this neighborhood.
- I work in this neighborhood.
- Other



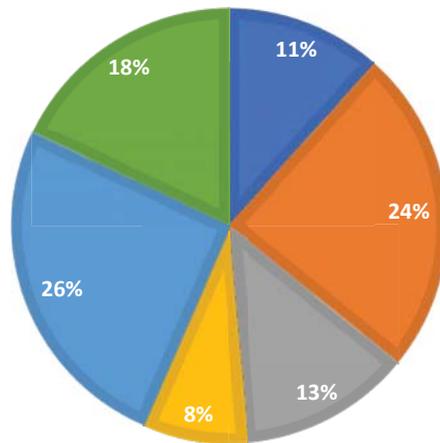
Mill Street Community Survey

How long have you lived or worked in the Mill Street neighborhood

11-20 years	9
2-5 years	19
6-10 years	10
I do not live or work here	6
Less than 2 years	20
More than 21 years	14
Grand Count	78

HOW LONG HAVE YOU LIVED OR WORKED IN THE MILL STREET NEIGHBORHOOD?

■ 11-20 years ■ 2-5 years ■ 6-10 years ■ I do not live or work here ■ Less than 2 years ■ More than 21 years

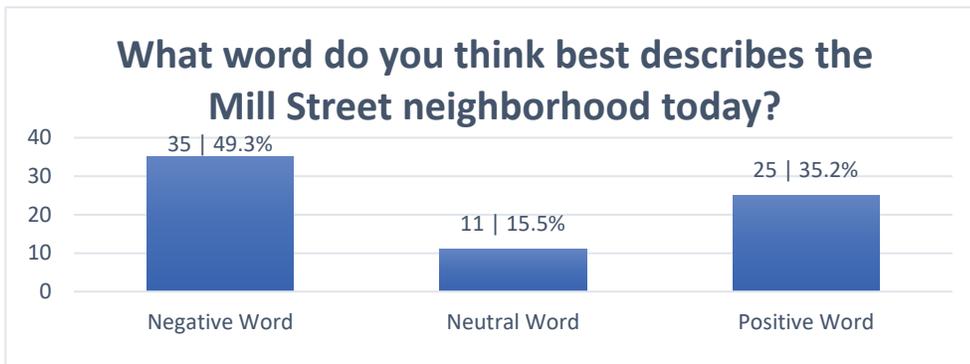


Mill Street Community Survey

surrounded		neutral
transition		neutral
Working-class		neutral
	Neutral Word	11
close		positive
community		positive
connected		positive
cup of sugar test passes		positive
current		positive
Diverse		positive
Eclectic		positive
entertaining		positive
friendly		positive
growing		positive
growing		positive
Heart		positive
Historic		positive
home		positive
improving		positive
Local		positive
love		positive
opportunity		positive
quiet		positive
safe		positive
up-and-coming		positive
up-and-coming		positive
	Positive Word	25
	Grand Count	71

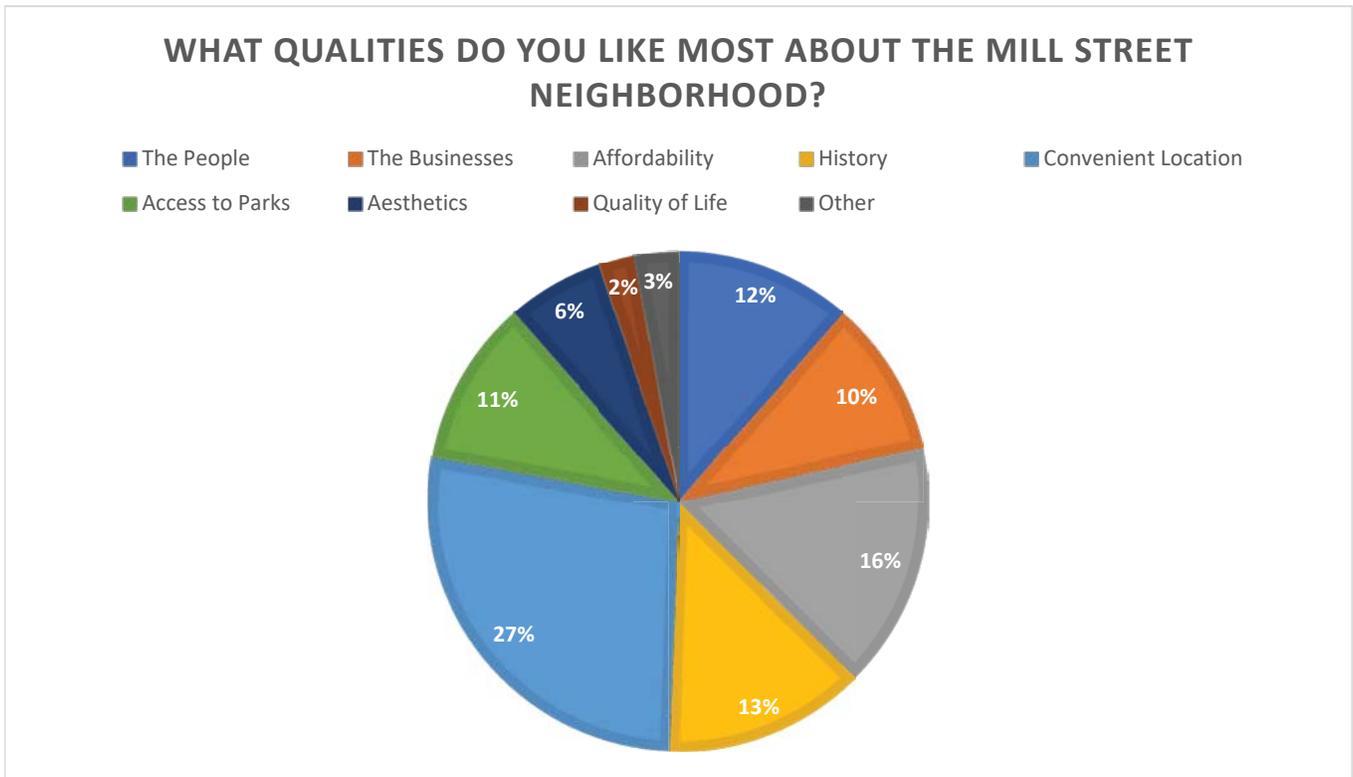
Most Popular Answers

Homeless	7	9%
Run-down	8	10%
Quiet	4	5%



Mill Street Community Survey

What qualities do you like most about the Mill Street neighborhood?



The People	The Businesses	Affordability	History	Convenient Location	Access to Parks	Aesthetics	Quality of Life	Other
20	18	28	23	48	19	11	4	5
25%	23%	35%	29%	60%	24%	14%	5%	6%

Other write-in responses:

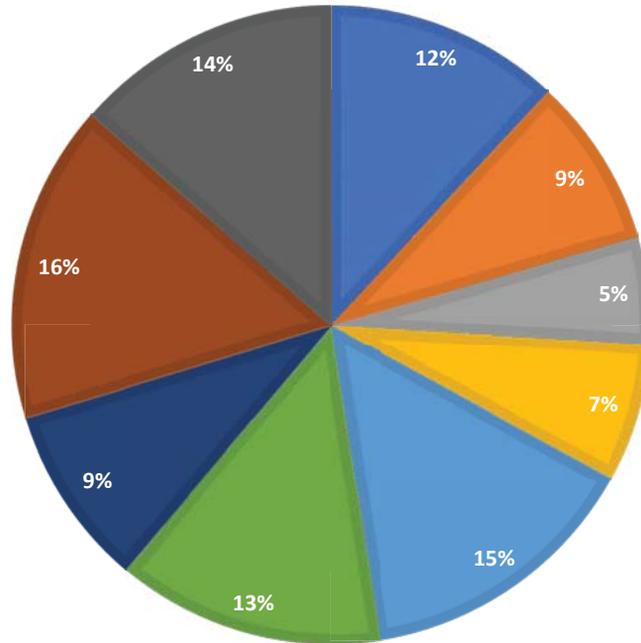
- other than history, there isn't much to like
- close to home
- parking
- No HOA
- Just my home

Mill Street Community Survey

What types of amenities would make the greatest contribution to the sense of community if added?

WHAT TYPES OF AMENITIES WOULD MAKE THE GREATEST CONTRIBUTION TO THE SENSE OF COMMUNITY IF ADDED?

- Outdoor gathering space
- Indoor gathering space
- More community gardens
- Public art
- Improved park
- Street trees and landscaping
- Gateways and signage
- More small businesses
- Other



Outdoor gathering space	Indoor gathering space	More community gardens	Public art	Improved park	Street trees and landscaping	Gateways and signage	More small businesses	Other
22	16	10	13	27	25	17	30	25
28%	20%	13%	16%	34%	31%	21%	38%	31%

Other write-in responses:

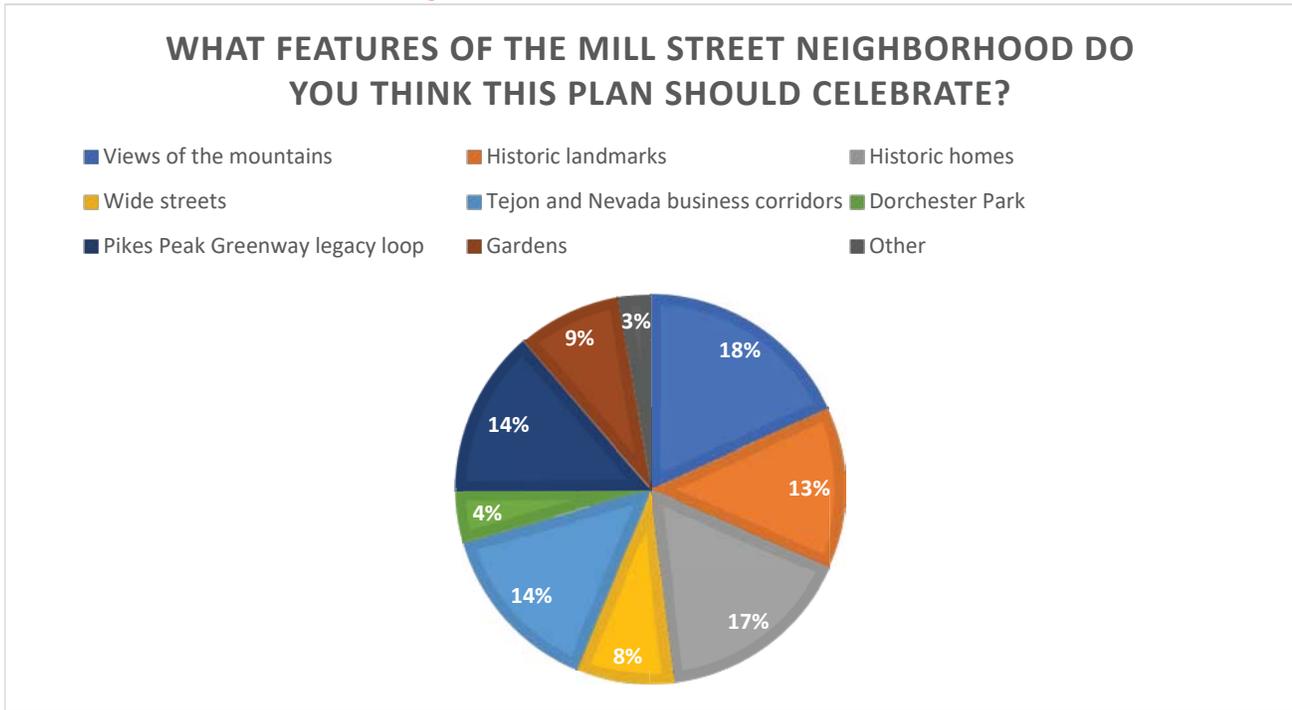
Protection from the transients and outsiders
 more support from Habitat for maintenance of existing homes
 parking
 pedestrian friendly walking area and parking on southend
 stoplights at Tejon & Las Animas, parking safety, graffiti/street art
 parking w/o street meters
 improved sidewalks
 security
 something that get the homeless people out; better street lighting
 more parking

Mill Street Community Survey

expanded homeless shelter for people to go
somewhere else for the homeless to go
more options for homeless
neighbor/watch
railroad quiet zone
more street lights
Parks that aren't overrun with homeless campers
Safety is a big concern
A perception of public safety.
Better connectivity to on-street bikeways and the Legacy Loop trail system
Less trash from homeless
sidewalks and lighting
Trash cans.
Improved roads

Mill Street Community Survey

What features of the Mill Street neighborhood do you think this plan should celebrate?



Views of the mountains	Historic landmarks	Historic homes	Wide streets	Tejon and Nevada business corridors	Dorchester Park	Pikes Peak Greenway legacy loop	Gardens	Other
34	25	31	15	27	8	26	16	5
43%	31%	39%	19%	34%	10%	33%	20%	6%

Other write-in responses:

being so close to downtown businesses and restaurants

neighborly interaction/decoration/competition

established neighborhood

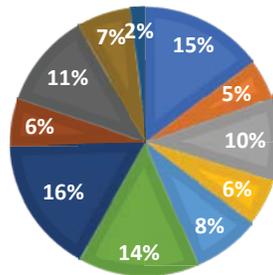
The opportunity the neighborhood has to reinvent itself for our current and future generations

Mill Street Community Survey

What do you think are the most important outcomes for a successful neighborhood plan?

WHAT DO YOU THINK ARE THE MOST IMPORTANT OUTCOMES FOR A SUCCESSFUL NEIGHBORHOOD PLAN?

- Housing affordability solutions
- More job opportunities
- Support for existing businesses
- Expanded recreation and activities
- Improved transportation and road safety
- Neighborhood looks better
- Reduced crime
- Strengthened relationships and partnerships
- Improved communication between residents businesses and city
- Awareness of access to resources services for residents



Housing affordability solutions	36 45%	More job opportunities 12 15%	Support for existing businesses 24 30%	Expanded recreation and activities 14 18%	Improved transportation and road safety 20 25%		
Neighborhood looks better	35 44%	Reduced crime 40 50%	Strengthened relationships and partnerships 14 18%	Improved communication between residents businesses and city 28 35%	Awareness of access to resources services for residents 16 20%	Other 4 5%	

Mill Street Community Survey

Write-in Responses:

homeless

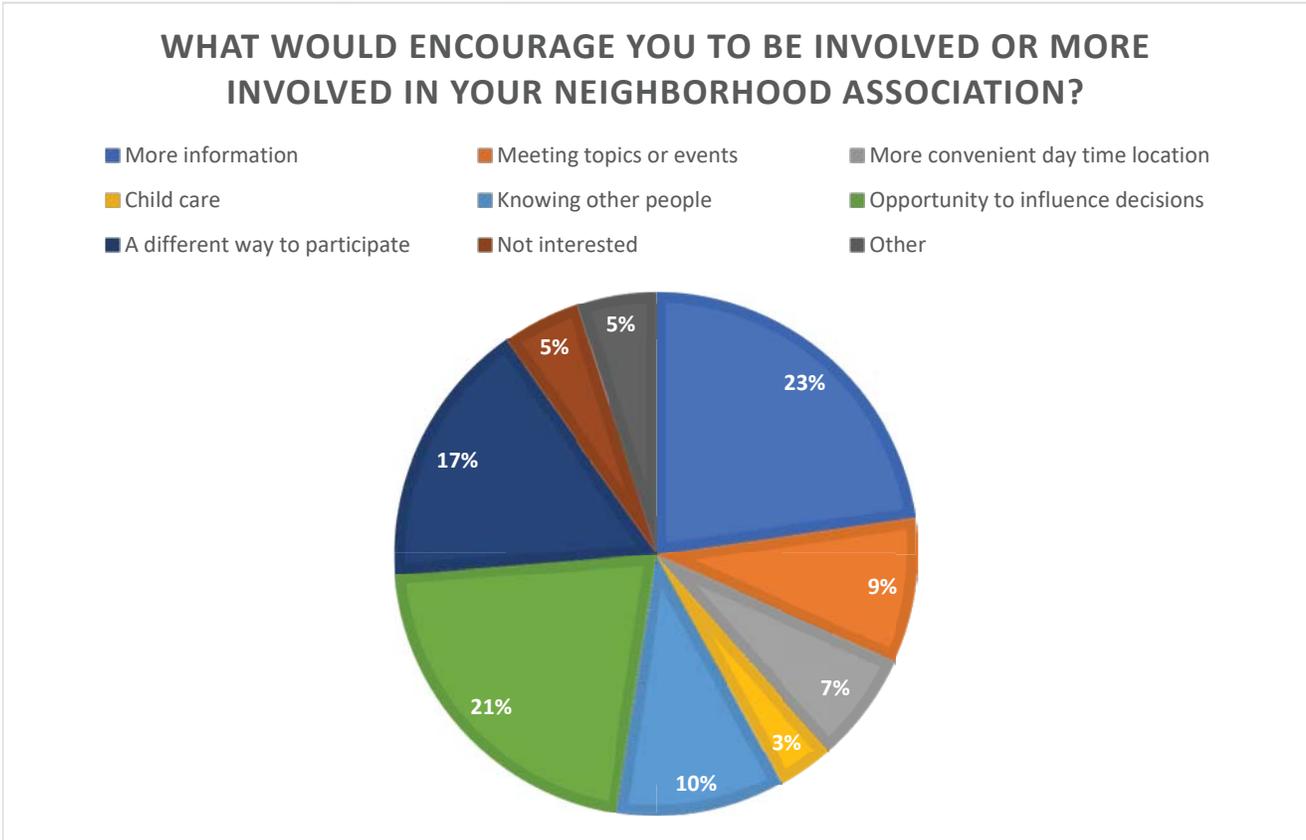
Less homeless

Better infrastructure improvements in the right of way.

transparency about the environmental conditions and air quality

Mill Street Community Survey

What would encourage you to be involved or more involved in your neighborhood association?



More information	Meeting topics or events	More convenient day time location	Child care	Knowing other people	Opportunity to influence decisions	A different way to participate	Not interested	Other
33	13	10	5	15	31	24	7	7
41%	16%	13%	6%	19%	39%	30%	9%	9%

Write-in Responses:

I have tried to be involved but was told I brought to many people to meetings and I was alienated and slandered they need new board members

I have no knowledge of the NA. I have lived there 3 months and have not heard anything.

would have to get to know more about the residents

community service - street sponsorship

already on the board

Knowing when and where meetings take place

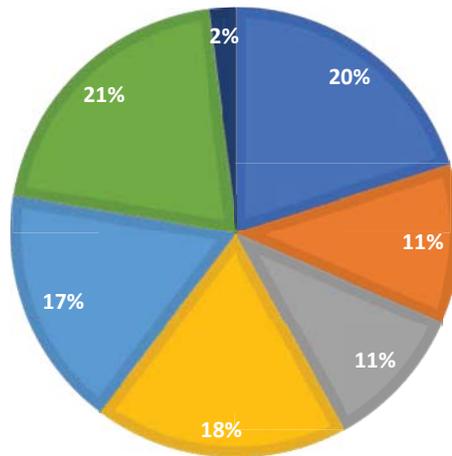
New association members not the same thugs

Mill Street Community Survey

What role would you like the neighborhood association to have in your neighborhood?

WHAT ROLE WOULD YOU LIKE THE NEIGHBORHOOD ASSOCIATION TO HAVE IN YOUR NEIGHBORHOOD?

- Count of inform neighbors about topics
- Count of sponsor social activities
- Count of host educational workshops
- Count of sponsor neighborhood projects
- Count of represent neighborhood interests
- Count of organize neighborhood to address neighborhood issues
- Count of other



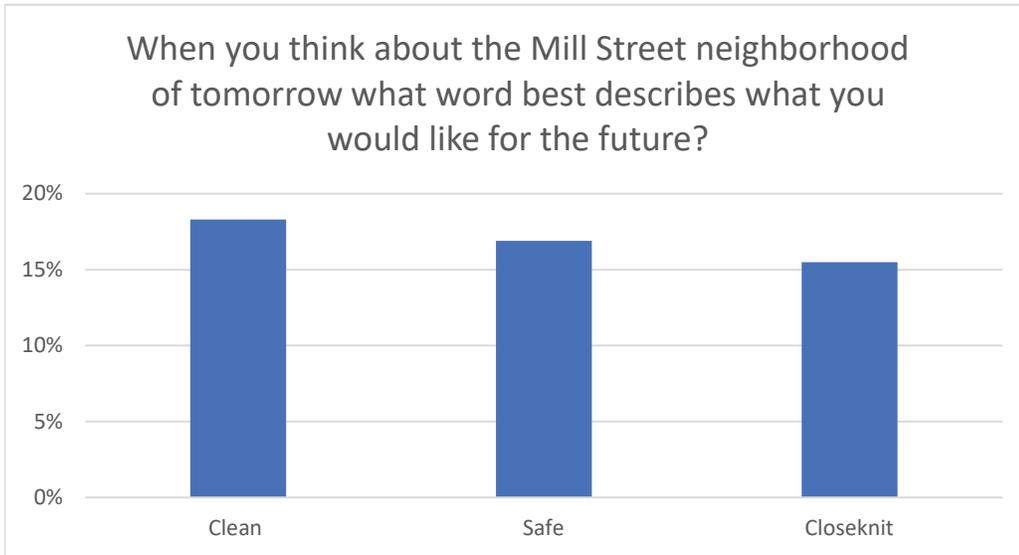
inform neighbors about topics	sponsor social activities	host educational workshops	sponsor neighborhood projects	represent neighborhood interests	organize neighborhood to address neighborhood issues	other
44	25	23	40	38	45	4
55%	31%	29%	50%	48%	56%	5%

Write-in Responses:

neighborhood watch
 increase home ownership and personable
 less trash from homeless

Mill Street Community Survey

When you think about the Mill Street neighborhood of tomorrow what word best describes what you would like for the future?



Themes

Clean	13	18%
Safe	12	17%
Closeknit	11	15%

Mill Street Community Survey

Is there anything else you would like to share about the Mill Street neighborhood or planning process?

There needs to be more communication between the association and home owners instead of them being a clique and only letting some be involved and its usually the same ones voted in whom over look crime dumping garbage the association needs to be fair and not discriminate against homeowners whom are for the city and speak up

homeless help centers need to be closer together. a camp site somewhere so they are not scattered all over downtown.

Need better outreach. The few folks I've talked to don't know about it.

All parties need to be open and HONEST about all aspects of the planning process and the future intentions for the neighborhood. All parties need to share in being accountable.

too many schools closed, don't feel safe going to Dorchester park or walking anywhere w/the kids, safety is key for the kids

the homeless situation is really, really bad

want more options & opportunities- that would improve safety if more people were on the street

want to keep parking

celebrate history & western roots

improved police presence

emphasis on pedestrian traffic

homeless trash the area

serious problems w/the homeless

police presence helping

homeless situation awful

focus on aesthetics of the area & connectivity (emphasis on exit ramps and road improvements)

I love it here

positive experience

a lot of trespassing

Don't allow the neighborhood to fall prey to gentrification. Don't tear down old homes.

I would like to see the neighborhood cleaned up. I would like to see my neighbors take my pride in the appearance of their homes. I would like the roads to be widen, landscaped, more street lights, I would like my neighbor to look like the north part of downtown, clean.

I think more needs to be done so that I feel safe and that I feel safe raising my children in this neighborhood. I am afraid to even let them play in the yard. I have seen multiple drug deals and have even been outside when guns were shot. I got a piece of shrapnel in my chest from a semi automatic gun being shot next door. I think before anything else people need to feel safe in their own homes.

Need to know officials to contact

Mill Street Community Survey

Extend the survey beyond a few days? Also, is there going to be a paper survey for residents?

No I am looking forward to the upbuilding of our neighborhood as promised when I first bought my home when the habitat for humanity homes were built in the neighborhood.

i hope it can stay affordable and interesting and diverse

Obviously the 'elephant in the closet' is the homeless shelter and the balance between the need & moral responsibility for it and the significant problems that it creates for the appeal of the neighborhood.

What is the plan/process to have this neighborhood designated as a Historic Site?

Will new development in this area include developers to reserve a % of available units for low income/subsidized housing?

How will the ever-changing/growing downtown ensure that existing residents can stay in their homes?

Will the neighborhood receive any guidance/support around creating community benefit agreements with current/future developers in the neighborhood?

I am a new business owner to the neighborhood and I'd like to become more involved. Thank you for sending me this survey!

Quiet zone

The association is crooked and apart of the drug gangs in this hood

Bring the old historic district into the modern age but hold onto the history.

Keep neighborhood engagement going. Will take a little time to establish.

Themes

Safety & Homelessness	12	36%
Transparency & Inclusion	7	21%
Preservation & History	5	15%
Revitalization	3	9%

Session Name: Implementation Team
Key Pad Polling

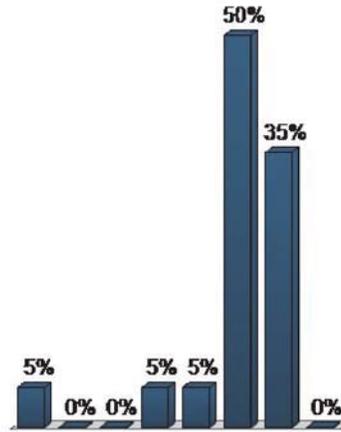
Date Created: 2/20/2018 1:29:05 PM
Average Score: 0.00%

Active Participants: 20 of 20
Questions: 6

Results by Question

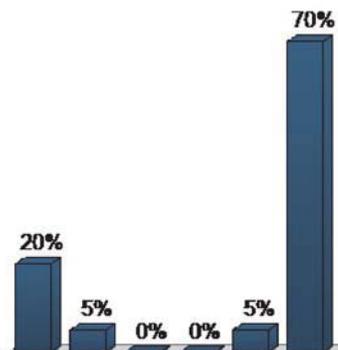
1. Q1: What is your connection to the Mill Street Neighborhood? (select one) (Multiple Choice)

	Responses	
	Percent	Count
I own a home.	5%	1
I rent a home.	0%	0
I sometimes visit or stay	0%	0
I own a business.	5%	1
I work here.	5%	1
I do not live or work here, but care about the neighborhood's future.	50%	10
Other	35%	7
None of the Above	0%	0
Totals	100%	20



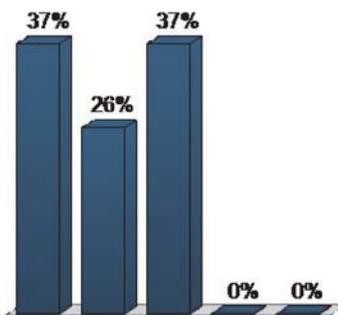
2. Q2: How long have you lived or worked in the Mill Street Neighborhood? (select one) (Multiple Choice)

	Responses	
	Percent	Count
Less than 2 years	20%	4
2-5 years	5%	1
6-10 years	0%	0
11-20 years	0%	0
More than 21 years	5%	1
I do not live or work here	70%	14
Totals	100%	20



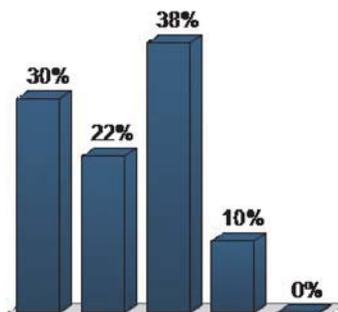
3. Q3: Which of these objectives “Cultivate the Mill Street Character”? (select all that apply) (Multiple Choice - Multiple Response)

	Responses	
	Percent	Count
Showcase the history of Mill Street	80%	16
Embrace the Neighborhood's unique physical attributes	55%	11
Reinforce Mill Street's sense of place	80%	16
Other	0%	0
None of the Above	0%	0
Totals	100%	43



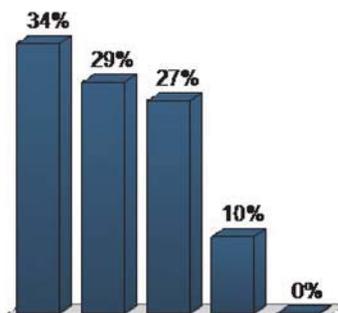
4. Q4: Which of these objectives “Enhance Quality of Life for Residents”? (select all that apply) (Multiple Choice - Multiple Response)

	Responses	
	Percent	Count
Improve environmental quality	75%	15
Increase opportunities for social engagement	55%	11
Improve community safety	95%	19
Other	25%	5
None of the Above	0%	0
Totals	100%	50



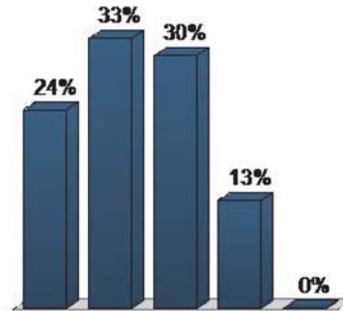
5. Q5: Which of these objectives “Re-connect Mill Street People and Places”? (select all that apply) (Multiple Choice - Multiple Response)

	Responses	
	Percent	Count
Improve neighborhood communications	70%	14
Enhance multi-modal capabilities of the neighborhood	60%	12
Establish Mill Street’s role in the City of Colorado Springs	55%	11
Other	20%	4
None of the Above	0%	0
Totals	100%	41



6. Q6: Which of these objectives “Create a Resilient Future for Mill Street”? (select all that apply) (Multiple Choice - Multiple Response)

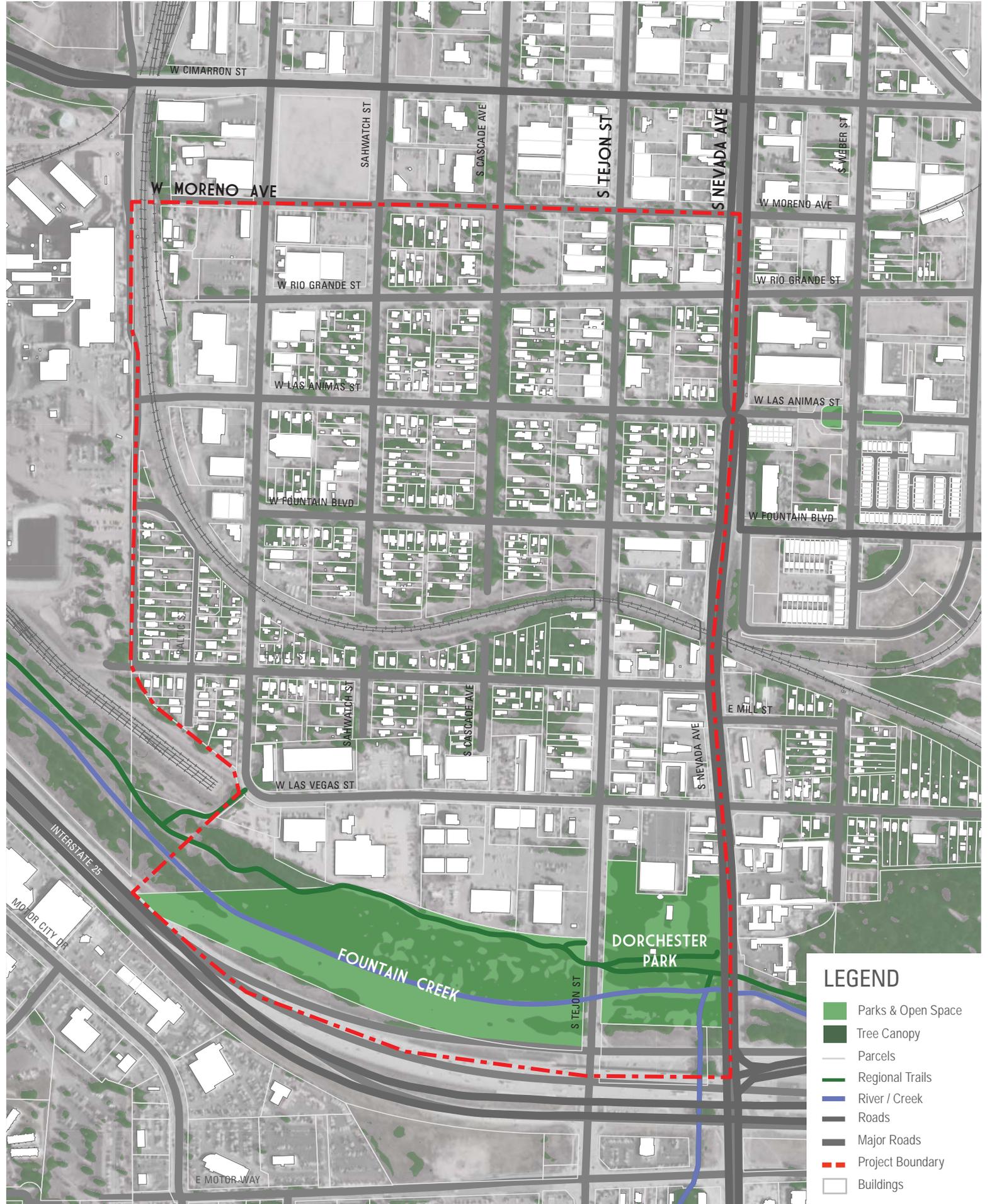
	Responses	
	Percent	Count
Promote community ownership	55%	11
Strengthen local businesses	75%	15
Preserve neighborhood affordability	70%	14
Other	30%	6
None of the Above	0%	0
Totals	100%	46



APPENDIX B

SUPPLEMENTAL MAPS

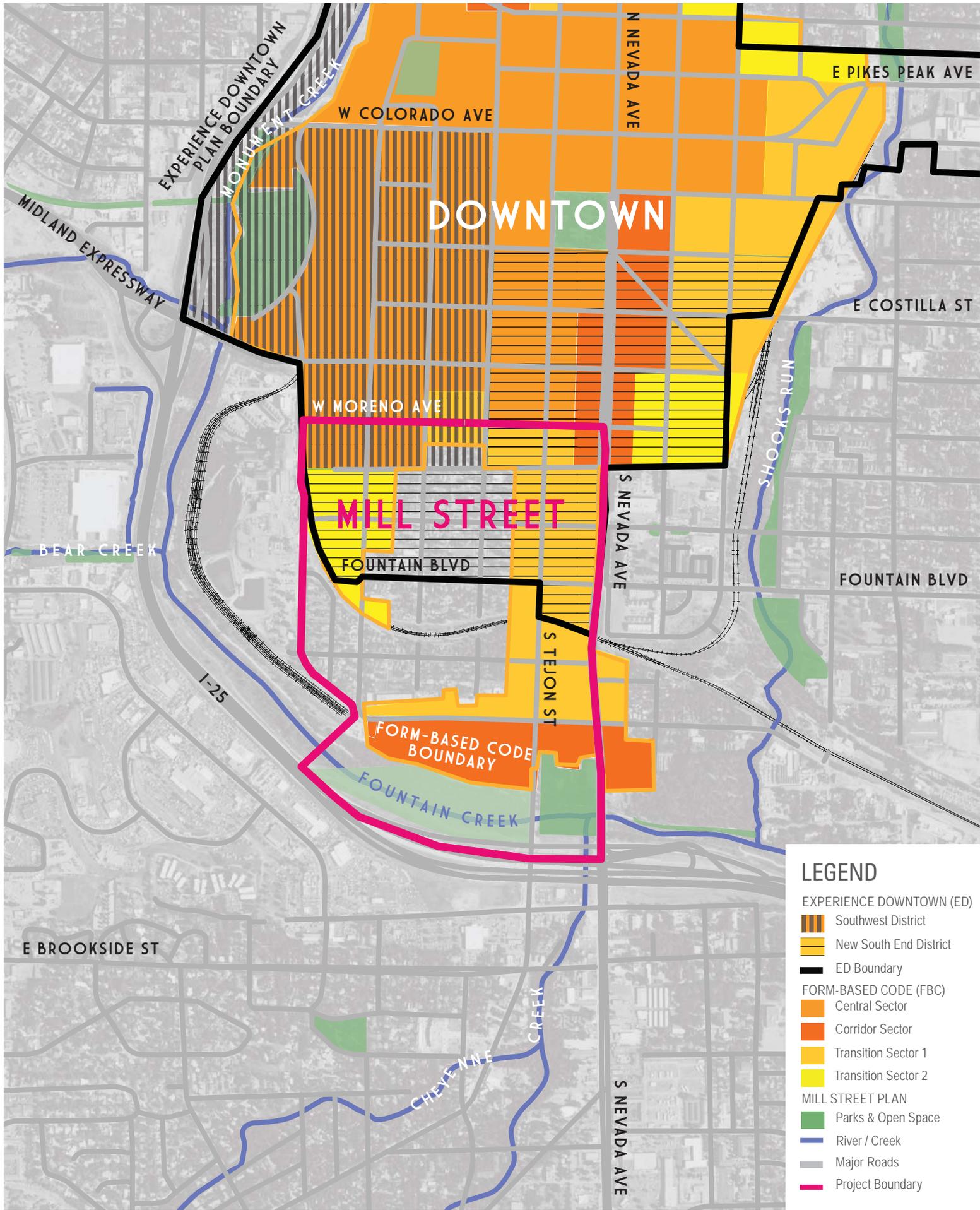
SITE MAP	1
PLANNING CONTEXT MAP	2
SURVEY ROUTE MAP	3
BOUNDARY MAPS	4



MILL STREET NEIGHBORHOOD SITE MAP

250' 500' 1,000' 2,000'





DOWNTOWN

MILL STREET

FORM-BASED CODE
BOUNDARY

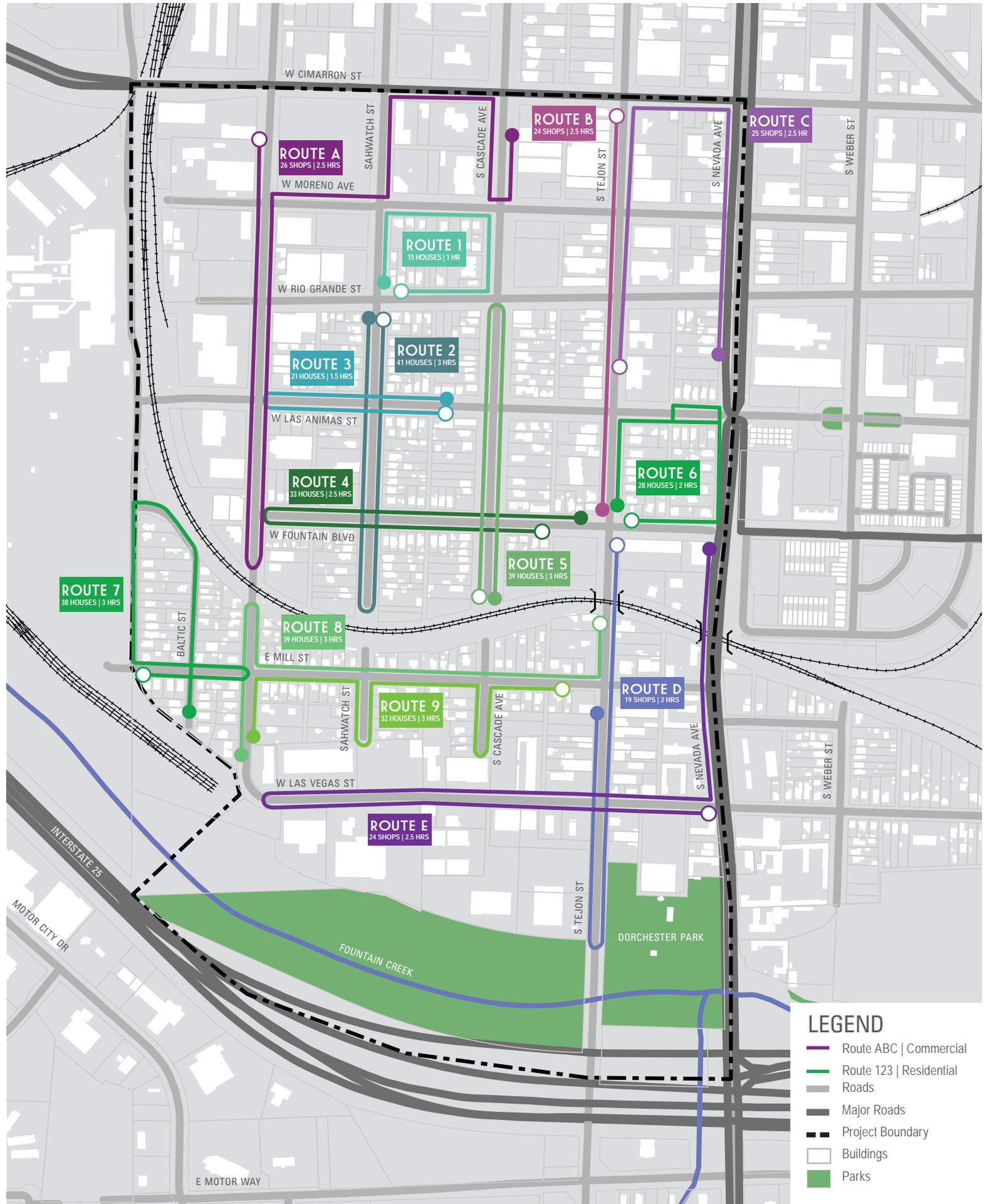
LEGEND

- EXPERIENCE DOWNTOWN (ED)
 - Southwest District
 - New South End District
 - ED Boundary
- FORM-BASED CODE (FBC)
 - Central Sector
 - Corridor Sector
 - Transition Sector 1
 - Transition Sector 2
- MILL STREET PLAN
 - Parks & Open Space
 - River / Creek
 - Major Roads
 - Project Boundary

MILL STREET NEIGHBORHOOD PLANNING CONTEXT MAP

500' 1,000' 2,000' 4,000'





MILL STREET NEIGHBORHOOD SURVEY ROUTES

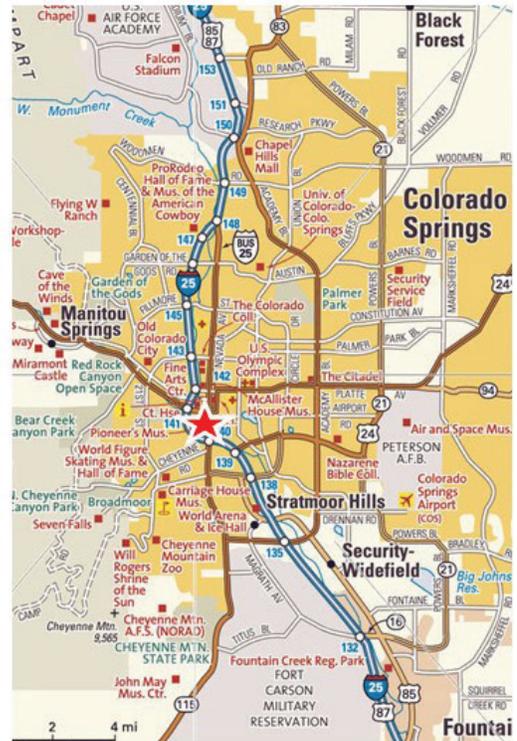


- LEGEND**
- Route ABC | Commercial
 - Route 123 | Residential
 - Roads
 - Major Roads
 - Project Boundary
 - Buildings
 - Parks

STUDY AREA FOCUS

Study Area Boundary Considerations

1. History and remaining elements
2. Land use composition
3. Previous plans
4. Edges
5. Census demographic areas
6. Character and scale
7. Common issues and opportunities
8. Larger influence area considerations



STUDY AREA FOCUS

1) History and remaining elements



SANBORN MAP 1910

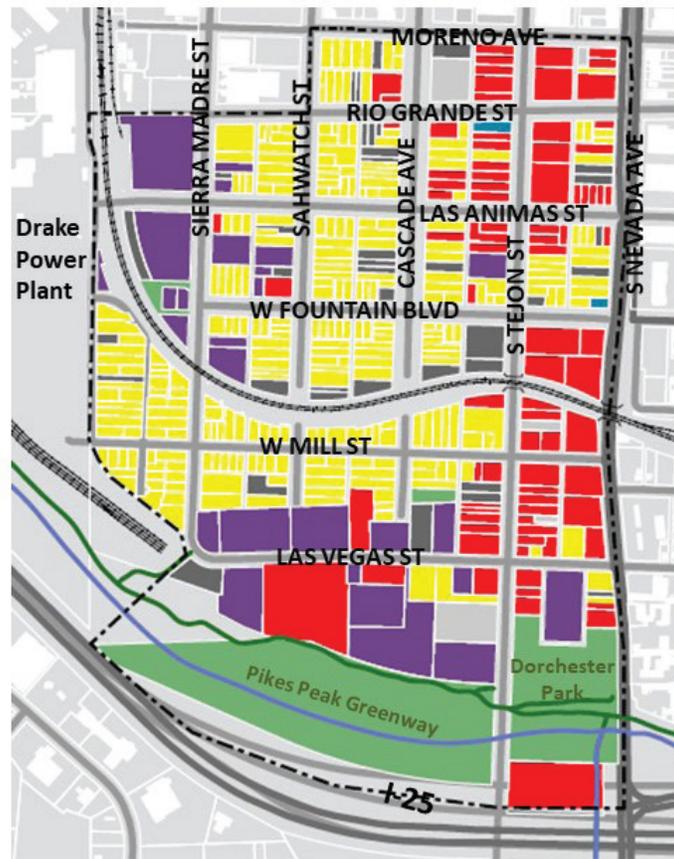


YEAR BUILT MAP, 2017

STUDY AREA FOCUS

2) Land Use Composition

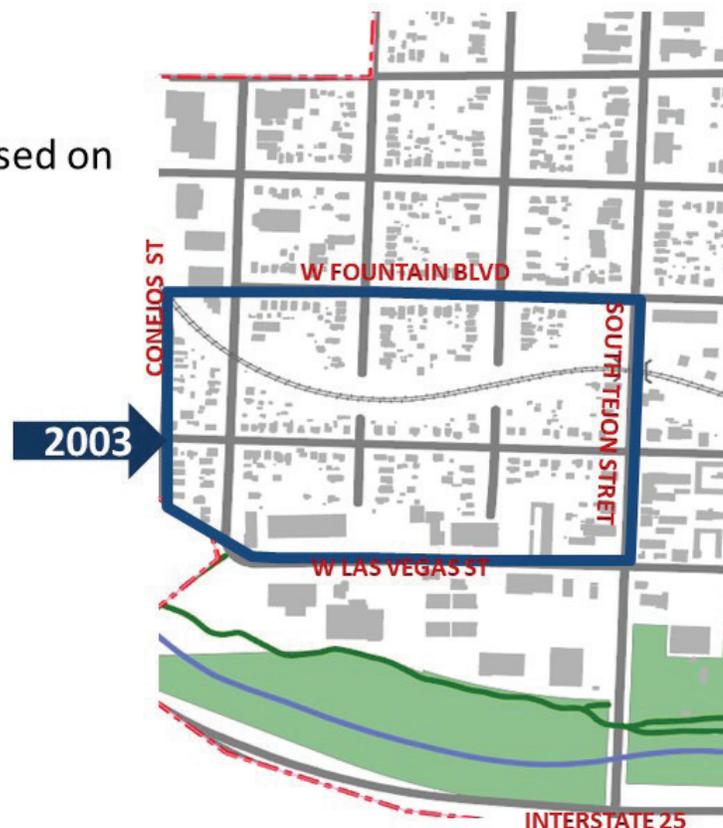
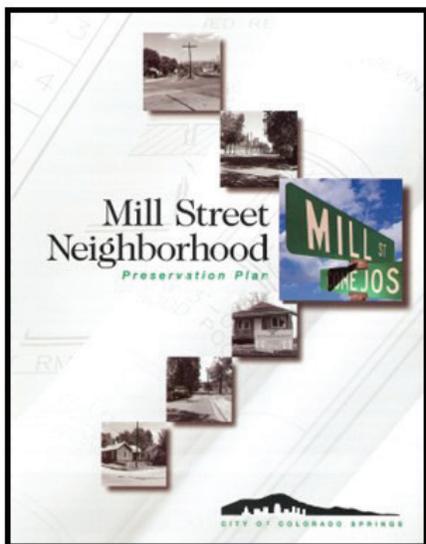
EXISTING LAND USE	AREA
 Commercial / Office	1.65m sf
 Residential	1.6m sf
 Institutional / Civic	14k sf
 Industrial	348k sf
 Parking Lots	187k sf
 Vacant	557k sf
 Parks / Open Space	113k sf



STUDY AREA FOCUS

3) Previous Plan Area

The Mill Street Neighborhood Preservation Plan in 2003 focused on this residential area

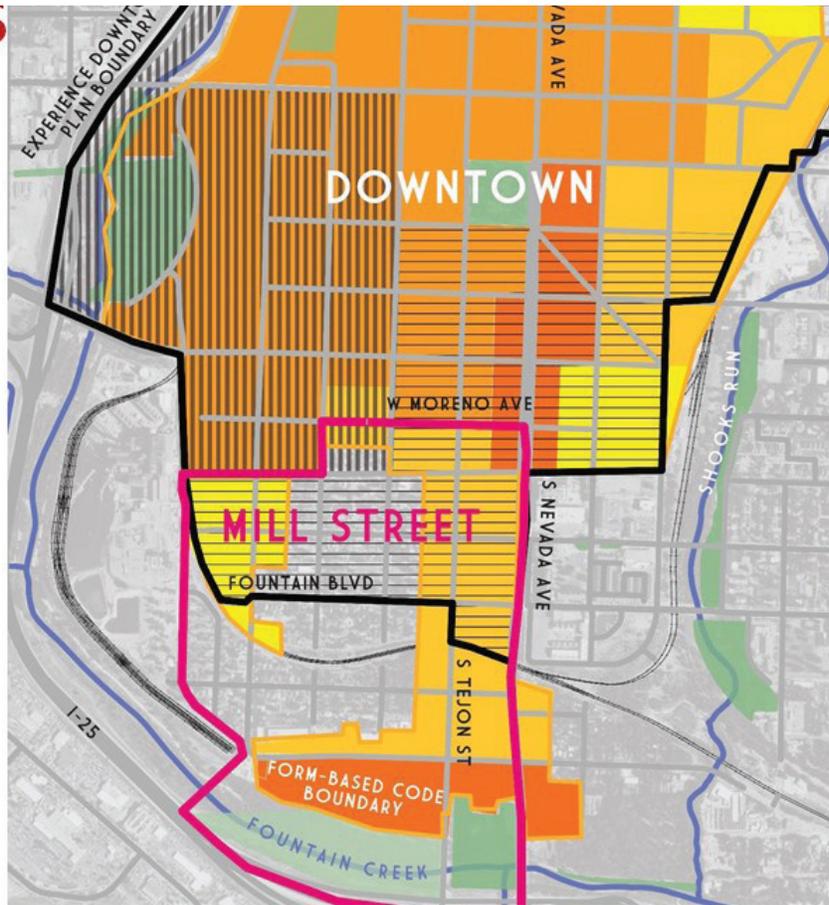


STUDY AREA FOCUS

3) Previous Plan Areas

LEGEND

- EXPERIENCE DOWNTOWN
 - Southwest District
 - New South End
 - Plan Boundary
- FORM-BASED CODE (FBC)
 - Central Sector
 - Corridor Sector
 - Transition Sector 1
 - Transition Sector 2
- MILL STREET PLAN
 - Parks & Open Space
 - River / Creek
 - Major Roads



STUDY AREA FOCUS

4) Edges: natural and man-made boundaries

DRAKE POWER PLANT AND SOUTHWESTERN BORDER



I-25 & FOUNTAIN CREEK TO SOUTH

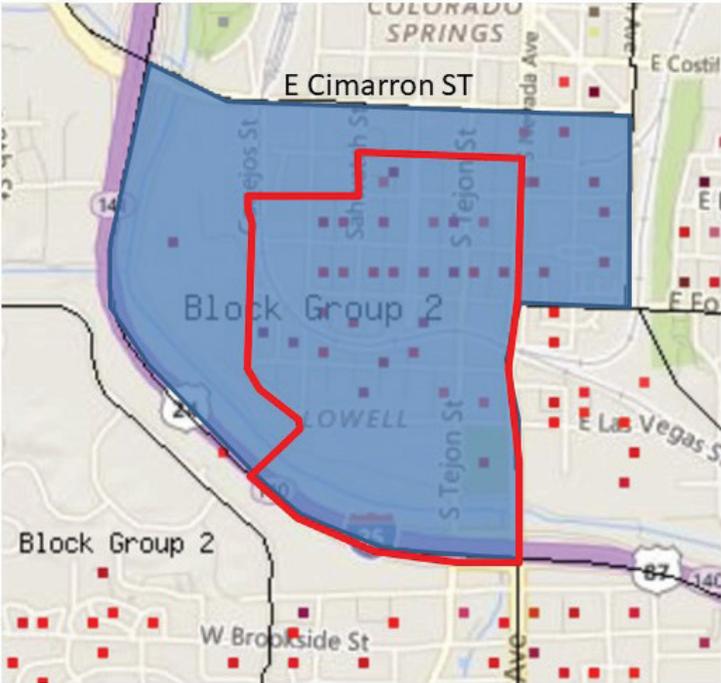


DRAKE POWER PLANT ALONG WESTERN EDGE



STUDY AREA FOCUS

5) Census Block and demographic socio-economic similarities



US Census Block Groups

APPENDIX C

LITERATURE REVIEW

PLANNING CONTEXT	1
EXPERIENCE DOWNTOWN COLORADO SPRINGS MASTER PLAN (2016)	3
DOWNTOWN COLORADO SPRINGS FORM-BASED CODE (2012)	7
MILL STREET NEIGHBORHOOD PRESERVATION PLAN (2003)	10
OPPORTUNITY360 MEASUREMENT REPORT (2017)	12
DOWNTOWN TRANSIT STATION RELOCATION STUDY (2016)	15

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MEMORANDUM

To: Catherine Duarte
From: Kathleen King
Date: November 8, 2017
Project Name: Mill Street Neighborhood Plan

Project #: 5819
Subject: Previous Plan Review
Copy To: DW Planning Team

Planning Context

As a center city neighborhood in Colorado Springs, the Mill Street Neighborhood has been involved in a long list of local planning initiatives dating back to the early 1970's. Beginning with the Downtown Plan and shortly thereafter the Downtown Action Plan, the City of Colorado Springs has been strategically planning the revitalization of its Downtown for decades. The first major plan to specifically address the Mill Street area was the 2003 Mill Street Neighborhood Preservation Plan. This plan sought to safeguard the historic character of the area, while providing for vital improvements, such as transit connectivity and uniform lighting. A core recommendation of the plan was to preserve the existing residential stock and organize a program to promote homeownership and the identity of the area as a working-class neighborhood.

In recent years, more targeted planning initiatives have set the stage for incremental change in the neighborhood. In the 2009 Imagine Downtown Master Plan (and the 2016 follow-up plan, Experience Downtown), the Northern portion of the neighborhood is part of the study area and contains two Downtown character zones. The New South End, including South Tejon Ave, is characterized by a mix of historic and revitalized industrial areas, whereas the South West is more contemporary in feel and connects the neighborhood to Downtown and its new civic amenities, America the Beautiful Park and the Olympic Museum. The plan also includes garden streets in Mill Street to make use of the broad right of ways as well as Downtown gateways at Cimarron and I-25 and South Nevada Street.

Another plan that majorly impacted Mill Street was the adoption of Downtown Colorado Springs Form-Based Code in 2012. The plan was a regulatory measure to enact the vision of the Imagine Downtown by simplifying land use into four umbrella sectors. Prior to this plan, land use was largely done lot-by-lot. While not all of the Mill Street study area is included in the code boundary, all four sectors are represented. It is important to note that none of the residential areas are included. Other plans that will influence Mill Street but do not directly impact the neighborhood are the South Nevada Corridor Study just south of the site, the Envision Shooks Run Corridor Master Plan to the East and a number of larger development projects through the Urban Renewal Areas, of which only CityGate directly impacts the neighborhood.

The City of Colorado Springs is currently engaged in a Comprehensive Plan Update. The outcomes of this effort may have significant impacts on future land use and development in the Mill Street Neighborhood and will be studied throughout the neighborhood planning process.

Mill Street Neighborhood Plan: Appendix C
Previous Plan Review

The following documents were reviewed for context and potential impact on the Mill Street Neighborhood Plan. For detailed notes on select documents, click on links below.

- Downtown Plan (1971)
- Downtown Action Plan (1992)
- Colorado Springs Downtown Transit Center Study (1998)
- City of Colorado Springs Comprehensive Plan (2000)
- [Mill Street Neighborhood Preservation Plan \(2003\)](#)
- Imagine Downtown Master Plan (2009)
- [Downtown Colorado Springs Form-Based Code \(2012\)](#)
- CityGate URA Studies (2006)
- South Nevada Corridor Study (2015)
- [Experience Downtown Colorado Springs Master Plan](#)
- [Downtown Transit Station Relocation Study \(2016\)](#)
- [Opportunity360 Measurement Report \(2016\)](#)
- Greenway Flats Market Study (2016)
- Envision Shook Runs Corridor: Facilities Master Plan (2017)

Experience Downtown Colorado Springs Master Plan (2016)

Overview

- The Experience Downtown Master Plan is a strategic, actionable roadmap to elevate Downtown to the next level
 - Provides tactical updates to the 2007 Imagine Downtown Plan of Development and the 2009 Imagine Downtown Master Plan,
 - Supports more than a dozen recent city and regional plans
 - Boundary determined by Downtown Development Authority (DDA)
- Colorado Springs was established at the confluence of Fountain Creek and Monument Creek (at the upper limit of our site) in 1871 by General William Jackson Palmer.
- **Demographics:** strongly influenced by the military and defense industries, due to the US Air Force Academy, Fort Carson, Peterson Air Force Base and others.
 - Top ten most educated cities in America.
 - Five million visitors a year
 - Residential population growing at 3% (2010-2015), predicted to rise to 33%.
- **Landmarks:** Antlers Hotel, the Mining Exchange Hotel, neighborhoods: Old North End, Middle Shooks Run, Lowell, Mill Street, Hillside, Ivywild and the Westside.
- **Olympic City USA:** US Olympic Committee HQ, three largest training facilities and new Olympic Museum designed by Diller Scofidio



Figure 1.1 | Downtown Study Area

Major Goals

- To align all the business, government and community forces to create the greatest Downtown of any midsize city in the country
- To create a diverse and inclusive place to live, integrated with adjacent neighborhoods
- To celebrate and connect with outdoor recreation and exceptional natural settings
- To create a place for healthy and active lifestyles
- To generate a walkable and bike friendly center connected through safe and accessible multimodal networks
- To be a leader in innovative urban design and sustainability
- To offer an unforgettable visitor experience
- To make a place for inspiration, honoring history and facing the future

Key Recommendations

- **Housing / Residential:**
 - *Baseline:* there is a 12:1 jobs-to-housing imbalance in downtown
 - Healthy balance is 3:1 to 7:1
 - 1,100 housing units Downtown with 4% of workers living in the city core
 - Target: 2,000 new-build residential units by 2025, 1,000 by 2020.
 - Lead a cohesive strategy to grow workforce and affordable housing

- Through partnerships, ensure the city has enough year-round shelter space and permanent supportive space
- **Employment / Office:**
 - *Baseline:* Downtown has 20x the number of businesses as the rest of the area
 - 3.5 million square feet of office space
 - 90% of shops are locally owned
 - Lack of density Downtown makes it unattractive to national retailers
 - 90% occupancy rate after years of negative absorption
 - Promote one-of-a-kind retail and local business
 - Provide tools and technical support for brand-defining businesses, such as street level retailers and innovation-based companies
- **Open Space / Connectivity:**
 - Complete construction of Legacy Loop
 - Launch a bike share program Downtown
 - Implement the Mobility Framework and Downtown Transit Center
 - Launch a frequent stop or free fare downtown circulator or transit route
- **Arts / Culture:**
 - In partnership with Colorado Springs Utilities, lead the visioning and planning process for highest and best use of the decommissioned Drake Power Plant area.
 - Develop and promote the unique character of Downtown’s identified five districts through differentiated yet cohesive streetscape treatments, signage and marketing efforts.
 - Complete Olympic Museum and pedestrian bridge
 - Build on Downtown’s status as a certified creative district through continued creative programming such as First Fridays, live performances and events emphasizing local food and beer/spirits, etc
 - Incorporate public art into planning processes and utilize creative and artist-centered approaches to utilitarian forms such as benches, signage, bike racks and other street and park elements.
- **Districts:**
 - *New South End*—quirky mix of historic and rejuvenated industrial, commercial and residential properties, has undergone revival but redevelopment potential remains, area’s historic character is intact, new businesses near Costilla and South Tejon; urban design elements include: celebrating small neighborhood feel and utilize excessive right of way
 - *South West*—connects to Downtown via Sierra Madre and Vermijo Streets, includes US Olympic Museum, America the Beautiful Park and opportunity for new 10,000 person stadium; urban design—emphasize contrast between old and new, natural, modern and industrial materials, sustainable features to emphasize natural beauty, ex: Austin’s Second Street District
- **Streets:**
 - Mill Street Neighborhood Greenways: Rio Grande, Moreno and South Tejon (2-55)
 - Mill Street Pedestrian Priority Street: Tejon to Rio Grande (2-54)
 - Major Transportation Streets: Nevada and Cimarron

Key Metrics

- **Legacy Loop:** 10-mile ring of trails and parks that encircles the Downtown Study area. Passes through Mill Street district along south and East edge through Dorchester Park and along Fountain Creek.
- 17% increase in sales taxes in the BID from 2013-2014
- Walkscore: 71, Bikescore: 85, Transitscore: 39 (comparison on page 1-8)

Planned Developments

- **Residential:**
 - Blue Dot Place: +33 rental units (right outside of study area)
 - +400 new residential units Downtown in the near-term pipeline

Mill Street Neighborhood Plan: Appendix C
 Previous Plan Review

- **Office:**
 - Catalyst Campus: campus for cyber and defense firms with co-working spaces
 - Epicentral Coworking, The Machine Shop, Welcome Fellow and Pikes Peak Makers Space
 - New companies Downtown: BombBomb, The Gazette, American Vein and Vascular and Elevated Insights
- **Catalytic Development Sites in Mill Street area:**
 - *Citygate*—premier mixed-use infill site in Downtown, 12-acre, four block site south of Cimarron between Sierra Madre and Sahwatch streets, authentic, urban aesthetic
 - *South Cascade Residential Development*—multifamily development, early stages, 187-unit on Cascade between Moreno and Rio Grande. Provides needed support to South Tejon businesses
- **Influence Sites:**
 - *Drake Power Plant*—will close by 2035. It is a once-in-a-century redevelopment opportunity
 - *Springs Rescue Mission*—campus expansion including new shelter beds, daycare and kitchen and dining hall in phase 1 and more permanent support housing in phase 2.
 - *Lowell Neighborhood*—covers 58 acres just west of project area, URA area in 1988, not fully redeveloped, integral part of Downtown with hundreds of residential units built over last 25 years.
- **Open Space:**
 - *Legacy loop improvements in Mill Street*—Banker’s Loop by Dorchester Park and new trail connections just East of study area
 - *Sierra Madre Urban Greenway*—addition of bioswales and bike lanes to Sierra Madre, does this include the section in Mill Street?
- **Gateways:**
 - *Cimarron / I-25 interchange*—undergoing major overhaul from 2015-2017, CDOT, \$115m project to realign bridge structures and enhance 2,000 ft of Fountain Creek Habitat
 - *Tejon and Nevada Street Southern gateway*—entry from Ivywild and Broadmoor, dominated by I-25, rails and infrastructure, not yet funded

Land Use

- Existing land use is lot-by-lot, proposed land use introduces 4 land uses. These descriptions are vague and contradict the Form-Based Code; which supercedes? 3 of which would affect Mill Street:
 - *Activity Center Mixed-Use*: mixed use with complementary uses, pedestrian-oriented, good connections and transitions, residential as a critical use
 - *General Mixed-Use*: similar to activity centers but with slightly decreased intensity and density.
 - *Institutional*: varied uses but focuses on Colorado College, Palmer High School, City Auditorium, Pikes Peak Center for the Performing Arts and the Pioneers Museum.
 - *General Residential*: Serve a range of residential types and densities.

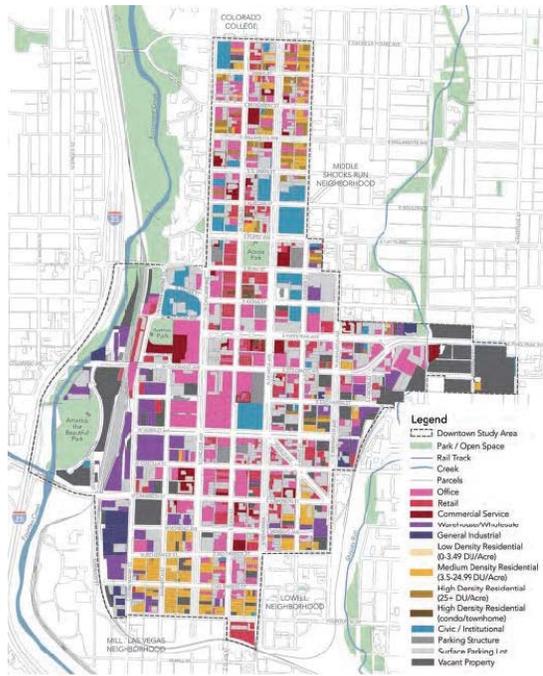


Figure 1.1 | Existing Land Use

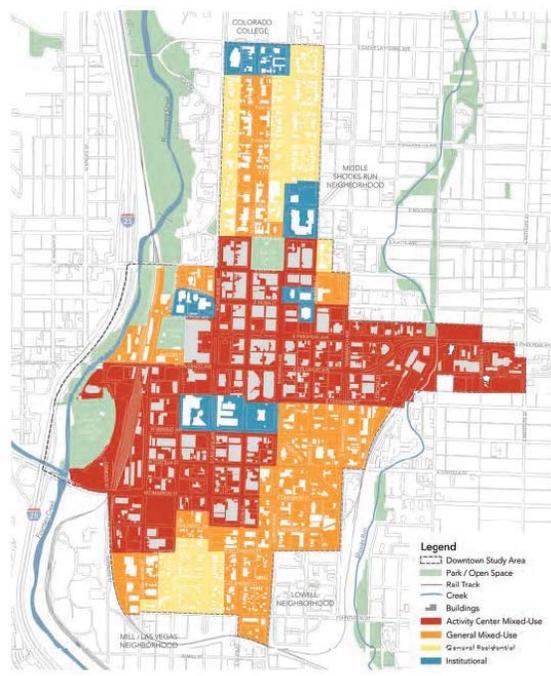


Figure 1.4 | Future Land Use

Historic and Cultural Features

- Downtown certified as a Colorado Creative District in 2014
- The Art in the Streets program—run by the Downtown Partnership since 1998

Downtown Colorado Springs Form-Based Code (2012)

Overview

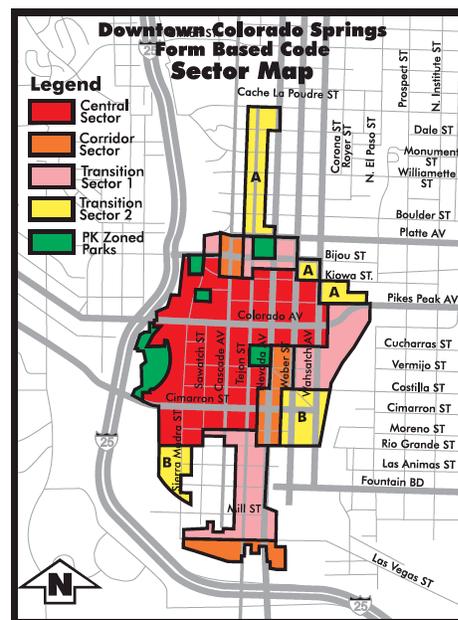
- The Downtown Colorado Springs Form-Based Code is a regulatory measure to enact the 2006 Imagine Downtown Plan, which was an update to the 1992 Downtown Action Plan
 - Code is paired with urban design guidelines to guide form and scale

Major Goals

- To further the revitalization underway by bringing residents into Downtown
- To encourage mixed-use development and promote new development which respects the historic building fabric
- To maximize streetscape vibrancy and to transform the area into the pedestrian-friendly heart of the region
- To create a predictable investment environment for development
- To establish transitions from the Downtown core and urban renewal sectors to the surrounding neighborhoods
- To clearly communicate through simple language and easily understood graphics the requirements and expectations for new development
- To implement a review and approval process that is efficient and effective in approving projects that meet the Code’s requirements
- To implement the goals, objectives and strategies of the Downtown Development Authority and its plan of development

Key Recommendations

- **Mill Street Areas:**
 - *Transition Sector 1*, Transect T5.5, Tejon Street from Moreno to Las Vegas Street, offers an area of transition from high density land uses to lower density uses. Area provides a variety of non-residential uses and a mix of housing types at medium intensities and densities.
 - *Transition Sector 2*, Sierra Madre between Rio Grande and Fountain, area conveys the benefits of form based code while protecting adjacent communities. Has A and B designations with a wider range of uses allowed in B.
 - *Corridor Sector*, Nevada Ave between Rio Grande and Cimarron, have unique set of standards specific to three main traffic corridors that make use of the generous 140’ ROW.
 - *Central Sector*, South of Cimarron to Moreno, considered to be the heart of Downtown with the highest building densities both vertically and horizontally. Commercial uses are intended on the first floor of most buildings with residential, lodging and office above. No maximum building height and no parking minimum.
- **Density Bonuses:** 8 categories of amenities give one point per unit that may be used to request additional building height; full description on page 34 and bonus structure on page 37. Categories include:
 - Pedestrian alley improvements
 - Public art and cultural amenities
 - Market rate housing units
 - Affordable housing units
 - Green building design
 - Historic preservation
 - Underground parking



- Bicycle storage

- **Development Plans:** process outlined on page 65.

Key Metrics

- **Permitted Building Types:** Mixed Use Building, Live / Work Building, Civic Building, Apartment Building, Small Commercial Building, Rowhouse, Accessory Unit

Building Type	Central	Corridor	Transition 1	Transition 1
Mixed Use	P	P	P	P
Live / Work	P	P	P	P
Civic	P	P	P	P
Apartment	P	P	P	P
Small Commercial		C	P	P
Rowhouse	C	P	P	P
Accessory Unit		C	P	P

P=Permitted, C=Conditional Use

- **Building Height:**

Building Type	Central		Corridor		Transition 1		Transition 1	
	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN
Mixed Use	Unlimited	2	10	1	6	1	4	1
Live / Work	4	2	4	1	6	1	4	1
Civic	Unlimited	2	10	1	6	1	4	1
Apartment	Unlimited	2	10	1	6	1	4	1
Small Commercial	N/A	N/A	1	1	1	1	1	1
Rowhouse	N/A	N/A	4	1	4	1	4	1
Accessory Unit	N/A	N/A	2	1	2	1	2	1

Historic and Cultural Features

- **Block Standards:** maintain historic 400' x 400' standard with mid-block alley that is at least 20' wide, grid system to be maintained unless warranted for connectivity.
- **Public Spaces:** set standards for improvements including but not limited to: curb and gutter, sidewalk, right-of-way landscape, street furniture, lighting, utility upgrades, traffic improvements, and public wayfinding signage. Full recommendations on page 27.

- **Historic Resources:** Every effort shall be made to maintain and utilize contributing historic structures, including materials, masonry and distinctive features. When property changes use, a compatible use should be considered to minimize alteration. Full recommendations on page 50.

Key Definitions

- **Contributing Historic Structure:** Any Council designated site, structure, object or improvement and its surrounding environs or a group of sites, structures, objects or improvements, or both, and their surrounding environs which is officially zoned a historic preservation overlay by City Council or is listed on the Colorado State Register of Historic Properties or listed on the National Register of Historic Places or listed as being eligible for State or Federal historic designation within the 2003-2004 Survey Report entitled “Historical and Architectural Survey of Downtown Colorado Springs. (See Appendix A)
- **Civic (land use):** Use types including the performance of educational, recreational, cultural, medical, protective, utility, religious, governmental, and other uses which are strongly vested with public social importance.
- **Commercial (land use):** Use types including the sale, rental, service, and distribution of goods; and the provision of services other than those classified under other use types.
- **Entertainment (land use):** Use types that establish participant and spectator users engaged in both active and passive activities. Typical uses include: motion picture theaters, meeting halls, dance halls, bowling alleys, billiard parlors, ice and rollerskating rinks, amusement galleries, indoor racquet ball, swimming, tennis, miniature golf courses and other similar uses.
- **Form-Based Code (FBC):** A method of regulating development to achieve a specific urban form. Form-Based Codes create a predictable public realm primarily by controlling physical form, with a lesser focus on land use, through city or county regulations.
- **Human Service Establishments:** Establishments that provide temporary or permanent lodging, care and/or treatment to persons who may be unrelated to each other, not including domestic, supervisory or medical staff providing services on the premises and intended to provide the residents an opportunity to live in as normal a residential environment as possible.

Mill Street Neighborhood Preservation Plan (2003)

Study area boundaries are focused on the southern half of the current study area: N-Fountain Blvd: S-Las Vegas ST; W- Conejos St; E – Tejon St

Major Goals

- “The mission of the Mill Street Neighborhood Association is to preserve the unique heritage and quality of life of this historical working class neighborhood. All decisions by the board will be governed in accordance for the best interests of the entire neighborhood. Our path is guided by truth and respect for all who reside within our community”
 - *How does the NA identify their “unique heritage” and “quality of life” – what are the features of this community that they aim to preserve?*
 - Accomplish by encouraging the maintenance of existing properties and compatibility of new development; protecting significant natural features; providing needed public improvements- facilities and keeping the area safe, desirable and affordable
- Protect Residential Character
- Preserve existing land use patterns
- Provide reliable mass transportation
- Provide safe, attractive and convenient connections to Fountain Creek Trail and America the Beautiful Park
- Provide appropriate ROW improvements compatible with current street standards and neighborhood character
- Maintain the unique character of Mill St Neighborhood
 - Elements highlighted include: street infrastructure (installed more than 100 years ago); tree-lined streets, front porches, integrated setbacks, pitched roofs, off-street parking
- Improve neighborhood safety and access
- Improve overall surface drainage
- Improve street lighting
- Encourage compliance with and enforcement of housing and zoning codes
- Encourage greater police presence in the neighborhood to promote safety and discourage crime
- Undertake the development of affordable, single-family housing in the Mill St Neighborhood
- Encourage great owner occupancy of residential units
- Encourage and support individual property owner’s improvements and maintenance
-

Key Recommendations

- Insure that new street construction is designed to enhance the neighborhood
- All new development should conform with the recommendations of the Las Vegas Profile (CoSprings Downtown Action Plan)
- MSNA will carefully monitor land-use changes in the neighborhood
- Discourage intense commercial and multifamily development ; encourage buffering from surrounding industrial and intense commercial uses on the periphery
- Discourage demolitions and removal of residential homes
- Discourage conversion from residential to commercial or industrial uses unless there is a clear neighborhood benefit
- Pursue development of a city bus line to provide service for neighborhood residents
- Brush along trails should be routinely trimmed back to discourage hiding places
- Provide lighting at intervals along trails
- Provide trail map signage for locator and destination points
- Use TND standards (downtown plan)

- SSMS (Supplemental Safety Measures) at the crossing of the rail line and Sierra Madre St; and intersection of Conejos and Las Animas Streets
- Conduct a lighting plan
- Promote programs available to first-time buyers
- Focus on development of single-family housing

Historic and Cultural Features

- Neighborhood platted in 1870 by General William Palmer as the Sholz and Eyes Addition
- Modest one and two story homes were built in the area
 - One of the oldest homes, built in the 1800s, is still standing. Located on South Sierra Madre Street – *is this home eligible for historic designation?*
- *Housed workers of the Broadmoor Hotel and servants to the mansions of the Old North End*
- *Annexed into the city in 1907*
- *Named for a gristmill (grinds grain into wheat and graham flour) built in 1877 – at the end of Cascade Avenue on Fountain Creek*
 - *Operated for 25 years, burned in 1902*
- *Chadborne Gospel Mission founded by Ruth Chadborne in the 1920s still stands today on north Conejos St – church planned for incorporation into the new Confluence Park plan*
- Historic Neighborhood boundaries: East - Nevada Ave ; W- Fountain Creek; N – Colorado Ave; S – Mill St

- 6% workers who commute via public transit, 1% regionally
 - 6% workers who commute over an hour, 5% regionally
- **Environmental indicators (2016)**
 - Vacancy rate: 9.23%, 7.14% regionally
 - Percentage of Occupied Units Lacking Kitchens / Plumbing: 16.41%
 - Cancer risk from air toxics: 34.84
 - AFFH Environmental Hazard Index: 32
 - Distance to Superfund Site: 1.75 miles
 - Median Year Houses are built: 1939
 - SOURCES: Census ACS, EJ Screen, HUD, Brownfields sites reports, EPA Superfund Enterprise Management System
 - Confluence Segment
 - Key Attributes: Las Vegas Street Bridge, Shooks Run Main Trail, Habitat Islands, Destination Program Zone
 - Urban Canyon Segment
 - Key Attributes: Rehabilitated Historic Railroad Stone Bridge, Bike and Pedestrian Underpass, Destination Program Zone, Cimarron Street Park Entry and Park Corridor Focal Points, E Cimarron Bike and Pedestrian Bridge, Onsite water quality, Children’s Area, Rio Grande Bike and Pedestrian Bridge, Open Play and Amphitheater, Las Animas Park entry
- **Social Capital and Cohesion Indicators**
 - Diversity index (probability that two individuals chosen at random would be of different races): 53.07, 47.03 in the county
 - Unemployment rate (2011-2015): 24.54%, 8.43% regionally
 - Population Density (people per sq mile): 1,342.88, 252.75 regionally
 - Percentage of households receiving public assistance: 3.84%, 2.61% regionally
- **Housing Market Indicators**
 - Median Owner-Occupied Home Value: \$126,300, \$219,300
 - Median Gross Rent (2011-2015): \$568, \$976 regionally
 - Share of Owner Units that are affordable at 80% of Area Median Income (2015): 54.73%, 21.16%
 - Share of 2-bedroom rental units that are affordable at 50% of area median income (2015): 87.10%, 63.14% county
 - Percentage that are single family homes (2011-2015): 36.82%, 74.74% regionally
 - Percentage of populations living in group quarters (2011-2015): 15.63%, 2.48% regionally
 - Percentage of all Home Loans that were high cost (2015): 12.5%, 5.14% regionally
 - Average percent of income spent on housing for families at median income (2014): 22.45%, 28.04% regionally
 - Median Renter Housing Cost Burden (2011-2015): 41.2%, 30.40% regionally
- **Demographic Indicators**
 - Average household size (2011-2015): 1.56, 2.6 regionally
 - % under 18 (2011-2015): 9.34%, 25.13% regionally
 - Percent of households with children (2010): 11.71%, 35.38% regionally
 - % seniors (over 65) (2014): 15.87%, 11.26% regionally
 - % of single parent families in poverty: 100%, 30.04% regionally
 - % of students in free or reduced lunch: 59.21%
 - Unemployment (2011-2015): 24.54%, 8.43% regionally
 - % of workers by residents who earn \$15,000 or less: 24.34%, 21.46% regionally
 - % of households without access to a car: 38.64%, 4.59% regionally
 - % of population who have 1 or more disability: 33.70%, 11.72% regionally
 - % of adults ever diagnosed with depression (2013): 26.56%, 18.76% in county
 - % of adults who report smoking: 26.08%, 18.05% in county

Citizen Input

- Gallup survey on community satisfaction
 - “I am proud of my community”: 68%
 - “I always feel safe and secure”: 78%
 - “In the last 12 months, I have received recognition for helping to improve the city or area where I live”: 21%

Downtown Transit Station Relocation Study (2016)

Study area boundary includes Northern portion of the study area from Cimarron Street to Las Animas Street between I-25 and Nevada Street.

Major Goals

- To assess 29 sites across Downtown for potential for a transit station that can accommodate:
 - A main transit station of approximately 8,500sf with:
 - A 1900sf waiting area
 - A community room
 - Food service
 - Restrooms
 - Indoor bike storage
 - Information / Security
 - Back of House
 - Auxiliary space
 - A 1,600 Auxiliary Transit Kiosk
 - 15 bus bays
 - 10 temporary and employee parking spaces
- To use three rounds of evaluation to determine suitable sites
 - Level 1 Evaluation included 8 sites in the Mill Street Neighborhood and 6 adjacent sites
 - Level 2 Evaluation included 0 sites in the Mill Street Neighborhood and 3 adjacent sites
 - Level 3 Evaluation included 0 sites in the Mill Street Neighborhood and 1 adjacent site

Key Recommendations

- There were no recommendations that directly affect the Mill Street Neighborhood; however one Level 3 site is adjacent to Mill Street and could influence development.
 - Site 17 occupies a four-block site North of Cimarron street between Weber and Nevada Street to Vermijo Ave.
 - Bus bays would occupy an irregular 45 degree right-of-way cutting diagonally through the block
 - Of the three Level 3 sites, this option was the most cost effective and would see \$5m of investment in the local area

APPENDIX D

IMPLEMENTATION TOOLS

AFFORDABLE HOUSING DEVELOPMENT INCENTIVES WITH FEDERAL FUNDS	1
AFFORDABILITY RESEARCH MEMO	3
FISCAL IMPACT ANALYSIS	6
LETTER OF SUPPORT: DOWNTOWN PARTNERSHIP	11



Affordable Housing Development Incentives with Federal Funds

Project Type	Eligible for grant funding	Fund source	Basic requirements
SF, 2-4plex, Multifamily, Mixed Use	Utility connections	CDBG	Utility subsidy prorated based on number of affordable units
New Construction, Rehabilitation/Renovation (Multifamily, Mixed Use)	Infrastructure costs (streets, curbs, crossings, water and sewer, etc.)	CDBG	More than 51% of the units must be rented to LMI households. No income restrictions necessary if the project is in an area declared blighted.
New Construction (SF, 2-4plex, Multifamily, Mixed Use)	Construction costs	HOME	Subsidy determined by number of AH units. Tenant/homebuyer income requirements and rent/mortgage limits for projects. Required affordability period based on level of subsidy.
Rehabilitation/Renovation (SF, 2-4plex, Multifamily, Mixed Use)	Acquisition only <ul style="list-style-type: none"> Ex: Land; air rights; easements; water rights; rights-of-way; and buildings and other real property improvements. 	CDBG	Tenant/homebuyer income requirements and rent/mortgage limits for projects. More than 51% of the units must be set at affordable rents.
Rehabilitation/Renovation (Multifamily, Mixed Use)	Multifamily rehabilitation costs <ul style="list-style-type: none"> Labor, materials and other rehabilitation costs; Refinancing, if necessary and appropriate; energy efficiency improvements; Utility connections; LBP Eval; 	CDBG	Tenant/homebuyer income requirements and rent/mortgage limits for projects. More than 51% of the units must be set at affordable rents.



Affordable Housing Development Incentives with Federal Funds

	<ul style="list-style-type: none"> • Conservation costs for water and energy efficiency; • Landscaping, sidewalks, and driveways when accompanied with other rehabilitation needed on the property; • Rehabilitation services (loan processing, work write-ups, inspections, etc.); • Handicap accessibility improvements 		
Rehabilitation/Renovation (Multifamily, Mixed Use)	Construction for building conversion from one use (such as industrial) to multi-family residential	CDBG	Tenant income requirements and rent restrictions for projects. More than 51% of the units must be set at affordable rents.

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MEMORANDUM

To: Catherine Duarte
From: Design Workshop
Date: March 27, 2018
Project Name: Mill Street Neighborhood Plan
Project #: 5819
Subject: Affordable Housing Policies & Case Studies
Copy To:

Affordable Housing Policies & Case Studies

a. Encourage density

- i. Accessory Dwelling Units—self-contained residential units located on the same lot as an existing residence. Can be within the existing residential unit or in a separate structure. Denver has an interesting pilot program where the Housing Authority puts up funds to build ADU’s and splits rents with home owners.¹
- ii. Small Lot Ordinance—Los Angeles created a small lot ordinance in 2005 to allow for the subdivision of underutilized lots and promote infill.²

b. Protect the scale of the neighborhood

- i. Small Lot Design Guidelines—As a follow-up to the Small Lot Ordinance, the City of Los Angeles drafted guidelines to ensure that future development fit the scale and character of the neighborhood. This includes recommendations on architecture, massing, site design, and contribution to the public realm.³
- ii. Maximum Lot Coverage—Arlington, VA (along with many jurisdictions) sets maximum lot coverages to preserve scale. They provide incentive “bonuses” as a means to encourage attractive features, such as front porches and detached garages.⁴

c. Minimize costs for renters

- i. Emergency Repair Program—the City of Colorado Springs’ Energy Resource Center weatherizes homes for low-income and middle income households, including separate funding for emergency repairs.⁵
- ii. Green Retrofit Program—federal program ended in 2012 but provided energy efficient retrofits of affordable housing units with an average saving of \$13,000 per unit.⁶

¹ <http://www.housingallies.org/guide/matching-needs/adus/>

² https://planning.lacity.org/PolicyInitiatives/Housing/SmallLot/SmallLotPolicy_DesignGuide.pdf

³ https://planning.lacity.org/PolicyInitiatives/Housing/SmallLot/SmallLotPolicy_DesignGuide.pdf

⁴ <https://building.arlingtonva.us/resource/lot-coverage/>

⁵ https://coloradosprings.gov/sites/default/files/community_development/pages/erc_packet_0.pdf

⁶ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

- iii. Weatherization Assistance Program—federal program to states that provides funds to make capital improvements towards energy efficiency and reduction of greenhouse emissions.⁷

d. Provide resources to owners

- i. Housing Rehabilitation Program—City of Colorado Springs’ Housing Department sponsors rehabilitation construction projects to qualifying low-income and moderate-income households. Sub-programs include: owner occupant rehabilitation program, barrier removal program, emergency repair program and lights and locks for seniors program.⁸
- ii. Single Family “Turnkey” Mortgage—El Paso County provides competitive 30-year fixed-rate mortgages with a down payment assistance grant (DPA) up to 4% for low and moderate income homebuyers.⁹
- iii. Rental Assistance Demonstration (RAD)—federal program that allows owners and public housing agencies to shift housing developments to the Section 8 platform. This allows owners to access private and public equity, including LIHTCs, HOME, and Community Development Block Grants, to renew or replace units. Tenants retain housing rights from the Housing Act of 1937¹⁰
- iv. Tax abatements—freeze taxes at a certain level to incentivize owners to invest in the renewal of their rental properties (ex. New York)¹¹
- v. Streamlined financing—local governments can streamline process for financing rehabilitation projects as an incentive to owners¹²

e. Preserve affordable rental units

- i. One-to-one replacement—San Diego requires a one-to-one replacement of any affordable rentals that are razed, removed from the stock or converted to condos, by city code¹³
- ii. Community benefit agreement—Stipulate that developers in rapidly growing areas, such as TOD’s, have to preserve or provide affordable or rental housing¹⁴
- iii. Acquisition funds—Denver provided TOD acquisition funds and grant funds to nonprofits that buy affordable housing near transit centers¹⁵

f. Incentivize affordable housing

- i. Designate TIF funds for affordable housing—devote a portion of revenue from the tax increment financing district towards affordable housing (ex. California and Chicago) or preservation (ex. Atlanta, Kansas City and Austin)¹⁶
- ii. Bridge financing—set up public / private initiative to provide loans to developers pursuing preservation or affordable projects to enable acquisition and pay upfront “soft costs.”¹⁷
- iii. Inclusionary Housing Zoning—San Francisco created the Inclusionary Housing program to require developers of market-rate multifamily housing of 10 or more

⁷ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

⁸ <https://coloradosprings.gov/housing>

⁹ <http://adm.elpasoco.com/BudgetAdministration/EconomicDevelopment/Pages/SingleFamilyMortgageBondProgram.aspx>

¹⁰ <https://www.hud.gov/rad/>

¹¹ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

¹² <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

¹³ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

¹⁴ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

¹⁵ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

¹⁶ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

¹⁷ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

units 4 options to contribute to affordable housing at below-market-rate rents or sales prices. Since 1992, the City has added over 3,000 affordable units.¹⁸

g. Plan ahead for affordability

- i. Community Land Trust—To combat rising costs of living and displacement in Denver, working class communities such as Elyria Swansea and Globeville have established community land trusts. The basic premise is that the trust owns homes in a geographic focus area and then sells the home at an affordable rate to qualifying individuals. The land below is leased but stays as an asset of the trust.¹⁹
- ii. Track at-risk properties—the Furman Center at NYU tracks at-risk properties in New York that are privately owned and subsidized and the National Housing Trust tracks Section 8 contracts set to expire in the next 5 years.²⁰
- iii. Citizen advocacy—preservation groups have been instrumental in communities across the country in providing visibility to areas under threat and mobilizing communities to reach out to their representatives.
- iv. Homeless Prevention and Rapid Re-Housing Program—a federal program to provide short and long-term assistance (including heating and utilities bills) to persons or families facing an unexpected emergency or short-term hardship. They do not pay mortgage payments but will help families relocate in cases of foreclosure.²¹

¹⁸ <https://www.huduser.gov/portal/casestudies/study-12162016.html>

¹⁹ https://en.wikipedia.org/wiki/Community_land_trust#/media/File:Community_Land_Trusts.png

²⁰ <https://www.huduser.gov/portal/periodicals/em/summer13/highlight1.html>

²¹ http://www.needhelppayingbills.com/html/el_paso_county_assistance_prog1.html

TO: Catherine Duarte, Senior Analyst, Community Development
FROM: Ian Peterson, Analyst II, Budget Office
DATE: October 5, 2018
SUBJECT: **Mill Street Master Plan Amendment - Fiscal Impact Analysis**

A copy of the fiscal impact analysis for the Mill Street Master Plan Amendment, is attached. At the request of the Community Development Division, the Budget Office prepared a fiscal impact analysis estimating the City General Fund, Public Safety Sales Tax (PSST) Fund, and 2C Road Maintenance Tax revenue and expenditures attributable to the amended Mill Street neighborhood for the period 2019-2028.

The fiscal review criteria of the City Code states city costs related to infrastructure and service levels shall be determined for a ten-year time horizon for only the appropriate municipal funds.

The methodology used for the fiscal impact analysis is a case study approach, where a mini-budget process is undertaken in which City units are asked to project the increased marginal cost of providing services to the development for 2019-2028. The Budget Office estimates the city revenue, as outlined in the Revenue Notes, stemming from the development, and nets those revenues against the potential revenue of the previously proposed land use in the Master Plan.

Most departments indicated that there were no identifiable marginal costs of providing services to this amended development. However, the Fire Department (\$835-\$997), Police Department (\$13,727-\$16,405), Streets Division (\$25,214-\$30,133), and Parks Department (\$51,623-\$61,694) identified marginal increases in operation costs annually.

The result of the fiscal impact analysis is a positive cumulative cashflow for the City during the 10-year timeframe. The major positive factor within this fiscal impact analysis is the potential revenue from the encouragement of development of underdeveloped parts of the Mill Street Neighborhood.

The Summary of Expenditures and Revenues is attached. In addition, the Expenditure and Revenue Notes are attached and provide the methodology for calculating the expenditures and revenues.

**GENERAL FUND FISCAL IMPACT ANALYSIS
SUMMARY OF EXPENDITURES AND REVENUE FOR
Mill Street Neighborhood Plan**

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
EXPENDITURES										
<u>Total Salaries, Operating, and Capital Outlay</u>										
Police	13,727	14,001	14,281	14,567	14,858	15,155	15,459	15,768	16,083	16,405
Fire	835	851	868	886	903	921	940	959	978	997
Public Works - Streets	25,214	25,718	26,233	26,757	27,292	27,838	28,395	28,963	29,542	30,133
Public Works - Transportation Engineering	0	0	0	0	0	0	0	0	0	0
Public Works - City Engineering	0	0	0	0	0	0	0	0	0	0
Public Works - Traffic	0	0	0	0	0	0	0	0	0	0
Parks, Recreation and Cultural Services	51,623	52,655	53,708	54,783	55,878	56,996	58,136	59,298	60,484	61,694
TOTAL EXPENDITURES	91,398	93,226	95,091	96,992	98,932	100,911	102,929	104,988	107,088	109,229
REVENUES										
Property Taxes	0	0	4,542	4,678	4,818	4,963	5,112	5,265	5,423	5,585
Specific Ownership Taxes	0	0	528	544	560	577	594	612	631	650
Road & Bridge Revenue	0	0	173	178	183	189	194	200	206	212
Sales Tax Revenue (Residential & Commercial)	28,671	47,391	67,209	88,174	110,335	133,748	158,465	184,545	212,048	241,034
Sales and Use Tax Revenue (Building Materials)	80,284	0	0	0	0	0	0	0	0	0
Miscellaneous Revenue	31,289	32,228	33,195	34,191	35,216	36,273	37,361	38,482	39,636	40,825
General Fund Sub-Total	140,244	79,619	105,646	127,764	151,113	175,749	201,726	229,104	257,944	288,307
<u>Public Safety Sales Tax Fund</u>										
Sales Tax Revenue (Residential & Commercial)	5,734	9,478	13,442	17,635	22,067	26,750	31,693	36,909	42,410	48,207
Sales and Use Tax Revenue (Building Materials)	16,057	0	0	0	0	0	0	0	0	0
Public Safety Sales Tax Fund Sub-Total	21,791	9,478	13,442	17,635	22,067	26,750	31,693	36,909	42,410	48,207
<u>2C Road Tax Fund</u>										
Sales Tax Revenue (Residential & Commercial)	8,888	14,691	20,835	0	0	0	0	0	0	0
Sales and Use Tax Revenue (Building Materials)	24,888	0	0	0	0	0	0	0	0	0
2C Road Tax Fund Sub-Total	33,776	14,691	20,835	0						
TOTAL REVENUE	195,810	103,789	139,923	145,399	173,180	202,498	233,419	266,014	300,353	336,514
REVENUE SURPLUS/DEFICIT										
(Total Rev. less Total Exp.)										
ANNUAL	104,412	10,563	44,832	48,406	74,248	101,587	130,490	161,026	193,266	227,285
CUMMULATIVE	104,412	114,975	159,807	208,213	282,461	384,049	514,539	675,565	868,830	1,096,115

EXPENDITURE NOTES:

Mill Street Master Plan Amendment

General Fund/Public Safety Sales Tax (PSST) Fund/2C Road Maintenance Tax Fund Fiscal Impact Analysis, 2019-2028

POLICE:

As development occurs, the Police Department is responsible for regular police patrol and first response services in the area. The change incurred from the encouragement of development represents a marginal increase of approximately \$13,727 to \$16,405 in cost of services for the Police Department annually within the next ten years.

FIRE:

Between the originally proposed Master Plan and this amendment, the only additional, operational, identifiable marginal costs of providing service are fuel, medical supplies and maintenance (\$835-\$997 annually).

PUBLIC WORKS – STREETS, TRAFFIC ENGINEERING, CITY ENGINEERING:

There are small additional public infrastructure and maintenance obligations associated with this amendment in the next ten years. Between the originally proposed Master Plan and this amendment, additional roadway and sidewalk improvements are required. Therefore, the identifiable increased costs to Public Works, are in the Streets Division (\$25,214-\$30,133) to account for marginal increased costs of maintenance of roadway and sidewalk infrastructure.

PUBLIC WORKS -TRANSIT:

The change in land use within this Master Plan Amendment are consistent with previous downtown master plans, and thus will not alter transit services to this area within the next ten years. There are no identifiable marginal costs within the next ten years.

PARKS:

One of the major items within the Master Plan Amendment is the cleanup and reprogramming on Dorchester Park. The increased attention and support of this Park represents a marginal cost of \$51,623-\$61,694.

REVENUE NOTES

Mill Street Master Plan Amendment

General Fund/Public Safety Sales Tax (PSST) Fund/2C Road Maintenance Tax Fund Fiscal Impact Analysis, 2019-2028

PROPERTY TAX:

It is assumed property taxes will be collected in the year 2021 based upon beginning construction in 2019 because of the time lag associated with placing assessed value onto the assessment rolls. The 2021 revenue is calculated by multiplying the City mill levy of 4.279 mills by the projected increase in City assessed valuation resulting from the proposed development. This assumes there is no change in the commercial assessment ratio of 29%, and residential assessment ratio of 7.2%. The cumulative assessed valuation includes a 3% annual increase in market values.

The collection of property tax per the Master Plan amendment is netted against potential property tax revenue within the original proposed Master Plan.

ROAD & BRIDGE REVENUE:

The Road & Bridge Revenue is calculated at 3.85% of the property tax revenues. This is based on the average actual City road & bridge revenues as a percent of property tax revenue over a period of five years.

SALES AND USE TAX:

The revenue calculation assumes the existing General Fund tax rate and existing collection practices.

Projections include sales tax revenue from the personal consumption by the new population projected to reside in the Mill Street Neighborhood, new commercial development attracted to the area, and the sale of building materials used in the projected construction of the households in the development.

The collection of sales tax related to the Master Plan amendment is netted against potential sales tax revenue within the original proposed Master Plan.

The Sales Tax Revenue for Residential Uses is calculated by determining the average household income per unit and the percentage of income spent on taxable consumption.

The average household income per unit is calculated based upon an "affordability" calculation, which assumes 10% down, 30-year mortgage @ 4%, and a 28% income/Principal and Interest ratio. The percentage of income spent on taxable consumption is 33%, which is derived based on the estimates from the U.S. Department of Commerce Consumer Expenditure Surveys. It also assumes that 75% of consumption by the new residents will be within the City and that 60% of the

consumption by these residents is new to the City. Projections include a 3% annual increase for inflation.

The Sales Tax Revenue for Building Materials is calculated based on sales taxable materials at 40% of the market value of the property.



October 1, 2018

Ryan Tefertiller, Planning Manager
City of Colorado Springs, Urban Planning Division
30 S. Nevada Ave, #603
Colorado Springs, CO 80901

Dear Mr. Tefertiller,

The purpose of this letter is to express an opinion by the Downtown Partnership regarding the Mill Street Neighborhood Strategic Plan.

Overall, the Downtown Partnership is in support of this plan. While the majority of the Mill Street neighborhood lies outside of the Downtown Development Authority boundaries that guide the Downtown Partnership's work, the neighborhood is an important gateway to Downtown and its health and viability contributes positively to the success of Downtown.

Though the Downtown Partnership is typically cautious of supporting strategic plans that overlap with the boundaries of the Experience Downtown Master Plan, staff is confident that the vision and guiding principles of the Mill Street Neighborhood Plan are well aligned with the goals and vision of the Experience Downtown Master Plan.

Furthermore, staff is supportive of language indicating that in areas of overlap between the two plans, the Experience Downtown Master Plan will take precedent.

As long as final iterations of the Mill Street Neighborhood Plan acknowledge and align with the goals of the Experience Downtown Master Plan, and defer to the Experience Downtown Master Plan in cases of common boundaries, Downtown Partnership staff will continue to support this plan.

Thank you for your time and consideration.

Sincerely,

Alexander Armani-Munn
Economic Vitality Coordinator
Downtown Partnership of Colorado Springs

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APPENDIX E

RESOLUTION

CITY OF COLORADO SPRINGS RESOLUTION