WOODLAND PARK
COMPREHENSIVE PLAN

Prepared By
CIVIL RESOURCES
Our Vision

Woodland Park’s panoramic views of Pikes Peak and the beauty of the surrounding forest inspire our vision for the future and will be the key to our prosperity. Our citizens will build and nurture a multi-generational family-friendly community, which values and supports education, the arts, recreation, quality of life, and both environmental and economic sustainability.

Our Guiding Principles

- Enhance Woodland Park’s Identity
- Protect the Mountain Environment, Wildlife, and Scenic Beauty Surrounding Our Community
- Sustain Woodland Park’s Economic Diversity and Vitality
- Strengthen Downtown as a Community Resource
- Maintain a Highly Performing Government
- Promote Opportunities for Life-long Learning
- Promote Woodland Park as a Welcoming Community
- Keep Woodland Park Safe

Why a Comprehensive Plan?

Imagine a dynamic, safe community that is accessible to all of our citizens, and which provides a family atmosphere for raising our children, promotes opportunities for businesses and services, and sets a new direction for the interaction of human activity and the natural surroundings. It is an enhanced community that is loved and cared for by the citizens, while providing increased opportunities for nature enthusiasts. This plan reflects broad community input gathered over nine months in community workshops and surveys, all pulled together by a Citizen Advisory Committee and seven subcommittees, together with the City Staff, a very diverse constituency which understands the importance of smart planning for the future. Adjacent neighborhoods and communities within the region will also enjoy new opportunities to grow and prosper as we move forward into the future. This aspirational plan provides a non-binding, non-regulatory framework of possible ideas for helping to guide and assist the entire community in realizing a number of worthwhile community aspirations and intentions. This positive plan does many worthwhile things, including helping to stimulate new investment and business opportunities, addressing land use and growth, improving our community wellbeing, and maintaining a harmonious relationship with our natural surroundings! Near Nature! Near Perfect!
CITY OF WOODLAND PARK, COLORADO
JOINT RESOLUTION NO. 718, SERIES 2010

A JOINT RESOLUTION BY THE CITY OF WOODLAND PARK PLANNING COMMISSION TO ADOPT THE 2010 WOODLAND PARK COMPREHENSIVE PLAN AND BY THE WOODLAND PARK CITY COUNCIL TO ENDORSE THE 2010 WOODLAND PARK COMPREHENSIVE PLAN

WHEREAS, the 2010 Woodland Park Comprehensive Plan is an aspirational document that is not regulatory but provides guidance toward the future development and growth of the community; and

WHEREAS, it is the responsibility of the Planning Commission to make and adopt a Master Plan for the physical development of the municipality, as affirmed by the enabling State legislation (C.R.S. 31-23-206) and the City Charter (Article V, Section 5.4(d)); and

WHEREAS, the City’s 1999 Master Plan has served the community well through the past decade; however it is time to update the City’s Plan with a more community comprehensive approach; and

WHEREAS, the 2010 Comprehensive Plan has been expanded in scope to include trends and interests with a series of goals, objectives and actions that will help guide the local government in its decisions; and

WHEREAS, the process began with a Community Visioning Workshop on May 5, 2009 with nearly 120 residents, business owners and students attending the workshop to share their opinions about the critical issues facing Woodland Park, what they value most about our town, and what they would like the City to be in the future; and

WHEREAS, out of that Community Visioning Workshop, a Citizens Advisory Committee (CAC) was formed consisting of twenty-two residents representing a broad cross-section of the community. The CAC met more than a dozen times throughout the planning process to evaluate the community survey results, define the top issues facing the community, and develop Guiding Principles based on the survey results and the input received at the Community Visioning Workshop; and

WHEREAS, in June of 2009 seven subcommittees were formed to focus on the areas of:
1. Land Use and Growth, Housing, and Community Character and Design
2. Transportation and Drainage, and Public Safety and Emergency Services
3. City Finances, and Economic Development and Tourism
4. Water and Wastewater
5. Sustainability, and Parks, Trails and Open Space
6. Community Wellbeing: Education, Health and Recreation
7. Arts, Culture and Community Heritage
Approximately 70 volunteers participated in this process. Together the CAC, City staff, and the subcommittees drafted the Plan, taking precautions to ensure that each chapter was consistent with the Guiding Principles and the community’s comments; and

WHEREAS, the subcommittees met throughout the summer of 2009 to discuss and refine their specific chapters. The Comprehensive Plan was originally authored by the City’s consultant, Civil Resources, who created the first draft for the subcommittees to review and revise. The chapters contained a “Portrait” listing the relevant documents, statistics, community comments, and opportunities, challenges and trends associated with each topic. The Portrait is followed by the Goals, Objectives and Actions, charting the course for the future of Woodland Park. Also during the summer months, the CAC (including the seven subcommittee chairs) met to craft the Vision Statement and eight Guiding Principles; and

WHEREAS, in September 2009, the subcommittees reported back to the community at a second Workshop and asked for input and concurrence with their recommendations. Through the fall of 2009 and into early 2010, the CAC refined the Comprehensive Plan. On February 2, 2010, the CAC voted to approve the Comprehensive Plan as drafted and forward it to the Planning Commission for their review; and

WHEREAS, on February 11, 2010, the Woodland Park Planning Commission reviewed the Comprehensive Plan for the first time in a work session and were given a presentation on the process to date by the CAC Chair. Soon after February 11th, the Planning Commission Chairwoman established a subcommittee for the purpose of proposing format and content changes; and

WHEREAS, on March 4, 2010, March 11, 2010, March 24, 2010, March 31, 2010, April 7, 2010 and April 13, 2010, the Planning Commission’s subcommittee met to review the entire document. The subcommittee documented and tracked their proposed edits using a “Change Resolution Matrix”; and

WHEREAS, on April 22, 2010, May 13, 2010, May 27, 2010 and June 13, 2010, the Planning Commission held work sessions to review the proposed formatting and any content edits. The work sessions resulted in a final draft of the 2010 Comprehensive Plan to be presented to the public; and

WHEREAS, on July 22, 2010, the Planning Commission held a public hearing to consider the adoption of the 2010 Comprehensive Plan and voted unanimously to approve a Resolution doing so and recommended that the Woodland Park City Council endorse the 2010 Comprehensive Plan. On September 9, 2010, the Planning Commission unanimously approved Joint Resolution 718; and

WHEREAS, on August 19, 2010 and September 2, 2010, the City Council held work sessions to review the 2010 Comprehensive Plan as presented by the Planning Commission; and

WHEREAS, on September 16, 2010 the City Council voted to endorse the 2010 Compressive Plan with minor edits and approved Joint Resolution 718.
NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING COMMISSION AND CITY COUNCIL OF THE CITY OF WOODLAND PARK THAT:

The foregoing Joint Resolution was adopted at a regular meeting of the Planning Commission of the City of Woodland Park held in Woodland Park on the 9th day of September, 2010.

__(Signature)  
Carrol Harvey  
Planning Commission Chairwoman

ATTEST:  
__(Signature)  
Planning Department, Administrative Assistant

Furthermore, the foregoing Joint Resolution was approved at a regular meeting of the City Council of the City of Woodland Park held in Woodland Park on the 16th day of September, 2010.

__(Signature)  
Steve Randolph, Mayor

ATTEST:  
__(Signature)  
City Clerk
ACKNOWLEDGEMENTS

Special gratitude and thanks are extended to all the volunteers and staff, whose valuable assistance was instrumental in the formulation of the 2010 Woodland Park Comprehensive Plan.

City Council
Steve Randolph, Mayor
Jon DeVaux, Mayor Pro-tem
Betty Clark-Wine
Terry Harrison
George Parkhurst
Eric Smith
David Turley

Planning Commission
Carrol Harvey, Chairwoman
Charles Olson, Vice Chair
Catherine Everett
Larry Larsen
Paula Mattingly
Tom Rollinger
John Schenk
Charles Schroeder
Mark Stackhouse
Larry Ullo

Citizen Advisory Committee
Tony Perry, Chairman
Jeff Baldwin
Suzanne Brown
Will Brown
Nate de Koning
Laura Dreher
Sue Greene
Curt Grina
Brian Gustafson
Carrol Harvey
Kendall Hovell
Caleb Kettler
Steve Randolph
Jason Roshek
David Turley
Mark Weaver
Lee Willoughby

Comprehensive Plan Subcommittees

#1: City Finances, Economic Development and Tourism
Sam Gould, Chairman
Bob Armstrong
Debbie Miller
Carl Ross
Pam Streck
Gary Wine

#2: Land Use and Growth, Housing, and Community Character and Design
John Schenk, Chairman
Ben Caperton
Jamie Caperton
Kim Dimmet
Jennifer Erdley
Larry Larsen
Carma Loontjer
Phil Mella
Robbi Ripley
Arnie Sparnins
Kathy Stockton

#3: City Utilities: Water and Wastewater
Gary Crane, Chairman
Skip Howes
Ken Matthews
Don Phillips
Mike Putnam
Judy Ross
Eric Smith
Sam Walenta
Dean Waters
Jim Wolff

Plus the Subcommittees’ Chairmen
#4: Community Sustainability and Parks, Trails, and Open Space
Matt Gawlowski, Chairman
Jack Berger
Ron Capen
Scott Davis
Donna Engle
Cindy Estevane'
Kim Houck
Mina Kidd
Trudie Layton
Nancy Lecky
Patrick Pine
Julie Reid
Marcie Thompson
Todd Wiseman

Jane Enger
Kayla Ibarra (9th grade)
Patricia Key
Jake Neil (7th grade)
Amy Nieman
Amy Patterson (8th grade)
Bethanne Peters (12th grade)
Brenna Peterson (9th grade)
Doug Randolph
Pamela Rich

City Staff
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Cindy Morse, City Clerk and Asst. Manager
William Alspsch, Public Works Director and City Engineer
Amanda Brush, City Planner
Kellie Case, Finance Director
Jim Halloran, Sergeant and Emergency Management Coordinator
Cindy Keating, Parks and Recreation Director
Beth Kosley, Director of Economic and Downtown Development
Barb Larsen, Utilities Technician
Robert Larson, Chief of Police
Sally Riley, Planning Director
Janell Sciacca, Deputy City Clerk
Jim Schultz, Utilities Director
Doreen Ward, Build-A-Generation Coordinator
Maggie Weien, Planning Administrative Assistant
Scott Woodford, City Planner

#5: Transportation, Drainage and Public Safety and Emergency Management
Marti Propes, Chairwoman
Bob Bartlett
Kevin Dougherty
Mary Gonzales
Chris Konczak
Nick Lauria
George Parkhurst
Carl Reif
Chris Rubin

#6: Arts, Culture and Historic Preservation
Darwin Naccarato, Chairman
Debi Boucher
Val Carr
Laurie Glauth
Craig Harms
Bob Harvey
Ralph Holloway
David Langley
Merry Jo Larson
Gary Litchenberg
Karolyn Smith

Jane Enger
Kayla Ibarra (9th grade)
Patricia Key
Jake Neil (7th grade)
Amy Nieman
Amy Patterson (8th grade)
Bethanne Peters (12th grade)
Brenna Peterson (9th grade)
Doug Randolph
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Fehr & Peers
Carlos Hernandez, Transportation Planner

#7: Community Well-being: Education, Health, and Recreation
Doreen Ward, Chairwoman
Mary Barrowman
Amanda de Koning
Dante Disharoon (11th grade)
ADDENDUM

The 2010 Comprehensive Plan is intended to be a living document that will serve the City of Woodland Park for the next decade. All modifications and additions to the Comprehensive Plan, since its approval on September 16, 2010, will be logged and tracked in the list below.

#1, October 8, 2010, added page 36a to insert the 2009 General Fund Audited Revenues and Expenditures to the City Finances chapter.
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Introduction
Background
This document is the culmination of countless hours of surveying, discussing, writing, debating, re-writing and refining Woodland Park’s long term plan for the future. This plan articulates core community values and goals and provides direction for achieving these goals. Just as pilots map their flight plan, the Woodland Park Comprehensive Plan is intended to help chart the course to follow for Woodland Park community leaders, City Council, Staff and the City’s many boards and committees.

Portrait of Woodland Park
Physical Environment
Woodland Park is located in the Rocky Mountains eighteen miles west of Colorado Springs and ten miles north of the summit of Pikes Peak. The official elevation of Woodland Park is 8465 feet above sea level. The elevation within the City ranges from about 8100 to 9000 feet. Woodland Park is situated on a saddle on the divide between the South Platte River Basin to the north and the Arkansas River Basin to the south. From the center of the City the Trout Creek Valley extends to the north and the Fountain Creek Valley extends to the south. Small mountain ranges lie to the east and west reaching elevations of 9600 feet on the east and 9200 feet on the west. In general the land to the north, east and west of the City is part of the 1.1 million acre Pike National Forest.

Climate
Woodland Park has a semi-arid climate, receiving an average of 14.4” of precipitation annually. Typically August and July receive the highest levels of precipitation with monthly averages of 3” and 2.73” respectively. July is typically the warmest month, with an average high temperature of 78 degrees. January is typically the coolest month, with an average high of 38 degrees. Minimum temperatures fall below freezing on about 170 days per year from September through May. The City averages over 300 sunny days per year.

Demographics
According to the 2000 census, Woodland Park was a community of 6,515 people. Males made up 50.1% (3,264) of the population; females 49.9% (3,251). The median age during the 2000 census was 37.5. Children under 5 years represented 6.2% of the population; those 18 years and over 71.5%; and those 65 years and over 6.5% of the population. Note: Census data will be updated when it is available.

Woodland Park is more age and economically diverse than racially diverse. In the 2000 Census, 94.9% (6,182) people reported being white, 3.5% (225) Hispanic or Latino, 0.9% (57) Asian, 0.7% (47) American Indian and Alaska Native, 0.5% (34) reported being black or African American and 0.8% (53) reported being some other race. (Note: The six numbers add to more than the total population because individuals may report more than one race in the 2000 Census.)
A distribution of population by age is shown in the table below. In 2000, 31.1% of the population was 19 or younger. Note: The 2010 census data will not be available until 2012 and U.S. Census Bureau American Community Survey, 2006-2008 was also unavailable for Woodland Park.

<table>
<thead>
<tr>
<th>Age, Years</th>
<th>Number of Residents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5</td>
<td>407</td>
<td>6.2</td>
</tr>
<tr>
<td>5-9</td>
<td>473</td>
<td>7.3</td>
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<tr>
<td>10-14</td>
<td>603</td>
<td>9.3</td>
</tr>
<tr>
<td>15-19</td>
<td>544</td>
<td>8.3</td>
</tr>
<tr>
<td>20-24</td>
<td>210</td>
<td>3.2</td>
</tr>
<tr>
<td>25-34</td>
<td>709</td>
<td>10.9</td>
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<tr>
<td>35-44</td>
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<td>45-54</td>
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<td>60-64</td>
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<tr>
<td>65-74</td>
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<td>110</td>
<td>1.7</td>
</tr>
<tr>
<td>85 and Over</td>
<td>28</td>
<td>0.4</td>
</tr>
<tr>
<td>Median Age</td>
<td></td>
<td>37.5</td>
</tr>
</tbody>
</table>

What is the Woodland Park Comprehensive Plan?
The Comprehensive Plan is a carefully crafted framework and suggested guide for indentifying myriad ideas that will help transform aspirational ideas and intentions into future reality. To this end, the Plan articulates specific goals, objectives, and suggested actions. One useful way to view the Plan is as an intricately complex set of interlocking ideas and possible priorities that, over time, may or may not be realized. Further, the Planning Commission recognizes that many of these ideas are not always complementary but contradictory. To chart the way ahead, therefore, will require a thoughtful, measured, balanced approach concerning relative tradeoffs by the Planning Commission, City Council and others in the community. The Planning Commission also wishes the public to understand and comprehend that the Plan, as presented, is not mandatory or even prescriptive in intent over time. Rather the Plan represents more a comprehensive checklist of non-binding ideas (all of which have a degree of merit) for broader community consideration. This latter point will require periodic emphasis over time by City staff and the Planning Commission since portions for the Plan may, from time to time, be perceived by some as some type of mandatory instrument of public planning policy formulation and execution. In reality the Plan’s intent is just the opposite. As designed, the Plan provides maximum flexibility, agility, and adaptability to changing circumstances and conditions. This is why all goals, objectives and actions use language that is merely suggestive in both tone and content.
Purpose of the Plan
The Comprehensive Plan will help guide land-use decisions, help prioritize City actions and allocate limited resources, and foster public and private partnerships to confront common challenges. It will take a long-term, concerted effort to achieve this vision – it will not be achieved all at once. However, if community members can work together to implement plan actions and apply the plan’s guiding principles to future land use proposals, Woodland Park will continue to be an exceptional place to work, learn, shop, recreate and call home.

Legislative Basis for the Plan
The Colorado Revised Statutes state, “It is the duty and responsibility of the [planning] commission to make and adopt a master plan for the physical development of the municipality (C.R.S. 31-23-206).” This section further states, “the plan shall be made with the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the municipality and its environs which will, in accordance with present and future needs best promote health, safety, order, convenience, prosperity and general welfare (C.R.S. 31-23-207).”

Planning Area Service Plan
Before Woodland Park may annex a property in its planning area, State law (C.R.S. 32-12-105(1)(e)) requires that the City have a plan in place that “generally describes the proposed location, character and extent of streets...open spaces...public utilities...to be provided by the municipality and the proposed land uses for the area.” The Comprehensive Plan will serve as this plan for the City.

Organization of the Plan
The Introduction explains the purpose of the Comprehensive Plan, the legislative basis and the planning process. The Vision and Guiding Principles articulate the community’s preferred future for the City and the core values that each goal, objective and action adhere to, and to which community proposals should be measured. Each proceeding chapter contains a Portrait listing relevant documents, statistics, and opportunities, challenges and trends associated with each topic. Each chapter concludes with goals, objectives and actions. The goals are ambitions that the City would like to achieve in the future. They are the destinations in the pilot’s flight plan. The objectives provide more detail about what the City wants to achieve. The actions are strategic tasks the City may take to achieve the goal and reach its destination.

Planning Process
The Woodland Park Comprehensive Plan is truly a community-based plan. Woodland Park Staff worked closely with the consulting firms of Civil Resources and PlaceMatters to devise a process that gave Woodland Park youth, adults, employers, employees, residents, and elected and appointed officials the opportunity to provide input on the direction they would like the City to move in the future. The information received forms the foundation of this plan. The community engagement process included:

- The Comprehensive Plan website that explained the purpose of the Comprehensive Plan, reported on the planning team’s progress, listed a calendar of upcoming events and gave people the opportunity to review and comment on draft sections of the plan.
- Sending postcards and mass emails to people working, learning and living in Woodland Park’s planning area asking them to complete a community survey; 588 people participated. Refer to Appendix B for a summary of the survey results.
The Community Visioning Workshop (Appendix C) that included:

- A discussion about why the City is at a critical juncture in its development, why articulating a desired path for its future is so important and why the City needs community feedback to get there;
- Keypad polling to collect anonymous feedback on past planning efforts and to determine key issues and community values;
- An overview of transportation challenges facing Woodland Park and approaches that other communities are taking to improve their transportation systems and long-term viability; and
- Roundtable discussions to talk about community issues and to devise strategies to address these challenges.

A high school student workshop and a middle school student workshop (Appendix C) to learn what students’ dreams are for the community.

Recruiting a Citizen Advisory Committee (CAC) comprised of twenty-two residents, business owners and community leaders that represent a broad cross-section of the community. The CAC met more than a dozen times throughout the planning process to evaluate the community survey results, define the top issues facing the community, and develop Guiding Principles based on the survey results and the input received at the Community Visioning Workshop. The CAC played a vital role in overseeing the total planning process.

The CAC and City also assembled seven subcommittees to provide expertise and additional viewpoints for each chapter of the plan. Several subcommittees were responsible for more than one chapter. Approximately 70 volunteers participated in this process. Together with the CAC and City Staff, the subcommittees drafted the plan, taking precautions to ensure that each chapter was consistent with the Guiding Principles and the community’s comments.

Once the first draft of the comprehensive plan was in place, representatives from the CAC and subcommittees presented their findings at the Road to the Future Workshop (Appendix D) and used keypad polling to determine if participants agreed with their recommendations. Workshop participants also held roundtable discussions to talk about key issues facing Woodland Park and to devise strategies to address these challenges.

Next, the CAC held a series of meetings to carefully review and revise each chapter of the document to prepare it for the Planning Commission’s and the City Council’s review and adoption.

The Planning Commission established a representative subcommittee to improve the formatting and flow of the document. Then several work sessions were held by the Commissioners which culminated with a public hearing and approval of Resolution 718 on July 22, 2010.

After two work sessions, the City Council passed Joint Resolution 718 endorsing the 2010 Comprehensive Plan on September 16, 2010.

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”
—Margaret Mead
Vision Statement
Woodland Park’s panoramic views of Pikes Peak and the beauty of the surrounding forest inspire our vision for the future and will be the key to our prosperity. Our citizens will build and nurture a multi-generational family-friendly community, which values and supports education, the arts, recreation, quality of life and both environmental and economic sustainability.

Guiding Principles
Enhance Woodland Park’s Identity
- Encourage a high standard of design that respects and augments Woodland Park’s character and enhances the community’s appearance
- Promote and market Woodland Park as the regional hub and destination for mountain-related recreation activities, cultural affairs and entertainment events
- Highlight and promote opportunities to showcase and learn about Woodland Park’s history
- Integrate local art that contributes to Woodland Park’s character into the built environment

Protect the Mountain Environment, Wildlife and Scenic Beauty Surrounding Our Community
- Promote recycling, reduce natural resource consumption and limit waste production
- Minimize the footprint and impact of new development on natural resources
- Improve Woodland Park’s walking, biking and bus service options to reduce dependency on automobiles
- Create opportunities for residents and visitors to interact with and learn from nature

Sustain Woodland Park’s Economic Diversity and Vitality
- Foster partnerships between local businesses, non-profit organizations and the City that create employment opportunities and provide needed services to residents and visitors
- Continue to accommodate businesses, non-profit organizations and entrepreneurs that seek to locate in Woodland Park
- Cultivate economic resilience and innovation by supporting diversity, innovation and entrepreneurship

Strengthen Downtown as a Community Resource
- Strive to make downtown a bicycle- and pedestrian-friendly, accessible, safe and exciting environment
- Support a diverse assortment of businesses that cater to the community’s needs
- Pursue a recreation center to anchor downtown and further develop the area as a civic, educational and economic center of activity
- Encourage mixed-use developments and accessory dwelling units
- Promote events and activities located downtown that appeal to visitors and residents of all ages

“Vision without action is a daydream. Action without vision is a nightmare.”
-- Japanese Proverb
Maintain a Highly Performing Government
- Provide highly responsive, reliable and exceptional services to the community
- Create an inclusive, transparent and approachable relationship between residents, business owners and the City
- Provide public infrastructure, services and utilities in a fiscally responsible and efficient manner
- Encourage progressive, effective leadership and conflict resolution techniques
- Use a variety of communication tools (Internet, social media, television, word of mouth, newspapers and newsletters, etc.) to help make the community aware of the City’s initiatives, plans, programs and opportunities to become involved

Promote Opportunities for Life-long Learning in Woodland Park
- Strengthen partnerships with the Woodland Park School District and other higher education opportunities to promote life-long learning
- Create and promote opportunities for adults and youth to enhance personal development and increase intergenerational interaction

Promote Woodland Park as a Welcoming Community
- Encourage a supportive, welcoming attitude throughout the City
- Design and support parks, trails, festivals and recreation programs to provide a variety of opportunities for diverse age groups and abilities that bring the community together
- Provide opportunities for youth to learn, work and volunteer in Woodland Park
- Encourage a varied housing supply to meet the needs of Woodland Park’s diverse population

Keep Woodland Park Safe
- Collaborate with local, state, and federal entities to prepare for emergencies and natural disasters
- Encourage public-private partnerships to prevent crime and increase community involvement
- Continue timely responses to police, fire, emergency management services and utilities situations
- Design streets, public spaces, buildings and parking for safety
How to Use the Comprehensive Plan

Community Members and Business Owners: Use the Comprehensive Plan to learn what the goals are for the community. The actions identified with each goal and objective are individually prioritized as either a short-term (1-2 years), mid-term (3-5 years), long-term (6+ years), or ongoing actions. (See Appendix A) These priorities will be reviewed and revised as needed.

- The Vision is a statement about what the City aspires to become. The Guiding Principles articulate the shared community values that underlie the vision and serve as a basis for integrated decision-making.
- The Land Use and Growth Chapter presents population trends and lists strategies for “providing opportunities for growth and development, while preserving community and environmental quality.” The Comprehensive Plan Map illustrates where different land uses (e.g., housing, commercial, parks) are appropriate.
- The Housing Chapter profiles Woodland Park’s housing supply and details actions for providing “a balanced and diverse housing supply that is well-designed, well-maintained and available and accessible to all citizens throughout the community.”
- The Community Character and Design Chapter includes Community Design and Development Principles and actions to enhance the City’s sense of place.
- The City Finances Chapter conveys measures the City may take to innovatively finance the community’s needs and aspirations in a fiscally responsible manner.
- The Economic Development and Tourism Chapter analyzes the City’s economic condition and presents an approach for expanding the community’s tax and job base.
- The Sustainability Chapter illustrates how to “promote an inclusive high performing government that is responsive to community members’ needs” and to “protect and enhance the health and livability of Woodland Park’s natural and human environments.”
- The Water and Wastewater Chapter summarizes water and wastewater treatment, storage and use data and details steps the City may take to “provide a safe, reliable, aesthetically pleasing (taste, odor, clarity) water supply in a cost effective, environmentally sound manner” and to “provide high quality service to reliably collect and optimally treat wastewater in a fiscally responsible manner.”
- The Transportation and Drainage Chapter includes information about the City’s transportation system and contains actions to “promote a multi-modal transportation network that facilitates safe and efficient movement throughout the community” and to “manage stormwater to prevent erosion and flooding and to protect water quality and downstream users.”
- The Public Safety and Emergency Management Chapter provides details about the City’s police department and lists strategies to enable the City to continue to provide excellent public safety and emergency services.
- The Parks, Trails and Open Space Chapter describes the City’s parks, trails and open space system and incorporates measures to enhance it.
- The Community Wellbeing: Education, Health and Recreation Chapter presents information on Woodland Park’s education and health system, and recreational opportunities for adults and youth. Goals revolve around the concept of becoming more child-friendly, promoting volunteerism and leadership development, expanding learning and recreational opportunities and helping community members to live healthy lifestyles.
**Introduction**

- The **Arts, Culture and Community Heritage** Chapter lists some of the City’s cultural and historical assets and explains not only how the community may increase public art and cultural expression throughout the area, but also how to help community members embrace and become part of the local history.

**City Staff and City Officials**: Use the Comprehensive Plan to guide your decisions. For example, Staff and the City’s many boards and commissions should use this document to develop their mid-range plans and annual work plans.

- Review the goals, objectives and actions annually to evaluate the community’s progress and to ensure they remain valid. Consult with appropriate entities such as the School District, the Chamber of Commerce and Teller County to collaborate on common goals.
- Regularly update the implementation plan, identifying what has been accomplished, new community priorities and what tasks need to be completed in the short-, medium- and long-term.
- Use the **Comprehensive Plan Map** to determine where growth is anticipated, to help plan for capital improvements and to help determine where infrastructure investments will be needed.
- Collaborate with landowners to encourage development that is consistent with the **Comprehensive Plan Map** and the community vision, and help further the goals set forth in this plan.
- Use the plan as a tool to measure and evaluate public and private proposals that influence the City’s physical, social and economic environment.
- Ensure that the City’s boards and commissions use the plan’s direction when making recommendations to City Council and Staff.

**Landowners/Developers**: It is the landowners’/developers’ responsibility to demonstrate that their project meets the intent of the Comprehensive Plan in their application materials.

- Locate your property on the **Comprehensive Plan Map**. Determine if your proposal is consistent with the land use designation(s) and whether it is within the City’s planning area.
- Demonstrate how the **Guiding Principles** and the **Community Design and Development Principles** are incorporated into your project.
- Meet with the City Planner to discuss your project and how it relates to the Comprehensive Plan.

**Planning Commission Work Plan**: For the first time, Woodland Park’s Comprehensive Plan contains a very detailed Priority Matrix (Appendix A) that identifies by category worthwhile City priorities. The Matrix itself depicts action items, associated timeframe for consideration and/or completion, resources needed, responsible party and particular challenges to completing the aspirational task. To reinforce this Matrix, on an annual basis, the Planning Commission will review the top priority actions and develop a work plan for City Council's consideration. The work plan will be developed prior to the City Council’s annual budget process in an effort to match identified priorities with City financial and personnel resources. The annual review will also enable the community to assess on an ongoing basis (over the life of the Plan) how the City of Woodland Park is accomplishing its designated priorities.
Update/Amendment Process

This Plan outlines the community’s vision for Woodland Park. As goals change and the community evolves, this Plan must be able to adapt accordingly. The Planning Commission, City Council and City Staff should evaluate and update the Plan in response to major changes and every five to ten years.

From time to time, it may be necessary to amend the Plan if errors are found or if changes to community values warrant amendment to certain goals, objectives, or policies. If an amendment is suggested, the Planning Commission and City Council must determine if the suggested change is in the best interest of the community and hold a public hearing regarding the amendment. The City Council, Planning Commission, City Staff and community members may request amendments to this Plan. The Plan may be amended in two ways: a regular amendment and an amendment to the Comprehensive Plan Map.

A Regular Plan Amendment may be approved after public hearings with Planning Commission and City Council if the following six criteria are considered:

- The existing Plan and/or any related element is in need of the proposed amendment.
- The proposed amendment is compatible with the surrounding area and the goals and policies of the Plan.
- The proposed amendment will have no major negative impacts on transportation, services and facilities.
- The proposed amendment will have minimal effect on service provision, including adequacy or availability of urban services and facilities.
- Strict adherence to the plan would result in a situation neither intended nor in keeping with other key elements and policies of the Plan.
- The proposed amendment will promote the public welfare and will be consistent with the goals and policies of the Plan and the element thereof.

The Comprehensive Plan Map may be amended after public hearings with Planning Commission and City Council if each of the following criterion is considered:

- The current map does not provide sufficient land with the requested designation and the location requested is the best site to provide such designation.
- The change in designation is not in conflict with the goals and policies of the Comprehensive Plan.

Conflicting Goals, Objectives, Actions, and Policies: It is understood that during the debate and evaluation of policy direction, land use projects, public investments, and the community’s well-being, the Comprehensive Plan’s goals, objectives, actions and policies will and do conflict with one another. At such times, the provisions of the Plan may provide logical and profound arguments and rationales and support for both sides of an issue, development project or direction. During these instances residents, property owners, developers, staff, Planning Commission and City Council members must recognize and understand this and promote sound decision making that will support the greater community good. This is done by careful evaluation, thoughtfulness, and compassion for shared values and
Land Use and Growth
Background

In 1969, Woodland Park established its first zoning ordinance and zoning map of the town. Six years later the City approved a Home Rule Charter. In 1994 the City’s Master Plan identified that the most important land use objective was to balance the community’s growth with its ability to supply future residents and businesses with water and other City services. As a result, Woodland Park overhauled its entire zoning ordinance and the Master Plan was reviewed and updated in 1999. A decade later in 2009, the City recognized the need to update and expand the 1999 Master Plan by adopting a 2010 Comprehensive Plan.

Planning for various land uses and growth is essential to provide for the orderly development and assurance that the resources are available to service the residents and businesses within Woodland Park now and in the future. The City’s land use regulations (e.g., zoning code, subdivision regulations) and Master Plans have guided Woodland Park in promoting public safety, health, convenience, comfort, prosperity and the general welfare of the community.

It is the mission of the Planning Department to serve the citizens and businesses with useful and accurate information regarding land use and zoning and with the orderly development of our City.

<table>
<thead>
<tr>
<th>Table LU–1</th>
<th>Woodland Park Population Trends: 1990-2014¹</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1990</td>
</tr>
<tr>
<td>Population</td>
<td>4,610</td>
</tr>
<tr>
<td>Households (HH)</td>
<td>1,867</td>
</tr>
<tr>
<td>Ave HH Size</td>
<td>2.47</td>
</tr>
<tr>
<td>Median Age</td>
<td>32.6</td>
</tr>
</tbody>
</table>

¹ Future projections are based on data provided by the Colorado State Demographer’s Office (CSDO). The population increase is based on CSDO’s projected 2.4 percent five-year growth rate.

Sources: Colorado State Demographer’s Office, City of Woodland Park, Claritas
Note: This chart will be updated when results from the 2010 census are available.

Woodland Park Population Trends

Although Woodland Park’s population has grown significantly in the past two decades, the growth has slowed recently due to changes in the current economy. The median age is projected to rise as the percent of people under 18 drops from 28.5% of the population in 2000 to 20.6% in 2014 and the number of residents over 60 escalates from 9.7% of the population in 2000 to 19.6% in 2014. As the number of people with fixed incomes grows, the desire for more affordable housing, health care, transportation and other community services may well increase.
## Regional Population Trends

<table>
<thead>
<tr>
<th></th>
<th>1990</th>
<th>2000</th>
<th>% Increase</th>
<th>2007</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodland Park</td>
<td>4,610</td>
<td>6,515</td>
<td>41.3%</td>
<td>7,277</td>
<td>11.7%</td>
</tr>
<tr>
<td>Teller County</td>
<td>12,468</td>
<td>20,555</td>
<td>64.9%</td>
<td>22,883</td>
<td>11.3%</td>
</tr>
<tr>
<td>Cripple Creek</td>
<td>584</td>
<td>1,115</td>
<td>90.9%</td>
<td>1,080</td>
<td>-3.1%</td>
</tr>
<tr>
<td>Manitou Springs</td>
<td>4,535</td>
<td>4,980</td>
<td>9.8%</td>
<td>5,540</td>
<td>11.2%</td>
</tr>
<tr>
<td>Colorado Springs</td>
<td>281,140</td>
<td>360,890</td>
<td>28.4%</td>
<td>394,177</td>
<td>9.2%</td>
</tr>
<tr>
<td>El Paso County</td>
<td>397,014</td>
<td>516,929</td>
<td>30.2%</td>
<td>587,590</td>
<td>13.7%</td>
</tr>
<tr>
<td>State of Colorado</td>
<td>3,294,394</td>
<td>4,262,989</td>
<td>29.4%</td>
<td>4,919,884</td>
<td>15.4%</td>
</tr>
</tbody>
</table>

Sources: US Census 1990 and 2000 and the Colorado Department of Local Affairs, 2007
Opportunities, Challenges and Trends

- Although the U.S. population increased 17% between 1982 and 1997, the amount of urbanized land increased by 47%. The majority of urbanized land has been used for single-family homes and our dependence on automobiles grew; there has been little consideration for other transportation modes. According to the Environmental Protection Agency, this has resulted in decreased air and water quality, habitat and farmland loss, growing asthma and obesity rates and abandonment of developed sites for vacant land. Now there is a concerted effort to protect natural areas, reuse previously developed land, use land more efficiently and increase the density (number of homes and/or businesses on a property) of developments to reverse these trends. There is a strong emphasis nationally on promoting walkability, mixed uses (complementary uses located close together) and good access to parks and open space.

- Woodland Park is surrounded by national forest, which has essentially created an urban growth boundary for the community. Going forward, it will become increasingly important for the City to encourage a variety of land uses, mixed use and housing types in an effort to limit dramatic increases in the cost of housing and public services.

- The Front Range population increased from 330,000 in 1900 to 3.5 million in 2000. The Brookings Institution projects it will grow to 6.1 million by 2040. Much of this growth is projected to be natural increase (more births than deaths). As the region’s demand for natural resources grows, and traffic congestion and the amount of urbanized landscape increases, regional communication and cooperation will become increasingly important.

- Although the community supports the concept of promoting mixed-uses and higher densities near downtown, few neighborhoods may welcome the idea of townhomes, rental units or smaller lots. Neighborhood resistance to these concepts will be major political, economic and legal challenges, however the opportunity to mix uses may help Woodland Park to diversify its housing supply in new neighborhoods and strengthen downtown.

- The current national economic condition has created an increase in foreclosures and has slowed the amount of development applications and building permits that the City is receiving. The City’s diverse economic environment relies upon tourism, mining, construction, education/health/social services, retail, real estate and light manufacturing and the City functions as the region’s retail and service center. The annual growth rate is projected to be 0.48% for the next several years.

- The City’s Utility Advisory Committee (UAC) completed an extensive study of water demand and supply variables in January 2009 and concluded that the City’s planned water supply (1475 acre-feet per year) can support the planned build-out population of 12,900. The City’s Utilities Director believes that the City’s water supply might be stretched to support a limited number of additional housing units. The Utilities Director suggested that 400 additional dwelling units could be supported because this amount would represent only a marginally increased risk of a future water problem. These 400 dwelling units would add an estimated 1050 additional people to the City’s previously planned build-out population of 12,900, for a total water service population of 13,950. In January 2010, the UAC recommended that City Council cautiously utilize these 400 additional taps or dwelling units to support the City’s highest priority housing needs. Furthermore, the UAC recommends that the City develop and City Council approve criteria that help ensure these taps are appropriately distributed. These criteria should help identify which projects are the best uses of this finite water service capacity. City Council should recognize that each approval of a project or land use change that uses some of these taps increases the risk of having to fund expensive future water development to close a potential gap between water needs and water supply.
Goals, Objectives and Actions

LAND USE AND GROWTH GOAL 1: Provide opportunities for growth and development, while preserving community and environmental quality.

Land Use and Growth Objective 1.1: Ensure that new development fits with the intent of the Comprehensive Plan Map and uses the land and community resources/facilities efficiently and in an environmentally sensitive manner. All new development, expansion and redevelopment should contribute to Woodland Park’s mountain-western identity and help the City achieve its goals of diversifying the housing supply while respecting individual property rights, preserving residential and commercial real estate property values, upholding neighborhood integrity and character, strengthening downtown and commercial vitality, protecting the mountain environment, providing opportunities for life-long learning and keeping Woodland Park safe.

Land Use and Growth Action 1.1.1: Develop and adopt growth management guidelines that maintain a build-out population of no more than 12,900, plus up to an additional 400 dwelling units (1050 people) for a total of 13,950 population, to support the City’s highest priority land uses such as affordable housing and higher density housing in and adjacent to the central business district.
Ref: Water 2.1.2, Wastewater 1.2.2

Land Use and Growth Action 1.1.2: Establish guidelines for evaluating high priority land use projects that exceed the 12,900 build-out population and potentially qualify for the additional 400 high priority dwelling units in conjunction with the City’s growth management guidelines.
Ref: Water 2.1.2, Housing 1.2.1

Land Use and Growth Action 1.1.3: Update annually the land use and vacant lot inventory throughout the community to determine long-range land use potential as it relates to existing and planned infrastructure (i.e., road network, water/sewer and adjoining land use). Identify gaps in available water supply with a service population of 12,900 and the number of platted, vacant residential lots and keep the two in balance.

Land Use and Growth Action 1.1.4: Ensure that development fits with the intent of the Comprehensive Plan Map and the Comprehensive Plan.

Land Use and Growth Action 1.1.5: Use the Comprehensive Plan Map that depicts the future land use categories (Appendix F) to help determine if proposed changes to the City’s Zoning Map are appropriate.

Land Use and Growth Action 1.1.6: Ensure that developers show how their project is consistent with the Community Design and Development Principles found in the Community Character and Design Chapter of this Plan and how it will help to further the goals and objectives in this Plan.
Land Use and Growth Action 1.1.7: Evaluate contemplated projects as to their location and conformance with the Comprehensive Plan to help the City’s housing inventory to become more diverse, and less reliant on single family residential which has historically been the core focus of new development.

Land Use and Growth Action 1.1.8: Ensure that contemplated projects:
- Respect and take into account the property rights of all impacted property adjoiners;
- Maintain the overall integrity and character of Woodland Park neighborhoods including traffic flow volume;
- Are sufficiently harmonious with adjacent land uses, to preserve and protect the property values of those properties in the same or adjacent zone; and
- Are sensitive to the needs and concerns of those neighborhoods in the downtown area that are adjacent to the Downtown Development District.

Land Use and Growth Action 1.1.9: Encourage quality infill development and redevelopment, both residential and commercial, that:
- Are consistent with the surrounding neighborhood’s character;
- Offer opportunities for diverse housing and more amenities;
- Will help diversify and fortify Woodland Park’s economy; and
- Broaden the variety of compatible uses.

Land Use and Growth Action 1.1.10: Identify and enhance existing neighborhood focal points and explore ways to add neighborhood features or focal points that celebrate the area’s culture, history and nature where none exist. (A neighborhood focal point is an amenity that helps define the area’s identity such as a park, school, distinctive shopping area, entry signage or public art.)

Land Use and Growth Objective 1.2: Evaluate City regulations and requirements to ensure that proposed development’s impact on the neighborhood and commercial district in which it will be located is optimized and that it is consistent with the guiding principles, goals, objectives and actions in this Comprehensive Plan.

Land Use and Growth Action 1.2.1: Review and revise the zoning code and specific City land use categories as needed to ensure that they:
- Are consistent with the guiding principles, goals, objectives and actions in this Plan (including the Community Design and Development Principles);
- Promote high quality design that is consistent with Woodland Park’s mountain-western identity;
- Promote mixed-use buildings such as live/work units in the downtown and accessory dwelling units such as mother-in-law units that can function as a small apartment which is subordinate to the primary dwelling unit on a single-family lot in appropriate areas;
- Ensure that contemplated zoning actions take into account neighborhood covenants and neighborhood architectural committee design guidelines;
- Are easy to understand and use;
- Encourage collaboration and good communication between the developer and the City;
- Are enforceable through prompt and fair procedures;
- Create opportunities for mixed-uses in individual buildings downtown and in new neighborhoods;
- Encourage compatible land uses with streamlined review/approvals;
- Contain reasonable parking standards;
- Include appropriate dimensional standards and setbacks for various land use categories; and
- May include form-based regulations which focus on the design of the structure rather than the uses.

Ref: Housing 1.1.2 and 1.3.3; Community Character and Design 1.1.1, 1.2.1, 1.3.1 and 1.5.1-1.5.5; Drainage 1.1.5 and Transportation 1.3.4
Land Use and Growth Action 1.2.2: Evaluate the existing zoning district matrix to ensure that it is consistent with land use categories as designated within this Plan.

**Land Use and Growth Objective 1.3:** Consider development options that mitigate the impacts of growth and development (i.e., fiscal/budgetary constraints, road congestion, overcrowded schools, etc.).

- **ongoing** Land Use and Growth Action 1.3.1: Ensure that the City has adequate capacity and infrastructure available to serve a development prior to or in conjunction with its approval.

- **ongoing** Land Use and Growth Action 1.3.2: Continue to review and coordinate with the Re-2 School District regarding future projects that may have a significant impact on school enrollment.

- **3-5 years** Land Use and Growth Action 1.3.3: Explore approaches for vacating common lot lines of small undeveloped (7,500 s.f.) lots of record and for encouraging infill that fits with the character of the existing neighborhood while helping to diversify the City's housing supply.
  
  *Ref: Environment 1.1.7*

- **3-5 years** Land Use and Growth Action 1.3.4: Explore the feasibility of transferring development rights within the City limits as a tool to support the high priority land uses without violating the growth management guideline developed in Action 1.1.1.

- **1-2 years** Land Use and Growth Action 1.3.5: Consider modifying current City practice that prohibits the purchase of water/sewer taps until construction occurs. Instead allow the early purchase of taps by individual lot owners who upon construction pay the City any differential between the original tap fee and the current fee in force.

- **1-2 years ongoing** Land Use and Growth Action 1.3.6: Continually monitor and update development fee structures that provide the appropriate level of funding for services required as a result of new development.

**Land Use and Growth Objective 1.4:** Update the City’s annexation policies to be consistent with the ability to provide all municipal services in conjunction with population growth.

- **3-5 years** Land Use and Growth Action 1.4.1: Review the existing annexation plan and policies to reflect the City’s preferred pattern of growth, and to ensure they are consistent with the City’s ability to provide municipal services and with the City’s growth management guidelines.

- **ongoing** Land Use and Growth Action 1.4.2: In conjunction with the City’s annexation policy, document and maintain service policies for water and wastewater. This policy should minimize sprawl by discouraging the extension of water and sewer utilities outside the current City limits.
  
  *Ref: Environment 1.1.7*

- **ongoing** Land Use and Growth Action 1.4.3: If annexed areas are to be considered as a community of interest, then they should be consistent with the high priority land uses as identified by growth management guidelines and criteria.
**Land Use and Growth Objective 1.5:** Work in a regional context with surrounding local governments to ensure consistency when establishing long-range planning priorities.

1-2 years Land Use and Growth Action 1.5.1: Implement intergovernmental agreements with Teller and El Paso Counties and the City of Woodland Park to adopt a common land use plan and policies for those growth management areas surrounding the City and to minimize the impacts that the Avenger Mining Claim on the Eastern boundary of the City (running approximately from Crystola to Paradise Estates in Woodland Park) may have on the community.

*Ref: Community Character and Design 1.4.3*

ongoing Land Use and Growth Action 1.5.2: Continue to work with the Pikes Peak Area Council of Governments and other communities within the Pikes Peak region to establish long-term planning policy in areas of common concern (transportation, water/sewer issues, land use, environment, drainage, etc.).

1-2 years Land Use and Growth Action 1.5.3: Review and amend the Woodland Park Planning Region and Growth Boundary as described by and administered through the Teller County Land Use regulations.

**Relevant Documents**

*City of Woodland Park Master Plan, 1999*

*Teller County Growth Management Plan, 1990*
Background

Woodland Park’s housing supply is reflective of its long history – well over 50% of the houses in the City are greater than 20 years old. There are a myriad of custom homes and single-family homes throughout the community as well as townhomes, old cabins, apartments and mobile homes. However, the range of housing types and costs does not match the demand – many service workers, teachers, police officers, fire personnel, senior citizens and City employees cannot afford to live in the City. Future growth will be constrained by the limits of the City’s water supply and the limited land available for development. As a result, property values may well continue to rise and future efforts may be focused on maintaining, upgrading and renovating the existing housing supply as well as expanding new housing stock to meet the community’s needs while upholding the character of the community and that of individual residential neighborhoods and commercial centers.

As Woodland Park’s housing inventory evolves over time, the City will continue its past efforts and emphasis on respecting individual property rights, preserving residential property values and ensuring that neighborhood integrity, character and design are key considerations.

2000 Housing Profile

<table>
<thead>
<tr>
<th>Table H-1</th>
<th>Occupancy Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Units: 2,642</td>
<td>Owner Occupied Units: 1,880</td>
</tr>
<tr>
<td>% Owner Occupied: 71.2%</td>
<td>Owner Occupied Vacancy Rate: 0.9%</td>
</tr>
<tr>
<td>Source: 2000 Census Data</td>
<td></td>
</tr>
</tbody>
</table>

Age of Housing

Housing was built slowly but consistently before 1970, averaging an addition of 103 housing units per decade between 1940 and 1970, with 112 housing units constructed in 1939 or earlier. A housing boom has taken place in Woodland Park over the past 40 years, peaking between 1980 and 1990, when 28% of all Woodland Park housing units were constructed. (Sources: U.S. Census 2000, City of Woodland Park, 2009).

<table>
<thead>
<tr>
<th>Table H-2</th>
<th>Age of Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Home Age</td>
<td>Woodland Park</td>
</tr>
<tr>
<td>Median Home Cost</td>
<td>$232,620</td>
</tr>
<tr>
<td>Home Appreciation</td>
<td>-4.38%</td>
</tr>
<tr>
<td>Homes Owned</td>
<td>71.51%</td>
</tr>
<tr>
<td>Vacant Homes</td>
<td>6.18%</td>
</tr>
<tr>
<td>Homes Rented</td>
<td>22.49%</td>
</tr>
<tr>
<td>Average Rental Rate</td>
<td>$780/mo</td>
</tr>
<tr>
<td>Source: 2000 Census Data</td>
<td></td>
</tr>
</tbody>
</table>
Housing Affordability

- In 2005, new units in the Woodland Park area sold for a median price of $348,500 or $100,000 more than the median sales price of existing homes. The large discrepancy indicates that new homes may well be largely priced out of reach of many citizens. (Source: Teller County Housing Needs Assessment, 2006). However, since the economic downturn in 2008, the median sales price of all homes in the Woodland Park area has dropped from $239,000 to $230,000 according to the Roshek Group July 2009 report.

- Of the three mobile home parks in Woodland Park, only Whispering Pines (35 units) is zoned Mobile Home Park District. The future of the other two parks, Ute Chief and Woodland Village is unknown as both parks have placed all tenants on month-to-month leases. The potential loss of these units will increase the demand for affordable housing in the area. (Source: Teller County Housing Needs Assessment, 2006).

- About 1,099 households (or 13% of households) in Teller County are occupied by someone age 65 or older. Seniors were one group in particular that was identified by brokers, property managers, developers and social service agencies alike to be in need of housing in Teller County. (Source: Teller County Housing Needs Assessment, 2006).

- From a 2005 survey, the Teller County Housing Needs Assessment found that Woodland Park needs hundreds more affordable housing units (see the chart below).

<table>
<thead>
<tr>
<th>Table H-3</th>
<th>Woodland Park Housing Needed by Area Median Incomes (AMI)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt;50%</td>
</tr>
<tr>
<td>% of Maximum AMI (2005)</td>
<td>$28,726</td>
</tr>
<tr>
<td>Maximum Affordable Purchase Price</td>
<td>$95,695</td>
</tr>
<tr>
<td>Max Affordable Rent</td>
<td>$718</td>
</tr>
<tr>
<td>Units needed in 2005</td>
<td>32</td>
</tr>
</tbody>
</table>

Source: Teller County, 2006
Opportunities, Challenges and Trends

- Woodland Park is in transition – becoming less of a bedroom community for people who work in El Paso County (where 38 percent of households presently have at least one person who works in El Paso County) to more of a service center for the region with greater employment opportunities. This will place additional pressure on the need for housing that is affordable to local workers given that workers in El Paso County generally earn more than workers in Teller County, affecting home prices accordingly. The current housing market in and around Woodland Park is geared toward higher incomes than those incomes earned by many employees who work in Teller County. Service jobs pay among the lowest wages of other industries in the County (averaging $22,000 in 2004) and will place additional strain on already scarce affordable rentals and entry-level ownership housing. (Source: Teller County Housing Needs Assessment, 2006)

- The median sales price of homes increased 32 percent between 2001 and 2005 in Teller County. Average wages increased only 17 percent during this period and median household incomes increased 18 percent. Competition with out-commuting households (workers in El Paso County) and out-of-area buyers and retirees causes housing prices to rise faster than changes in local incomes and wages will support, decreasing affordability and availability of housing for local Teller County residents and workers. (Source: Teller County Housing Needs Assessment, 2006)

- Interviews with real estate brokers indicate that sales to retirees and commuters to Colorado Springs have increased over the past five years in Woodland Park. One of the larger increases noted was in first-time homebuyers from Colorado Springs looking for homes priced between $150,000 and $200,000. Local Woodland Park buyers are typically moving up in housing or are empty-nesters and retirees looking to scale down. Homes priced over $500,000 tend to sit on the market longer than mid-range homes, with some of the higher demand seen for homes priced about $250,000 or less – with perhaps less selection available in this range given the demand. Analysis of sales in 2005 show that about 55 percent of homes sold that were priced over $500,000 were sold to out-of-area (non-Teller County) households. (Source: Teller County Housing Needs Assessment, 2006)

- An analysis of housing sales in Woodland Park over the past three years (2006 – 2008 timeframe) shows that 20% of the homes sold for less than $173,000, 40% of the homes sold were less than $217,000, and 60% were less than $282,000. Less than 20% of the homes sold in Woodland Park had a sales price greater than $400,000. (Source: Teller County Assessor, Teller County Qualified Sales Used for 2009 Notice of Valuations.)
Thirty-four percent (80 out of 233) of the home sales in Woodland Park over the past three years have sold for less than $200,000. A quick check of active real estate listings in Woodland Park on January 20, 2010, showed 42 listings for single family homes priced less than $200,000, out of a total of 159 single-family homes on the market, which is 26% of listings. Additional education, visibility, promotion and assistance to leverage the existing housing stock can help satisfy the need for affordable housing. (Source: Teller County Assessor, Teller County Qualified Sales Used for 2009 Notice of Valuations; Realtor.com real estate listings)

The number of people age 65 and over in Teller County is projected to increase by 66 percent between 2005 and 2015, or by 938 persons. This is faster than expected for the state of Colorado as a whole (50 percent increase between 2005 and 2015) and follows from realtor observations about Teller County being an increasingly popular area for out-of-area persons to retire. It is expected that seniors alone will need an additional 824 units by 2015. (Source: Teller County Housing Needs Assessment, 2006)

The fastest growing households in the United States include young professionals, empty nesters, single parents, couples without children and senior citizens. In fact, Americans over the age of 65 will comprise 20-25% of the U.S. total population by 2030 after only representing 12% of the total population in 2000. These groups tend to prefer smaller, low-maintenance homes that are close to community services, have opportunities for social interaction and are designed to address the physical limitations of aging. (Source: Rocky Mountain Land Institute)

Energy-efficient home design and eco-sensitive housing construction are growing in popularity as homeowners and renters seek to minimize their carbon footprint, maintain indoor and outdoor air quality, and reduce energy costs. (Source: The Group Realty)

Builders are amending and expanding their home designs to make them more universally accessible, flexible and attractive to aging baby boomers. The net worth of this age group is five times greater than the average net worth of all U.S. citizens. (Source: The Group Realty)

The City’s development patterns should encourage high priority housing with a higher density at an affordable price closer to support services and amenities or near the City core to provide more housing options, promote walking and help strengthen downtown.

“Home is a place you grow up wanting to leave, and grow old wanting to get back to.”
— John Ed Pearce
Goals, Objectives and Actions

Housing Goal 1: Provide a balanced and diverse housing supply that is well-designed, well-maintained, and available and accessible to all citizens throughout the entire community.

Housing Objective 1.1: Promote stable, safe, diverse neighborhoods throughout Woodland Park that provide a wide range of housing options and link residents to destinations to learn, work, shop, recreate and relax.

Housing Action 1.1.1: Developers should demonstrate how their project meets both the City’s Design Standards and the Community Design and Development Principles set forth in the Community Character and Design Chapter. An important consideration is that each new project or subdivision should add to the mix of housing models, styles and lot sizes to ensure that housing types are integrated; contribute to Woodland Park’s character; enable people to remain in the community as their needs change and protect existing neighborhoods’ property values, integrity and character.

Housing Action 1.1.2: Review and revise Woodland Park’s zoning code as necessary to promote mixed-use buildings such as live/work units in the downtown and accessory dwelling units such as carriage apartments and caretaker residences in appropriate areas.

Ref: Land Use 1.2.1 and Community Character and Design 1.1.1, 1.2.1 and 1.3.1

Housing Action 1.1.3: Update Woodland Park’s multi-family zoning standards related to building heights, parking standards, landscaping and open space requirements to encourage and facilitate multi-family development.

Housing Action 1.1.4: Encourage developers/builders to incorporate ADA-adaptable units or to include universal design and visitability standards in new construction projects.

Housing Objective 1.2: Integrate affordable housing for a diverse workforce such as teachers, police, fire fighters, seniors or disabled individuals on a fixed income and low income families into new residential developments when feasible.

Housing Action 1.2.1: Maintain a list of specific properties within the City where affordable single and multi-family projects, both for rent or purchase, can occur the soonest.

Housing Action 1.2.2: Concentrate initial affordable housing efforts in the core downtown area (infill/mixed use), new neighborhoods and other appropriate areas identified in 1.2.1 while considering the impact on the more established, outlying neighborhoods.

Ref: Economic Development 1.5.2 and Community Character and Design 1.2.1
Housing Action 1.2.3: Actively secure nonprofit partners such as Colorado Division of Housing, Teller County Housing Advisory Board and Habitat for Humanity and interested landowners and developers to explore opportunities to integrate affordable housing units into proposed development and redevelopment projects, including commercial and market-rate housing projects.

Ref: Economic Development 1.7.1 and 1.7.2

Housing Action 1.2.4: Investigate the feasibility of implementing inclusionary housing requirements or other models of affordable housing methods. ("Inclusionary housing requirements" means a zoning regulation that encourages new housing developments to include a certain percentage of affordable units.)

Housing Action 1.2.5: Investigate the feasibility of establishing a Community Housing Development Organization (CHDO) or other models for Woodland Park with assistance from Colorado Division of Housing. The purpose of the CHDO would be to create affordable housing opportunities and to expand housing resources (educational, financial, and social) to ensure that all residents have access to safe, quality housing.

Housing Action 1.2.6: Consider allowing an increase in density for new or redeveloped single-family and multi-family projects if that portion of the increased density qualifies for the 400 high priority units and associated taps are made permanently affordable to a defined income group.

Ref: Land Use and Growth 1.1.2 and Water 2.1.2

Housing Action 1.2.7: Review current utility and infrastructure requirements such as street widths, drainage improvements, parking design, and utility standards and consider changing requirements that may add unnecessary cost to the development.

Housing Action 1.2.8: Examine the City’s fee structure for affordable housing projects in a manner intended to identify opportunities for project cost reduction and streamlining the approval/entitlement process. Specifically evaluate the potential to institute a tiered tap fee structure and other City fee reductions as feasible.

Ref: Water 2.1.3

Housing Action 1.2.9: Foster understanding that a greater community good is achieved in expanding affordable housing opportunities (and thereby correcting the current housing inventory imbalances), and consider amending the City Charter prohibitions on incentives for affordable housing opportunities.

Investigate methods to stimulate the construction of affordable housing in the community, such as inclusionary zoning and establishing CHDO’s.
Housing Action 1.2.10: Promote community awareness and positive City Council support to help educate the community on why affordable housing is a priority initiative and merits grassroots support.

**Housing Objective 1.3:** Support the improvement of existing homes and neighborhoods.

**ongoing** Housing Action 1.3.1: Educate residents and property managers about their responsibility to properly maintain their properties. Work with landlords and non-profits to help match properties in need of improvements with available assistance; promote community wide cleanup campaigns; encourage Home Builders Association sponsored projects; and work with the Teller County Building Department to help disseminate information about maintenance assistance programs.

**6+ years** Housing Action 1.3.2: Identify key pedestrian corridors to install new sidewalks as feasible, and maintain sidewalks and other public infrastructure as necessary in older residential areas to promote walking and resident interaction.

**1-2 years** Housing Action 1.3.3: Obtain funding for a dedicated Code Enforcement Officer to enforce the City’s health, safety, and welfare regulations and zoning codes. Consider adopting the Dangerous Building and Property Maintenance International Building Code. 
*Ref: Community Character and Design 1.5.7 and Economic Development 1.6.2*

**3-5 years** Housing Action 1.3.4: Work with the Woodland Park Historical Preservation Committee and interested residents to integrate historic preservation with modern technologies to meet future housing needs. For example, nationally or State registered historic residential buildings can receive tax credits during rehabilitation, even if new energy-efficient technologies are to be incorporated into the project.
*Ref: Community Heritage 1.2.3 and 1.2.5*

**ongoing** Housing Action 1.3.5: While reviewing applications for new construction of improvements in residential neighborhoods with covenants, the Planning Staff will consider input from Homeowners Associations or Architectural Control Committees where applicable.

**Relevant Documents**
*Utility Department Water Development Plan, 2009*
*Teller County Housing Needs Assessment, 2006*
*Teller County Strategic Housing Plan, 2006*
*The Woodland Park Community Housing Assessment Team Report, 2000*
*City of Woodland Park Master Plan, 1999*
Community Character and Design
Background

Woodland Park’s Downtown Redevelopment Plan set the stage, identifying the community’s architecture and look as “mountain-western.” In 1995, the City adopted design standards to encourage the use of architectural materials that are compatible with the natural forested surroundings at the base of Pikes Peak. Today, Woodland Park has a variety of “mountain-western” architectures ranging from historic log cabins and mining structures to Southwestern, Craftsman, Victorian and “Resort” styled structures. Woodland Park maintains a safe and family friendly, small town atmosphere that honors and respects its roots while providing the conveniences of the present day. The community’s charitable spirit is characterized by the many non-profits in the area.

Opportunities, Challenges and Trends

- The Citizen Advisory Committee considers the lack of community identity to be one of the top issues that Woodland Park is facing. They felt that cohesive community design and vision is lacking and that the visual quality of community gateways is not appealing. They emphasized the importance of maintaining the small town character and environmental quality that attracted people to live here.

- Smart street design recognizes the important role that streets play in the City’s image. For example, traffic congestion and speeds, the appearance of adjacent buildings and signage, the ability to walk/bicycle and landscaping all contribute to the way people feel about the community. As a result, there are several actions for creating an attractive, functional street system that encourages people to walk and explore the community.

- Some communities throughout the nation are moving away from segregating housing by income levels and striving to include a range of housing styles and price levels in neighborhoods to meet their populations’ changing housing needs.

- As mixed-use buildings gain in popularity nationwide and people increasingly want to live, shop, work, dine and play in the same place, community character helps to solidify our identity and support a sense of place unique to Woodland Park.

- There is a growing emphasis on placemaking, or creating inviting public spaces with community involvement that encourage social interaction. According to the Project for Public Spaces, “Placemaking is not just the act of building or fixing up a space, but a whole process that fosters the creation of vital public destinations: the kind of places where people feel a strong stake in their communities and a commitment to making things better. Simply put, placemaking capitalizes on a local community's assets, inspiration, and potential, ultimately creating good public spaces that promote people's health, happiness and wellbeing.”

- There is a growing emphasis on the health, social, and economic benefits of walkability.

- The City is working with the Woodland Park Healthy Forest Initiative, Coalition for the Upper South Platte, Colorado State Forest Service and the U.S. Forest Service with a grant from the Colorado Department of Local Affairs to devise urban interface wildfire protection guidelines within the Municipal Code to help reduce the risks of intense wildfires.
Community Design and Development Principles

The purpose of the Community Design and Development Principles is to promote a high level of quality and creativity in keeping with the architectural design guidelines and small-town mountain-western character of Woodland Park. The goal of the Community Design and Development Principles is also to encourage design that is effective, attractive, thoughtful, eclectic, artistic, original and imaginative. Design within the City should contribute to the aesthetic beauty, historic character and cultural identity of the community. The overall design should be compatible with adjoining buildings, color palettes, and materials and improve the context of the natural and built environment.

Build to Create Enduring Value and Beauty

- Foster distinctive architecture and a strong sense of place. All developments, buildings and associated signage shall enhance Woodland Park’s character through deliberate consideration of building materials, architectural details, colors, building massing and relationship to the street and sidewalk. Standardized corporate architecture and repetitive designs that may be found in other communities are encouraged to be modified as necessary to complement Woodland Park’s character.
- Balance the additive commercial value of effective signage to Woodland Park businesses with that of maintaining an attractive city downtown area, consistent with a small town atmosphere.
- Preserve and restore significant historic structures and features when feasible.
- The site design, landscaping and architecture of public buildings should contribute to Woodland Park’s identity, reflect the structure’s permanence and importance, and be easily accessible by automobile, bicycle, bus and foot.

Accentuate Focal Points

- Build diverse, interlocking and connected neighborhoods rather than subdivisions adjacent to one another. Each neighborhood shall contain features in prominent locations that reflect the culture, nature and history of the area.
- Highlight and promote opportunities to showcase and learn about Woodland Park’s history.
- Integrate local art into the built environment.

Fit within and Enhance the Environment

- Inventory the property’s natural characteristics (soils, topography, hydrology, vegetation) and historic characteristics prior to the site design so that physical features and views remain integral to the development.
- Work with the Colorado Division of Wildlife to design projects to: minimize impacts to/potential conflicts with wildlife, enhance habitat and provide opportunities for residents and visitors to interact with and learn from nature.
- Minimize the development’s impact. Preserve existing drainage patterns, minimize grading and impervious areas (building envelope, size of parking lots, roads, etc.).
- Work with the Healthy Forest Initiative Coalition to implement the Community Wildfire Protection Plan.
Community Design and Development Principles

Encourage Walking and Biking
- Include trees, landscaped medians or public art in streetscape whenever practical.
- Sidewalks should be universally-accessible, well buffered from traffic and have sufficient street trees.
- Blocks should typically be at lengths that help to link streets and sidewalks, disperse traffic and provide multiple direct routes between key destinations.
- Streets in new developments shall be designed to be an integrated extension of existing neighborhoods.
- Local streets near schools should have traffic calming features (i.e., raised crosswalks, landscaped streetscapes) to increase safety for pedestrians and bicyclists.
- Sidewalks should help enable people to cross streets with ease by including bulb outs, islands, raised crosswalks, etc.
- Provide a safe, convenient, well-defined bicycle network for both experienced and novice cyclists.

Smart Street Design
- Every new street should be designed considering: the experience people will have who use the streets, landscape features, vegetation, topography and adjacent land uses.
- Streets must be multi-use, safe, functional and attractive.
- Streets should contribute to the City’s interconnected street pattern to disperse traffic, encourage low speeds and keep traffic moving.

Weave Inviting Public Spaces Throughout the City
- Public spaces such as parks, civic buildings, schools and gateway landscapes should be highly visible from the public realm.
- Design projects for safety and to connect people to nature. Integrate natural features and amenities into the development and ensure that users have access to these amenities.
- Establish welcoming public spaces and destinations that encourage social interaction and appeal to people of all ages, interests and backgrounds.

Build for Everyone
- Design neighborhoods, buildings and public spaces to be usable by as many people as possible, regardless of age, ability or circumstance.
- Follow universal design principles which strive to be all-purpose solutions that help everyone and recognize the importance of aesthetic appearance.
- Create a flexible design that allows for updates and changes over time to ensure long-term viability and to promote individuality.
- Some neighborhoods should have a variety of housing types and a mix of land uses. The goal is to design strong neighborhood structures that can accommodate a range of uses and be flexible enough to adapt to change over time. For example, the size, type, and cost of residences should be diverse enough to allow residents to live in the area as their needs change.
Community Design and Development Principles

Conserve Natural Resources

- Reduce water use by: using native plants and Xeriscape design techniques; installing Low Impact Development features (e.g., rain gardens); and using efficient irrigation systems and plumbing fixtures.

- Preserve natural drainage and design stormwater improvements as landscape amenities to enhance the project, slow stormwater runoff, capture water pollutants, prevent erosion and minimize impervious surfaces by implementing Low Impact Development techniques.

- Limit development in the floodplain and along riparian corridors.

- Consider each building’s solar access and encourage energy conservation measures (e.g., use landscaping to provide summer shade and wind protection, minimize heat islands, construct energy-efficient structures).

- Promote the use of rapidly renewable materials and regional materials in building construction and renovation to save resources and to support local businesses.

- Encourage the reuse of existing buildings, mechanical systems, plumbing fixtures, etc., to extend the lifecycle of the building, to preserve Woodland Park’s historic character and to reduce energy use in the transport and construction of a new structure.

- Support ecologically-sensitive construction waste management techniques to help prevent demolition and construction debris from being disposed of in landfills and to promote their reuse for another purpose.

Natural Surveillance

- Bound public open space with streets and ensure that adjacent lots front and overlook open spaces.

- Design streets, sidewalks, building entrances and neighborhood gateways to clearly indicate public routes.

- Buildings that face sidewalks, plazas and public spaces should have sufficient windows to encourage visibility and observation.

- Use plantings, pavement designs, gateway treatments and fences to define property lines and distinguish private spaces from public spaces.

Use native plants that are adapted to our arid environment.
Buildings should face public streets and have ample street-level windows.
Goals, Objectives and Actions

Community Character and Design Goal 1: Promote design efforts that enhance Woodland Park’s small town atmosphere and provide present day conveniences while protecting the mountain environment, wildlife and scenic beauty that surround the community.

Community Character and Design Objective 1.1: Continue usage of a high design standard for new development to create an attractive, functional, welcoming environment that contributes to Woodland Park’s character and reflects community members’ commitment to protecting the environment.

Community Character and Design Action 1.1.1: In addition to ensuring that Design Standards (Woodland Park Municipal Code 18.33.180) are followed, update zoning ordinances to require developers to demonstrate how their projects incorporate the Community Design and Development Principles listed at the beginning of this chapter.

Ref: Housing 1.1.2 and 1.1.3, Environment 1.1.2, 1.1.3 and 1.1.6, Wastewater 1.5.1, Transportation 1.3.3, Drainage 1.1.5, Public Safety and Emergency Management 1.3.1

Community Character and Design Objective 1.2: Strengthen downtown, new neighborhoods and redeveloping areas by encouraging a mix of uses, attractive appearance and good connections to the rest of the community.

Community Character and Design Action 1.2.1: Promote compatible infill, using tools such as form-based zoning, that fits with the character of its neighborhood (key considerations should include providing appropriate buffers and transitions between land uses, street and trail connections and the inclusion of open space).

Ref: Housing 1.1.2, Economic Development 1.5.2

Community Character and Design Action 1.2.2: Encourage citizen involvement and ownership in the neighborhood planning process during an interactive, proactive, openly transparent communication engagement process with City officials.

Ref: Sustainable City 1.3.6

Community Character and Design Objective 1.3: Evaluate and maintain design standards for new and expanding development that maintain Woodland Park’s small town form and character while providing present day conveniences.

Community Character and Design Action 1.3.1: Update the zoning code as necessary to emphasize the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, the scale and types of streets and blocks, and to encourage appropriate mixed use opportunities and more flexible parking requirements to strengthen the City’s design standards and character.

Ref: Land Use and Growth 1.2.1
Community Character and Design Objective 1.4: Establish a sense of entry from the rural county to the urban city environment.

3-5 years
Community Character and Design Action 1.4.1: Devise a gateway plan to continue efforts to enhance Woodland Park’s entrances, provide strong connections from the gateways to downtown and other community destinations and to require specific design standards for City entryway locations.
Ref: PTOS 1.4.1

1-2 years
Community Character and Design Action 1.4.2: Develop an effective entryway that can clearly denote the City limits and a wayfinding sign system that identify key community destinations.
Ref: Economic Development 1.8.1 and PTOS 1.4.1

3-5 years
(El Paso)
1-2 years
(Teller)
Community Character and Design Action 1.4.3: Pursue inter-governmental agreements with El Paso and Teller Counties to jointly manage planning of the rural and urban transitions along all highways, seek conservation easements where viable, and strive to “preserve the pass” with its natural character.

Community Character and Design Objective 1.5: Utilize landscaping standards and/or programs that complement the surrounding community and environment.

6+ years
Community Character and Design Action 1.5.1: Update the zoning code as necessary to include landscaping requirements for new development. The requirements should include: the type, placement and maintenance of landscaping; the preservation of naturally forested areas and existing trees to the maximum extent feasible; and irrigation.
Land Use and Growth 1.2.1 and Housing 1.1.3

1-2 years
Community Character and Design Action 1.5.2: Evaluate and maintain the tree and/or woodlot ordinance(s) to preserve and protect the naturally forested areas while integrating the urban interface wildfire protection code.
Ref: Land Use and Growth 1.2.1

1-2 years
Community Character and Design Action 1.5.3: Expand outdoor lighting standards to further protect the night sky and mitigate light pollution (e.g., downward directed, non-glare, shielded lighting).
Ref: Land Use and Growth 1.2.1

ongoing
Community Character and Design Action 1.5.4: Maintain the Corridor Improvement Plan and Access Control Plan for U.S. Highway 24.
Ref: Transportation 1.2.1

3-5 years
Community Character and Design Action 1.5.5: Adopt a Corridor Improvement and Access Control Plan for State Highway 67, establishing landscape design standards, streetscape design, access controls and/or programs for new and expanding development.
Ref: Transportation 1.2.1
Community Character and Design Action 1.5.6: Update the noise ordinance to mitigate controllable factors which impact the serenity of the small town environment.

Ref: Land Use and Growth 1.2.1

Community Character and Design Action 1.5.7: Insure consistent compliance and enforcement of the sign ordinance and other codes through the addition of a full time code enforcement officer.

Ref: Housing 1.3.4

Relevant Documents
City of Woodland Park Master Plan, 1999
US Highway 24 Corridor Improvement Plan, 1995
Downtown Redevelopment Plan, 1991
Background

The City of Woodland Park Finance Department is responsible for all City financial and budgeting functions including revenue collection, debt and investment management, licensing, water and wastewater billing and handling payroll and bills.

Operating Results

Chart CF-1

2008 Audited General Fund Revenues $7,344,099

- SPECIAL GAMING IMPACT (1%)
- SPECIFIC OWNERSHIP/CIGARETTE/SEVERENCE (3%)
- USE TAX (BLDG/VEHICLE) (3%)
- FRANCHISE TAX (3%)
- INTERGOVERNMENTAL (6%)
- CULTURE & RECREATION (3%)
- MISCELLANEOUS (3%)
- OPERATING TRANSFER-WASTEWATER FUND (2%)
- PROPERTY TAX (23%)
- 2% SALES TAX (37%)
- LODGING TAX (1%)
- LICENSES & PERMITS (1%)
- CHARGES FOR SERVICES (2%)
- FINES & FORFEITURES (1%)
- OPERATING TRANSFER-WATER ENT FUND (3%)
- OPERATING TRANSFER-STREET CIP FUND (8%)
As the above graphs reveal, audited 2008 General Fund Expenditures exceeded audited 2008 General Fund revenues by $344,044. This negative difference was a budgeted use of the General Fund balance for multiple one-time capital expenditures made during 2008.

In addition to the City’s General Fund, the City finances include nine other funds, the Grants Fund, Downtown Development Authority Fund, Downtown Development Authority Debt Service Fund, Street Debt Service Fund, Drainage Debt Service Fund, Certificates of Participation Debt Service Fund, Street Capital Improvements Program Fund, Water Enterprise Fund and the Wastewater Enterprise Fund. The annual budget serves as the foundation and work plan for the City’s financial planning and control. A financial priority is to maintain a healthy reserve (emergency fund) at a minimum of 10% of the General Fund operating expenses. General Fund operating expenditures used to determine the reserve do not include the internal revolving loan fund and the projects’ portion of grant matching funds. Both of these are internal “paybacks” and could be deferred. The reserve is made up of items that are held as inventory, a TABOR-mandated emergency fund and those reserve funds that are undesignated.
Page 36a provides the 2009 General Fund Audited Revenues and Expenditures. As the graphs reveal, audited 2009 General Fund Expenditures exceeded audited 2009 General Fund revenues by $114,208. This negative difference was a budgeted use of the General Fund balance for several one-time capital expenditures made during 2009.

Chart CF-3

2009 General Fund Audited Revenues
$6,675,265

Chart CF-4

2009 General Fund Audited Expenditures
$6,789,473
Opportunities, Challenges and Trends

- The City continuously strives to be excellent stewards of taxpayer dollars. Staff is exploring ways to utilize technology to improve efficiency. For example, there is an opportunity to capitalize on the Internet and website to enable customers to pay utility bills, apply for permits, register for recreation classes, file sales tax returns and pay for parking tickets on-line. The challenge is to allocate resources to undertake and complete new customer service projects.

- There is an ongoing effort to double check budgeting, projections and expenditures to ensure that the City is managing funds wisely and that it maintains a healthy reserve for emergencies. To this end, the Finance Director regularly prepares reports on the City's finances for the City Council to review.

- The City is also exploring ways to work smarter and to accomplish tasks more effectively. Department managers are using this opportunity to determine how to best use staffs' strengths and skills to improve customer service and to evaluate what training is needed (such as keeping people apprised of how to comply with new regulations or to ensure there is adequate cross-training).

- The City has the opportunity to devise a long-term capital projects and replacement program that encompasses all department budgets so that it may prioritize all projects, estimate project costs and implement department and community goals as funds become available.

- Woodland Park has become a regional retail and commercial center of Teller and surrounding counties; visitors from outside of Teller County contribute about ten percent of the City’s total annual sales. The community has the opportunity to attract several missing retail components to strengthen its revenue stream, such as a home improvement center, franchise-type restaurants and infill residential and workplace developments near retail locations. If these elements are designed properly, they will augment local demand for retail goods and services, create additional sources of labor for businesses and strengthen the City’s revenue base.

- The City has the opportunity to find innovative new revenue sources that may help diversify the economy and provide an alternative to tax increases by making Woodland Park a draw for visitors.

- The Colorado Municipal League (CML) provides a myriad of services for municipalities including list-serves for Finance Directors/City Managers/City Clerks and others, salary surveys to evaluate pay structures and educational tools. The City has the opportunity through CML to learn what other communities are doing to manage their finances, enhance their economies and capitalize on their visitors.
Goals, Objectives and Actions

City Finances Goal 1: Woodland Park will innovatively finance the needs and aspirations of this community in a fiscally responsible manner, which includes continuing to conduct long-term financial planning and maintaining sustainable City reserves.

City Finances Objective 1.1: Ensure the City is fiscally responsible.

City Finances Action 1.1.1: Exercise prudent financial practices and policies that maintain City financial solvency and integrity.

Begin implementation: ongoing

City Finances Action 1.1.2: Consider a two- to five-year budget process. As part of the process review historical data from prior budgets and note the areas facing increased strain without offsetting revenues.

Ref: Water 1.2.1 – 1.2.4

City Finances Action 1.1.3: Consider the reconstitution of the former Citizen Financial Advisory Committee with expanded citizen input to provide technical financial advice to both the City Manager and City Council.

City Finances Action 1.1.4: Work with Staff to develop a five- to ten-year capital improvements and maintenance plan for all departments within the City. Consider the impact of current master plans (such as the Comprehensive Plan and the Parks, Trails and Open Space Master Plan) on future line items, as well as required funding for construction and development.

Ref: Water 1.2.4, Wastewater 1.3.2 and Drainage 1.3.1

City Finances Action 1.1.5: Continually examine how the City is using the resources it has and how it can be more efficient before considering obtaining additional resources. For example, ask Department Heads and Staff to regularly challenge how they operate to improve their productivity and effectiveness. Continue and expand on cross-training and ensure that Staff receives ongoing training to keep apprised of industry trends.

Ref: Sustainable City 1.1.2 and 1.1.3, Water 2.2.1 and Wastewater 1.3.1

City Finances Action 1.1.6: Investigate the ability to enable customers to pay City fees, taxes and billings on-line.

Ref: Environment 2.1.9

City Finances Action 1.1.7: Develop and use tools to increase the use of paperless finance transactions in payroll, purchasing and other business processes. For example, use electronic timesheets that integrate with the City's accounting and payroll software.
City Finances Objective 1.2: Look at creative and non-traditional revenue sources.

City Finances Action 1.2.1: Explore methods to diversify the City's revenue sources and to improve the accuracy of general fund revenue forecasting.
Ref: Sustainable City 1.2.7

City Finances Action 1.2.2: Tap into peer cities to learn from their experiences, examine their revenue streams, keep apprised of new trends and to discover new ways to attract visitors.

City Finances Action 1.2.3: Partner with the Economic Development Advisory Group and the Chamber of Commerce to enhance the City's marketing plan.
Ref: Economic Development 1.8.4

City Finances Action 1.2.4: Grow the budget through economic development.
Ref: Economic Development Chapter

Relevant Documents
City of Woodland Park 2009 Budget

― Creditors have better memories than debtors.‖
— Benjamin Franklin
Economic Development and Tourism
Background

In the 11 years since the City’s last Master Plan was updated the Woodland Park and Teller County region has witnessed shifts in its economic base. There have been shifts in income levels, education levels and the expectations that come with a population which has traveled extensively and chosen this region for second homes, retirement or simply the mountain lifestyle. Retail offerings have increased (the Woodland Park area supports three major grocery stores for example) as a result of this demographic shift.

Woodland Park, in other words, has become a regional center and a place of choice for both residents and businesses alike. The remainder of this chapter describes the additional potential of the Woodland Park marketplace, its primary characteristics and what the community plans to do to facilitate the healthy growth of business and jobs. Strategies outlined in the Comprehensive Plan should lead to a more self-sustaining economic base and community.

A comprehensive strategy for economic development in the Woodland Park economic area should (1) capture a greater proportion of area residents’ retail expenditures, (2) attract more dollars to the area from non-residents, and (3) increase business and resident income within the area.

Capture a Greater Proportion of Area Residents’ Retail Expenditures

For the Woodland Park area to further develop its economy, it must capture a greater portion of resident retail expenditures within its economic trade area. The expenditures that area residents make outside their local community is referred to as “leakage” and represents retail demand that is unsatisfied by available retail sectors within the area. Thus, the “leakage” represents opportunities for further development and the capturing of a greater portion of area aggregate income. It represents retail expenditures that potentially could be captured in the area, if the additional goods and services desired by residents of the trade area were available, assuming that price, quality and variety are comparable to other currently preferred shopping localities.

The retail trade area extends far beyond the Woodland Park City boundaries. In fact, based upon the aggregate income of Woodland Park residents, it is estimated that only 40% of the $120 million in retail sales for 2008 came from residents of the City. A portion of this comes from tourism, but a very large proportion comes from residents of the area that live beyond the City limits. In addition to promoting tourism, retaining more of the area residents’ income requires responding to the needs and desires of inhabitants of a rather large geographic area. It is essential that Woodland Park’s retail sectors be more robustly developed to ensure that the City enhances and retains its status as the retail center of activity for its trade area.

Planning for retail development requires knowledge of the aggregate income for the trade area, which can support retail sales. In the Western United States, 26% of gross household income, on average, is expended on retail goods and services. This can be further broken down as follows: general merchandise (5%), food and beverage (6%), eating and drinking establishments (4%), home furnishings (2%), building materials and supplies (3%) and other retail (6%).
Aggregate income can be estimated by identifying the geographic boundaries of the trade area, and then accessing various economic and demographic databases. This is more difficult in rural and mountain areas, where individuals may travel long distances to reach a retail center. For example, residents of Woodland Park are likely to find it convenient to shop in Woodland Park for goods and services. However, residents of Guffey may choose to shop in Woodland Park or Canon City, while the residents of Hartsel and Fairplay areas also have alternatives to consider. This makes circumscribing the geographic boundaries for the Woodland Park trade area difficult to define.

In estimating the feasible retail potential for the trade area, the physical boundaries are much less important than its fiscal boundaries. The important factor is the aggregate gross income that is available within the trade area that can be expended on retail goods and services. One way to estimate this is to identify a well developed retail sector and then divide the annual expenditure in this sector by the average percent of household income spent on that sector. The most robustly developed retail sector in Woodland Park is the food and beverage sector. Sales in this sector were $51,589,000 in 2008. The average percent of income spent on food and beverage outlets in the Western United States is 6%. If we divide the retail food and beverage sales of $51,589,000 by .06, the estimated aggregate trade area income for 2009 is approximately $859,817,000. This is a conservative estimate for two reasons: (1) 2008 saw the beginning of a deep recession with rising unemployment, from which we have not yet fully recovered; and (2) we know that the well-developed food and beverage sector still has leakage. Residents in the Woodland Park trade area have shopping alternatives outside of the area in Divide, Cripple Creek and especially Colorado Springs. If we were to assume a very minor leakage of 15% of retail food and beverage sales to these other alternatives, the estimated aggregate trade area income is probably closer to $990 million. As the economy recovers, the trade area aggregate income could easily exceed $1 billion.

Expansion of the area’s retail services will only be successful if the “right” mix of businesses is achieved; that is, adding those businesses that are desired, and likely to be patronized by local residents. Those businesses must provide exceptional service, be price competitive and provide the selection of products that are available in other localities. Many retail experts predict that going forward, the traditional features of retail (price, selection, etc.) may be less important than experience, authenticity and perceived value. This applies to both dining and shopping venues.

“A creative economy is the fuel of magnificence.”
— Ralph Waldo Emerson
In calculating market potential, one method of estimating the type of retail that could be added to the community is to consider the proportion of household income typically expended by type of retail establishment (automotive excluded) for the region. The comparison between current sales in these establishments versus the potential for sales in these establishments is estimated based on the aggregate trade area income. Table ED-1 illustrates the potential achievable retail sales based upon an aggregate trade area income of $859.8 million. We are using the smaller estimate of aggregate income to illustrate what is feasible based upon what is currently a well-developed retail sector. Again, this is a conservative approach based upon retail sales for 2008. A more robust economy will increase aggregate income. Additionally, as the retail sectors become more fully developed, they will have a synergistic effect upon one another, and will likely reduce the area’s retail leakage.

Table ED-1 demonstrates a $103 million leakage in retail sales from non-food retail outlets in the trade area. Thus, retail expansion would result in retaining considerably more local income within the trade area. However, as pointed out previously, it will require careful planning and assessment of the area’s demand for specific goods and services desired by area residents.

### Table ED-1
Estimated Feasible Retail Sales and Retail Leakage for Trade Area

<table>
<thead>
<tr>
<th>2009 Estimated Aggregate Income: $859.817</th>
<th>2008 Actual Retail Sales</th>
<th>% of Income</th>
<th>Feasible Sales</th>
<th>Leakage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Merchandise (wide range of products)</td>
<td>$32.080</td>
<td>5%</td>
<td>$42.991</td>
<td>$10.911</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>$51.589</td>
<td>6%</td>
<td>$51.589</td>
<td>0</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>$16.330</td>
<td>4%</td>
<td>$34.393</td>
<td>$18.063</td>
</tr>
<tr>
<td>Home Furnishings</td>
<td>$1.590</td>
<td>2%</td>
<td>$17.196</td>
<td>$15.606</td>
</tr>
<tr>
<td>Building Materials and Supplies</td>
<td>$12.590</td>
<td>3%</td>
<td>$25.795</td>
<td>$13.205</td>
</tr>
<tr>
<td>Other Retail (specialized retail product lines)</td>
<td>$6.208</td>
<td>6%</td>
<td>$51.589</td>
<td>$45.381</td>
</tr>
<tr>
<td><strong>Total Non-Automotive Retail Sales</strong></td>
<td><strong>$120.387</strong></td>
<td><strong>26%</strong></td>
<td><strong>$223.553</strong></td>
<td><strong>$103.166</strong></td>
</tr>
</tbody>
</table>

Note: Numbers are in millions

The Colorado Department of Local Affairs (DOLA) estimates that the number of Teller County households will grow by 13 percent by 2014. Conservatively assuming that average income remains stable, in today’s dollars, aggregate trade area income would increase to $971.5 million and potential retail sales to $252.6 million, an increase of over $111 million and $29 million respectively. Table ED-2 contains estimates of the total potential sales for 2014, additional retail potential and the feasible unmet demand by retail sector beyond what existed in 2009. Unmet demand is calculated as the sum of the unmet demand (or leakage) from Table ED-1 and the feasible retail growth in Table ED-2.

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**Economic Development and Tourism**

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Table ED-2
Estimated Feasible Retail Sales for 2009 and 2014

<table>
<thead>
<tr>
<th></th>
<th>% of Income</th>
<th>2009 Feasible Sales</th>
<th>2014 Feasible Sales</th>
<th>Feasible Retail Growth</th>
<th>2014 Unmet Retail Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Merchandise</td>
<td>5%</td>
<td>$42.991</td>
<td>$48.580</td>
<td>$5.589</td>
<td>$16.500</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>6%</td>
<td>$51.589</td>
<td>$58.296</td>
<td>$6.707</td>
<td>$6.707</td>
</tr>
<tr>
<td>Eating and Drinking</td>
<td>4%</td>
<td>$34.393</td>
<td>$38.864</td>
<td>$4.471</td>
<td>$22.534</td>
</tr>
<tr>
<td>Home Furnishings</td>
<td>2%</td>
<td>$17.196</td>
<td>$19.431</td>
<td>$2.236</td>
<td>$17.842</td>
</tr>
<tr>
<td>Building Materials and Supplies</td>
<td>3%</td>
<td>$25.795</td>
<td>$29.148</td>
<td>$3.353</td>
<td>$16.558</td>
</tr>
<tr>
<td>Other Retail</td>
<td>6%</td>
<td>$51.589</td>
<td>$58.296</td>
<td>$6.707</td>
<td>$52.088</td>
</tr>
<tr>
<td>Total Non-Automotive Retail Sales</td>
<td>26%</td>
<td>$223.553</td>
<td>$252.616</td>
<td>$29.063</td>
<td>$132.229</td>
</tr>
</tbody>
</table>

Note: Numbers are in millions

Table ED-3 identifies the existing retail space in Woodland Park. Currently there are 484,000 square feet of retail space of which 90% is occupied. The stock of retail space varies considerably in terms of appearance, some being built recently and others being somewhat dated. In addition to the available space, within the corridor approximately defined to be from Wal-Mart to Park State Bank, there are 75 acres available for commercial development. Many of these properties are parcels of one acre or less, and will need to adhere to setbacks, possible terrain variations, etc. Given these factors a reasonable estimate is that approximately 25% of the available acreage (18.75 acres) is likely to be convertible into buildable retail space. This amounts to 816,750 square feet of new commercial development. The aggressive pursuit of existing retail establishments and potential retail entrepreneurs to build out this space with retail stores and services desired by trade area residents is warranted and prudent. Success in this endeavor will position Woodland Park to enhance and retain its stature as the commercial center of its trade area. Successfully going forward will require a methodical process of selecting those retail sectors that can be competitive and offer the selection, service and competitive pricing of alternative retail centers currently being solicited by area residents.

Table ED-3
2009 Available Retail Space

<table>
<thead>
<tr>
<th></th>
<th>Year Built</th>
<th>Gross # Sq. Ft.</th>
<th>Anchor Tenant</th>
<th>Occupancy Rate</th>
<th>Annual Rent/Sq. Ft.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Hill North and South</td>
<td>1968-76</td>
<td>128,000</td>
<td>City Market</td>
<td>0.77</td>
<td>$19.20</td>
</tr>
<tr>
<td>Woodland Park Plaza</td>
<td>1997</td>
<td>78,900</td>
<td>Safeway</td>
<td>0.87</td>
<td>$22.60</td>
</tr>
<tr>
<td>Wal-Mart</td>
<td>2007</td>
<td>161,500</td>
<td>Wal-Mart</td>
<td>1.00</td>
<td>N/A</td>
</tr>
<tr>
<td>Walgreens</td>
<td>2005</td>
<td>12,000</td>
<td>Walgreens</td>
<td>1.00</td>
<td>N/A</td>
</tr>
<tr>
<td>Midland Avenue Strip</td>
<td>1986</td>
<td>6,800</td>
<td>Colorado Spa</td>
<td>0.64</td>
<td>$15.65</td>
</tr>
<tr>
<td>Midland Avenue District</td>
<td>Various</td>
<td>42,300</td>
<td>None</td>
<td>0.82</td>
<td>$17.00</td>
</tr>
<tr>
<td>DDA District</td>
<td>Various</td>
<td>54,500</td>
<td>None</td>
<td>0.98</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>484,000</td>
<td></td>
<td>0.90</td>
<td></td>
</tr>
</tbody>
</table>
Attracting More Dollars to the Area from Nonresidents

For the purpose of this section, income sources are identified in three categories: (1) tourists, (2) day visitors and (3) business related events. Table ED-4 represents an analysis of the average monthly sales and average monthly traffic volume for Woodland Park during peak and off-peak seasons for 2000-2008. The peak season is defined as June through September; the off-peak season is defined as January through May. October, November and December sales are excluded from the analysis to avoid potentially skewed information caused by the impact of the holiday seasons. On average, monthly sales transactions during the peak tourism season (June through September) are approximately 28% or $2.2 million greater than off-peak months (January through May). There is an increased traffic volume during these months, indicating that seasonal visitors are likely to be the source of much of the seasonal differences in sales. Assuming that visitors account for roughly one-quarter of sales made during the peak season months as suggested by the trends in Table ED-4, it is reasonable to estimate that visitor and tourist spending in Woodland Park constitutes approximately 10% of annual sales.

Additionally, it is noteworthy that the average monthly traffic volume during the peak season has been declining over the past eight years, with the steepest decline exhibited in 2008. This decline may reflect the artificially high price of gasoline, which approached or exceeded $4 per gallon in the summer of 2008. This may have been further impacted by the current economic condition and the housing market crisis, which also began in 2008. The interesting fact is that while traffic declined, the sales volume continued to grow. In fact, the average sales per car increased from slightly less than $11 to almost $18 per car in 2008. This indicates that the retail community is doing a better job of attracting tourist dollars in recent years, and that the amenities offered are capturing more dollars per visitor than in the earlier years of this decade. Adding additional amenities and attractions should further increase expenditures from this source, while also enriching the quality of life for local residents.

Table ED-4
Seasonal Differences in Monthly Sales and CDOT Traffic Volume

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>$6,575,000</td>
<td>21,500</td>
<td>$8,983,000</td>
<td>27,300</td>
</tr>
<tr>
<td>2001</td>
<td>$7,046,000</td>
<td>23,900</td>
<td>$9,063,000</td>
<td>Unavailable</td>
</tr>
<tr>
<td>2002</td>
<td>$7,254,000</td>
<td>Unavailable</td>
<td>$9,123,000</td>
<td>Unavailable</td>
</tr>
<tr>
<td>2003</td>
<td>$6,916,000</td>
<td>20,900</td>
<td>$9,048,000</td>
<td>27,600</td>
</tr>
<tr>
<td>2004</td>
<td>$7,550,000</td>
<td>21,600</td>
<td>$9,393,000</td>
<td>27,200</td>
</tr>
<tr>
<td>2005</td>
<td>$7,871,000</td>
<td>21,600</td>
<td>$9,964,000</td>
<td>26,900</td>
</tr>
<tr>
<td>2006</td>
<td>$8,321,000</td>
<td>21,700</td>
<td>$10,438,000</td>
<td>26,300</td>
</tr>
<tr>
<td>2007</td>
<td>$8,549,000</td>
<td>20,900</td>
<td>$11,390,000</td>
<td>26,900</td>
</tr>
<tr>
<td>2008</td>
<td>$10,495,000</td>
<td>20,200</td>
<td>$13,079,000</td>
<td>24,700</td>
</tr>
<tr>
<td>Average</td>
<td>$7,842,000</td>
<td>21,500</td>
<td>$10,053,000</td>
<td>26,600</td>
</tr>
</tbody>
</table>
Another source for expanding retail sales is the day visitor. The day visitor comes to Woodland Park to spend time at one of the many cultural amenities, events or area outdoor recreation options. Examples include hiking, snowshoeing, or some of the tourist attractions such as the Dinosaur Resource Center, Mueller State Park, and Fossil Beds National Monument. In addition, day visitors also attend many of the special events in our community, such as the July 4th Celebration, Farmers Market, Cruise Above The Clouds, Symphony Above the Clouds, and other local special events. Day visitors account for some of the increased traffic and sales that is reported above under the tourism section. Currently, there is no method for comparing the retail sales attributed to tourists versus day visitors. The strategy to attract more day visitors will differ from those to attract more tourists.

The third method for attracting more dollars to the community is to promote the many retreat facilities in the area. A concerted effort to reach out to businesses in the metropolitan areas that surround Woodland Park promoting the area as a suitable place to hold offsite business meetings and family events (e.g., many of the camps will host family reunions during the summer months, weddings at the golf course, etc.) could bring a considerable increase in retail expenditures to the Woodland Park economic region and should be pursued.

Increasing Business and Resident Income within the Area

Another opportunity for the economic development of the community is to increase the income of businesses and residents in the area. The community exports people to higher paying jobs in El Paso County and imports talent from El Paso County and elsewhere to fill many of our highest paying jobs. For example, according to a recent area housing study, the median household income of outbound commuter homeowners is 29% higher than homeowners who live and work in the area. Further, median household income of homeowners who commute locally is 20% higher than homeowners that live and work in the area. Clearly, being adjacent to El Paso County presents many advantages and opportunities for Woodland Park. However, creating a number of higher paying jobs for our community will lessen the need for commuting, strengthen our economic base and create more opportunities for people to both live and work in the area.

Table ED-5 provides a view of the industrial structure of Teller County. This data reports jobs that exist in Teller County and does not include jobs of residents who live in the County but commute outside the area for employment. Industry employment by firm and number of employees was obtained from the Colorado Department of Labor. Average industry wage data was obtained from the United States Bureau of Labor Statistics.

Table ED-5 indicates three attributes which this strategy seeks to change. First, well over half of the Teller County industries have jobs with average wages paying less than $25,000 per year. Second, less than 20% of the industries have jobs paying an average income of greater than $36,000 per year. Third, nearly 60% of the jobs are in volatile industries that tend to be hardest hit when the economy slows. Attracting and or growing businesses in higher paying industries that: (1) are compatible with our environment, (2) will enhance our mountain community ambience and (3) export goods and services to economic areas outside the area will significantly enhance our area income earning potential. The result will be to further enhance our retail sector and support the financing and further growth in area amenities. Targeted industries would include: (1) information and other broadly defined knowledge-based enterprises and (2) professional, scientific, management and technical services. Table ED-5 also indicates that some of the businesses already exist in Teller County, but they tend to be very small businesses, employing three or fewer individuals. Encouraging the growth of these
enterprises and attracting complementary ones will be a fruitful endeavor that strengthens the local economy and enhances its sustainability. In addition to growing these industries, increasing the stock of affordable housing will make it possible for younger entry-level job seekers to both work and live in the community. Finally, increasing knowledge based industries and growing this job sector will also require the expansion of infrastructure. This will entail support for the industries (e.g., broadband access, electrical capacity) and the employees (e.g., expanding post-secondary educational opportunities).

<table>
<thead>
<tr>
<th>Industry</th>
<th># of Firms</th>
<th>%</th>
<th># Employees</th>
<th>%</th>
<th>Average Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Entertainment, Recreation</td>
<td>97</td>
<td>11.5</td>
<td>2,503</td>
<td>37.9</td>
<td>$24,438</td>
</tr>
<tr>
<td>Education, Healthcare</td>
<td>73</td>
<td>8.6</td>
<td>1,164</td>
<td>17.6</td>
<td>$27,634</td>
</tr>
<tr>
<td>Retail, Transportation, Warehouse</td>
<td>107</td>
<td>12.6</td>
<td>940</td>
<td>14.2</td>
<td>$21,660</td>
</tr>
<tr>
<td>Prof, Scientific Mgt and Technology</td>
<td>133</td>
<td>15.7</td>
<td>418</td>
<td>6.3</td>
<td>$51,095</td>
</tr>
<tr>
<td>Mining and Utilities</td>
<td>16</td>
<td>1.9</td>
<td>396</td>
<td>6.0</td>
<td>$49,832</td>
</tr>
<tr>
<td>Construction</td>
<td>153</td>
<td>18.1</td>
<td>328</td>
<td>5.0</td>
<td>$26,452</td>
</tr>
<tr>
<td>Other Services (Except Public)</td>
<td>51</td>
<td>6.0</td>
<td>165</td>
<td>2.5</td>
<td>$22,805</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>45</td>
<td>5.3</td>
<td>165</td>
<td>2.5</td>
<td>$39,868</td>
</tr>
<tr>
<td>Administration, Support, Waste Mgt</td>
<td>36</td>
<td>4.3</td>
<td>130</td>
<td>2.0</td>
<td>$26,023</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>40</td>
<td>4.7</td>
<td>116</td>
<td>1.8</td>
<td>$57,442</td>
</tr>
<tr>
<td>Real Estate</td>
<td>56</td>
<td>6.6</td>
<td>115</td>
<td>1.7</td>
<td>$23,249</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>19</td>
<td>2.2</td>
<td>92</td>
<td>1.4</td>
<td>$35,246</td>
</tr>
<tr>
<td>Information</td>
<td>21</td>
<td>2.5</td>
<td>79</td>
<td>1.2</td>
<td>$66,369</td>
</tr>
<tr>
<td>Total</td>
<td>847</td>
<td>100</td>
<td>6,611</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>
Opportunities, Trends and Challenges

Area Advantages
- Lifestyle: climate, privacy, personalities – independent spirits
- Recreation/tourism: hiking, biking, off-road, snowshoeing
- Educated population and innovative entrepreneurs with export businesses
- Proximity to Colorado Springs and Denver communities, their amenities/arts/culture, and the transportation links to Colorado Springs and Denver International Airports, and convenient interstate accessibility
- Growth trend of knowledge-based industries in the economy
- Economic stimulus funding and other financing sources may be available

Area Challenges
- Access to water and electrical resources will be limited by availability for certain types of business. For example, data centers (for storage of files on servers) often require 10 megawatts of power and redundancy. The area’s substation has about that amount of capacity for the entire area. Redundancy can be provided only by power generators in the event of power failure. Therefore, the current infrastructure would not support data centers or companies with similar electric requirements.
- Transportation infrastructure (lack of interstate and/or rail)
- Labor (limited numbers, lack of certain skill sets)
- Limited land, space and types of buildings (abundance of more affordable or suitable space nearby in region)
- Limited reliability and availability of a broadband telecommunications infrastructure
- Limited affordable housing in the area
- Perception by some that community is being unfriendly to business
- Confusion about competition: “more is better” is not universally embraced
- Proximity to Colorado Springs and options for abundant space and ample, diverse workforce

Organizational Advantages
- Experienced leadership
- Committed visionary volunteer support
- Supportive City Staff

Organizational Challenges
- Ever-changing grants and other sources of funding, and City charter restrictions regarding the disbursement of funding for economic development initiatives
- Limited staffing
- Baseline data and information regarding the needs of current and potential local businesses and residents, as well as a communication system to reach both businesses and residents
Goals, Objectives and Actions

**Economic Development Goal 1:** Provide enhanced job opportunities in the area, expand the availability of products, services and amenities in the community, and facilitate the export of products, services and experiences to import new dollars.

**Economic Development Objective 1.1:** Knowledge, insight, creativity and analytical skills within the Economic Development Advisory Group, the Downtown Development Authority (DDA) and other resources will be tapped for strategic guidance, mentoring and engagement with the Office of Economic and Downtown Development to establish approaches, policy and programs to further the economic and downtown development of Woodland Park. Programs should support the retention, expansion, recruitment of primary employers and other operations which will add goods, services, products and amenities that complement the mountain lifestyle and enhance Downtown.

Economic Development Action 1.1.1: Organize task forces/committees of the Economic Development Advisory Group and other community/business leaders to engage in the economic development vision.

Ref: Economic Dev. 1.8.5, Parks, Trails, & Open Space 1.4.1 and 1.5.4

**Economic Development Objective 1.2:** Retain area businesses and assist with expansion or adding complementary businesses to create clusters and critical mass.

1-2 years Economic Development Action 1.2.1: Create volunteer teams to visit and learn about company needs and aspirations.

3-5 years Economic Development Action 1.2.2: Assist in problem-solving before a crisis forces relocation or dissolution, whenever possible.

3-5 years Economic Development Action 1.2.3: Encourage and assist organizations that wish to market their goods and services beyond the local area.

**Economic Development Objective 1.3:** Increase knowledge-based employment in the area that: (1) will offer higher paying jobs, (2) has light environmental impact, (3) will fit the ambiance of our family-friendly mountain community and (4) will export goods and services beyond the local area.

1-2 years Economic Development Action 1.3.1: Identify knowledge-based enterprises with the potential to expand in or into our area.

1-2 years Economic Development Action 1.3.2: Identify the infrastructure requirements of these enterprises to grow and prosper.

1-2 years Economic Development Action 1.3.3: Pursue rural infrastructure stimulus dollars, grants and/or private investment to address communication and other infrastructure needs.
Economic Development Objective 1.4: Reduce the area’s retail sales leakage.

ongoing Economic Development Action 1.4.1: Identify the demand for goods, services and amenities that are currently lacking in the area by using the 2009 Retail Consumer Survey, focus group results, analysis of area bank deposits and other methods which may be appropriate.

1-2 years Economic Development Action 1.4.2: Encourage infill residential and workplace developments near downtown retail locations to augment local demand for retail goods and services, to create additional sources of labor for businesses and generate a sense of place, through more people energizing the downtown. 
Ref: Housing 1.2.2 and Community Design and Development Principles

ongoing Economic Development Action 1.4.3: Build on the existing strengths in the eating establishments and valued general merchandise sectors by seeking to attract retailers and investigate the feasibility of attracting additional retail-service sector; clothing stores and additional restaurants (fine dining and family).

Economic Development Objective 1.5: Advocate the streamlining of codes, policies and procedures that may add unnecessary barriers to business and economic development.

Ongoing 1-2 years Economic Development Action 1.5.1: Educate and advocate for reasonable, cost-effective building codes that provide for public and residential safety and which are enforced in an equitable, reasonable manner. 
Ref: Housing 1.3.3

ongoing Economic Development Action 1.5.2: Participate in current and future infrastructure planning (e.g., water, communications, electrical service, etc.).

3-5 years Economic Development Action 1.5.3: Educate local business owners regarding property valuations, lease rates, and infrastructure costs to help stabilize merchants’ overhead costs and remain competitive with other cities in the region and state.

Economic Development Objective 1.6: Increase the desirability of Woodland Park as a place to live and work by providing diverse housing options, expanded educational opportunities and additional community amenities.

ongoing Economic Development Action 1.6.1: Promote affordable housing policies and practices to add options to the housing mix by collaborating with resources like the Teller County Housing Task Force and Habitat for Humanity. 
Ref: Housing 1.2.3

3-5 years Economic Development Action 1.6.2: Investigate the feasibility of constructing workforce housing. Introduce mixed-use housing, particularly in downtown. 
Ref: Housing 1.2.3
Economic Development Action 1.6.3: Coordinate with higher education providers and other interested parties such as Pikes Peak Community College, University of Colorado in Colorado Springs, Colorado College, the Greater Woodland Park Chamber of Commerce, Woodland Park Re-2 School District and Rampart Range Library District, to provide more training options to enhance work skills either on-site or through virtual campuses and distance learning. Create opportunities for life-long learning and advanced degree options.

Economic Development Action 1.6.4: Continue planning and secure funding for a community recreation center and the enhancement of community amenities.
Ref: Parks, Trails and Open Space 1.3.3

Economic Development Action 1.6.5: Explore ways to attract more businesses that offer family-friendly activities and social hot-spots for young professionals in the City and Downtown areas.

Economic Development Objective 1.7: Expand tourism and visitor expenditures (import dollars, export experience).

Economic Development Action 1.7.1: Support the City’s efforts to create an effective wayfinding signage system (Office of Economic and Downtown Development is addressing this through a grant from the Beautification Committee) and parking system that will draw travelers to destinations that are not readily apparent from Highway 24 and provide easy, convenient access in order to capture a high percentage of travelers.
Ref: Community Character and Design 1.4.2

Economic Development Action 1.7.2: Work with the Chamber of Commerce and others toward communication tools for publicizing local events and community information that can be sent to both local residents and visitors, particularly people who sign in at the Visitors Center, have rented campsites in the area, are utilizing retreats/camps, or are identified recreation enthusiast groups, cultural groups, etc.

Economic Development Action 1.7.3: Support the Woodland Park Historical Preservation Committee’s efforts to develop and promote cultural heritage tourism related to Woodland Park’s historic buildings and sites.
Ref. Arts, Culture and Community Heritage 1.1.3 and Community Heritage 2.2.2

Economic Development Action 1.7.4: Continue to work with the Chamber of Commerce and others on a community marketing plan and support the Chamber’s efforts to run the Visitors Center and market to tourists.
Ref: City Finances 1.2.3

―Beware of little expenses. A small leak will sink a great ship.‖
— Benjamin Franklin
Economic Development Action 1.7.5: Create a “top of mind” association with the region that Woodland Park is a destination for high caliber concerts, shows, performances, festivals, etc., by enhancing the cultural, music and arts activities in Woodland Park via assistance and support to organizations involved with these types of groups and programs.
Ref: Arts, Culture and Community Heritage 1.1 – 1.4

Economic Development Action 1.7.6: Create destination activities in the City and Downtown area. Secure additional education-based attractions such as: Challenger Learning/Space Center, Happy Hands Children’s Museum and a year-round Farmers Market.

Economic Development Action 1.7.7: Work with the Chamber of Commerce and other interested parties to promote area retreat facilities as ideal off-site meeting amenities to businesses and other organizations in and beyond the region.

Economic Development Action 1.7.8: Work with the Chamber of Commerce to establish more winter activities to attract more tourists and day visitors throughout the year.

Economic Development Action 1.7.9: Capitalize on recreational and business opportunities such as off-highway vehicle riding, fishing, hiking, snowshoeing, cross-country skiing and biking.

Economic Development Objective 1.8: Create a concentration of activity anchors (arts, culture, shops, restaurants, entertainment, services, jobs and residences) in Downtown Woodland Park through the continued operation of the DDA. Complete the Downtown Development Authority Foundation Plan and achieve a more vibrant Downtown Area by concentrating people generators and community "one-of-a-kind" amenities that serve as anchors.

Economic Development Action 1.8.1: In continued collaboration with the DDA, develop, redevelop and plan the economic and physical restoration of the downtown district.

Economic Development Action 1.8.2: Mitigate to the maximum extent feasible DDA impacts on adjacent residential neighborhoods, particularly traffic flow.

Economic Development Action 1.8.3: Continue to develop projects designed to serve as the heart of economic development in the downtown area that will help revitalize and provide new economic strategic direction, focus, and impetus to fundamentally altering and enhancing the downtown corridor.

Relevant Documents
The Demand For Retail Space in Woodland Park and Recommended Strategies for Enhancing its Retail Base, 2009
Woodland Park Economic Advisory Group Economic Development Strategic Plan, 2009
Retail Consumer Survey, 2009
The Woodland Park Downtown Development Authority Foundation Plan, 2001
City of Woodland Park Master Plan, 1999
Sustainability
Background

Sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs. The term "sustainable community" is defined uniquely by a community, on the basis of its individual resources, interests, needs, and culture. Most sustainable community definitions focus on long-term integrated systems approaches, healthy communities, and quality-of-life issues by addressing economic, environmental, and social issues. The concept recognizes that economic, environmental, and social issues are interdependent and integrated.

Woodland Park is committed to meeting its current needs without compromising the ability to meet the needs of future generations. This chapter addresses those actions that will ensure that each of the City's policy decisions and programs are interconnected through the common bond of sustainability. The cumulative and long-term impacts of policy choices will be considered as the City works to ensure a sustainable legacy.

Opportunities, Challenges and Trends

Woodland Park has an opportunity and responsibility to set an example for other organizations, by operating its facilities and services in a sustainable manner. The City is committed to assessing its current practices and programs with respect to their conformance with sustainability objectives. The City is further committed to developing strategies for implementing sustainable practices that address purchasing of products and services, maintenance, facility design, and municipal operations.

A healthy environment is integral to the long-term economic interests of Woodland Park. The City is committed to protecting and restoring the natural environment, as the subsequent growth management and economic development decisions are made. As the City protects the health of the environment and provides for expansion of the economy, it must also ensure that inequitable burdens are not placed on any one geographic or socioeconomic sector of the population.

Every member of the community has some impact on the environment. Individuals, businesses, governments and community-based groups must be encouraged to take responsibility for actions that harm the environment. The City will assume a leadership role in creating, sponsoring, and promoting sustainability awareness and education within the community.

Woodland Park does not exist in isolation: it is part of a larger community of interests. Similarly, local issues cannot be separated from their broader context. The City will recognize the relationship between local, regional, national and global issues in its policy and program development.
Goals, Objectives and Actions

Sustainable City Goal 1: Ensure that the City of Woodland Park Government continues as a government entity that, in turn, provides its taxpayers and residents with a range of appropriate essential government services at reasonable financial cost.

Sustainable City Objective 1.1: Emphasize the importance of prudent financial stewardship and exceptional personnel performance.

Begin implementation: ongoing

Sustainable City Action 1.1.1: Through prudent financial stewardship, ensure that City government spending does not exceed City financial resources for any activity or project, and does not exceed the financial capacity of the City government to meet its entire range of financial obligations as a municipal government.

1-2 years

Sustainable City Action 1.1.2: Recognizing that our City government needs to perpetuate itself through the hiring of new employees over time, it is imperative that the City establish succession plans for all key employees whose untimely departure would compromise City operations and services.

ongoing

Sustainable City Action 1.1.3: Continue to provide City Staff the training, resources and work space they need to perform their duties in a progressive, responsive, effective and efficient manner.

Ref: City Finances 2.1.5 and 1.1.8

1-2 years

Sustainable City Action 1.1.4: The 1974 City of Woodland Park City Charter, as subsequently amended, is the legal foundation for the City’s existence. Periodic Charter reviews are essential to maintaining an efficient, agile, responsive government as circumstances change over time. City Council should institute formal Charter reviews on a periodic basis (i.e., 5 to 10 years) to ensure this result.

Sustainable City Goal 2: Promote an inclusive, high performing government that is responsive to community members’ needs.

Sustainable City Objective 2.1: Maintain a transparent and approachable relationship between residents, business owners and the City.

ongoing

Sustainable City Action 2.1.1: Continue to prepare the Annual Report to the Community to keep citizens apprised of the City’s progress in achieving important goals. Provide occasional updates on the website or via other means when appropriate.

Ref: Water 3.1.2

ongoing

Sustainable City Action 2.1.2: Continue to empower City Staff to improve customer service.

Ref: City Finances 1.1.5 and Water 1.1.3

ongoing

Sustainable City Action 2.1.3: Periodically ask for community feedback by administering surveys, providing opportunities to comment on the website, encouraging public comments at City Council meetings and by meeting with citizens.
**Sustainable City Objective 2.2:** Make community members aware of the City’s priorities, issues and actions.

1-2 years **Sustainable City Action 2.2.1:** Regularly communicate the City Council’s vision and direction. For example, prominently display the City’s annual goals in City Hall and on the website and contribute articles or press releases to the local papers about City decisions and priorities.  
*Ref: Public Safety 1.3.5*

1-2 years **Sustainable City Action 2.2.2:** Update as necessary the roles and responsibilities of each City committee, board and commission and post the information on the City’s website. Assign each group actions from the comprehensive plan that they can work on to help achieve the community’s goals and track their progress via annual reports to the City Council.

ongoing **Sustainable City Action 2.2.3:** Use a variety of communication tools (internet, television, word of mouth, newspapers and newsletters, utility bills, etc.) to help make the community aware of the City’s plans and opportunities to become involved and to solicit feedback. Ensure that the City’s website is updated regularly and that minutes from City Council, committee and commission meetings on the City website are posted in a timely manner. Also ensure that the feedback is responded to in a timely manner. All information should be timely, clear, concise, visually appealing and jargon-free.  
*Ref: Public Safety 1.3.5*

1-2 years **Sustainable City Action 2.2.4:** Consider creating a community email list as a means to communicate with people and expand and maintain City contact lists. Also explore other communication methods – Facebook, Twitter, RSS Feeds, etc.

3-5 years **Sustainable City Action 2.2.5:** Work with Teller County to explore ways to offer interactive Geographic Information Systems (GIS) maps to enable businesses and citizens to access and transact with the City quickly and reliably.

ongoing **Sustainable City Action 2.2.6:** Ask the community for input as to how to diversify the City’s revenue sources and ensure that the community’s finances are stable when the area reaches build out.  
*Ref: City Finances 1.2.1*

**Sustainable City Objective 2.3:** Increase public participation and volunteerism.

ongoing **Sustainable City Action 2.3.1:** Proactively seek public input and respond to comments by promoting opportunities to join committees and commissions, volunteering for community events and seeking comments on the City budget and priorities. Advertise these opportunities on the City’s website, in mass emails, on utility bills and via press releases.

ongoing **Sustainable City Action 2.3.2:** Identify barriers to full participation in the community and access to amenities and services, including public transportation which makes access possible. Work with Department Heads to raise awareness of these barriers and develop innovative strategies to remove them.
Sustainable City Action 2.3.3: Conduct focused outreach efforts to encourage all members of the community to participate in City activities by seeking out citizens in their neighborhoods and gathering places such as schools, houses of worship and public spaces, and online social networking sites (Facebook, etc).

Sustainable City Action 2.3.4: Continue to encourage City Staff, Committee, Board and Council members to participate in community and volunteer activities.

Sustainable City Action 2.3.5: Continue to invite civic, non-profit and neighborhood groups to assist with the planning and implementation of City projects.

1-2 years Sustainable City Action 2.3.6: Evaluate the feasibility of creating a community or neighborhood ambassador program to make people feel that they are a part of the community and to increase volunteerism and public participation.

Ref: Community Character and Design 1.2.2

Sustainable Environment Goal 1: Protect and enhance the health and livability of Woodland Park’s natural and human environments.

Sustainable Environment Objective 1.1: Ensure that development minimizes its impact on the natural environment and creates a quality human environment through sustainable design and development practices. The City should define what sustainable design and development practices are.

Sustainable Environment Action 1.1.1: Ensure new development proposals comply with the Community Design and Development Principles set forth in the Community Character and Design Chapter.

Sustainable Environment Action 1.1.2: Continue to require new development proposals to identify natural resources on the site, show how they are integrated into the overall design for the project and address how they will mitigate potentially negative impacts associated with surface and groundwater pollution, soil erosion and contamination, air pollution, weed management and invasive species and the loss of wildlife habitat.

Ref: Community Design and Development Principles

Sustainable Environment Action 1.1.3: Continue to require new development to dedicate appropriately located open space, parks, and sidewalk/trail connections.

- Require new development to integrate natural areas and native landscaping within the development.
- Establish visual connections and integrate natural features and systems within developed areas of the community that are also connected to surrounding natural features and open space areas.
- Provide pedestrian access to natural areas throughout the community.
- Work cooperatively with existing property owners to obtain easements in existing platted and/or developed areas where these linkages do not exist.

Ref: Community Design and Development Principles, and Parks, Trails, and Open Space 1.1.1
Sustainable Environment Action 1.1.4: Achieve energy efficient and sustainable certifications for new public buildings whenever feasible. If certification is not financially or physically viable, follow as many green building standards as possible when designing and constructing civic buildings.

Sustainable Environment Action 1.1.5: Publicly recognize developers who abide by and promote green building standards and act as good stewards of the environment.

Sustainable Environment Action 1.1.6: Encourage new development proposals to conserve existing wildlife habitat by minimizing the development footprint, avoiding nesting or food resources whenever possible, providing food, cover and water in landscaping design and by preventing light pollution.

Ref: Community Character and Design 1.1.1

Sustainable Environment Action 1.1.7: Encourage the redevelopment of underutilized sites downtown to relieve pressure on undeveloped land and to promote increased density and mixed-use development.

Ref: Land Use 1.1.8, 1.3.3 and 1.4.2

Sustainable Environment Action 1.1.8: Continue to maintain Woodland Park’s designation as a Tree City USA.

Sustainable Environment Action 1.1.9: Continue to play an active role in the Woodland Park Healthy Forest Initiative.

Ref: Water 1.3.5 and 1.3.6

Sustainable Environment Objective 1.2: Reduce energy, water and resource consumption.

3-5 years Sustainable Environment Action 1.2.1: Advocate for and encourage energy-efficient technology (such as Energy Star appliances and fluorescent lighting) and the use of renewable energy (e.g., solar, geothermal and wind power) in public buildings, homes, businesses and for transportation. Evaluate the modification of building codes to require specific energy efficient technologies.

Sustainable Environment Action 1.2.2: Encourage businesses and residents to use recycled materials, renewable products, and to recycle waste whenever possible to reduce per capita residential solid waste delivered to landfills. For example, require developers to show how they are doing this in land use application process and add information to the website that educates community members about the importance of recycling/how/where to recycle. In addition, the City should inform residents how they can recycle used auto fluids (oil, brake fluid, coolant, transmission fluid, etc.) and how to recycle common household chemicals, batteries and other potentially hazardous products.

Ref: Wastewater 1.4.2 and Parks, Trails, and Open Space 1.3.1
Sustainable Environment Action 1.2.3: Promote the use of vehicles powered by alternative fuel sources by pursuing energy-efficient vehicles (such as electric cars and hybrids) for City use when fiscally feasible and by educating residents and businesses about the benefits of energy-efficient vehicles. Maximize fuel efficiency of any new vehicles purchased.

ongoing Sustainable Environment Action 1.2.4: Take measures to conserve water and improve the energy-efficiency of City facilities and look for ways to continue recycling whenever possible. 
Ref: Water 1.3.1 and 2.2.4 and Wastewater 1.1.3 and 1.1.4

ongoing Sustainable Environment Action 1.2.5: Seek environmentally-friendly energy alternatives.

1-2 years Sustainable Environment Action 1.2.6: Explore ways to enable people to recycle cardboard in Woodland Park.

ongoing Sustainable Environment Action 1.2.7: Educate residents about how to become more energy efficient.

Sustainable Environment Objective 1.3: Promote water conservation and the reuse of water and protect water quality.

6+ years Sustainable Environment Action 1.3.1: Use recycled and/or non-potable water for street-sweeping, landscaping and irrigation where appropriate and look for ways to expand the usage of gray water. 
Ref: Wastewater 1.4.1

ongoing Sustainable Environment Action 1.3.2: Encourage the use of water-efficient landscaping and water-efficient appliances and fixtures to reduce overall water consumption. For example, the City should consider:
- Providing information on its website or provide a link to information about what plants are good at this altitude for Xeriscaping.
- Hosting an annual educational workshop to educate residents.
- Involving the Harvest Center and other free educational resources.
- Giving coupons or rebates for replacing an existing high flow toilet with a low flow one.
- Giving businesses with public restrooms incentives to use no-water urinals. Possible alternatives to financial incentives could include rewards, public recognition, etc.
- Installing waterless urinals for heavily used public bathrooms.
- Acting as a role model in demonstrating this concept.
Ref: Parks, Trails, and Open Space 1.2.2 and 1.3.3 and Water 2.2.5

ongoing Sustainable Environment Action 1.3.3: Monitor water quality above and below the wastewater treatment plant and take efforts as necessary to maintain good water quality. 
Ref: Wastewater 1.1.2

“A true conservationist is a man who knows that the world is not given by his fathers, but borrowed from his children.”
-- John Madison
Sustainable Environment Goal 2: Emphasize the importance of becoming a more sustainable community.

Sustainable Environment Objective 2.1: Create opportunities for community members to learn about and participate in efforts that promote environmental sustainability and encourage stewardship.

3-5 years Sustainable Environment Action 2.1.1: Develop an environmental sustainability outreach campaign that:
- Encourages residents to describe wildlife in their neighborhoods and help educate citizenry about wildlife needs;
- Promotes volunteer habitat restoration such as the National Wildlife Federation’s wildlife habitat certification program;
- Educates and re-trains citizens with regard to the use of chemicals and pesticides;
- Uses a variety of communication tools to keep the public informed about the community’s progress and opportunities to become involved (such as the City website, mass emails and text messaging);
- Promotes the community’s sustainability efforts at public events;
- Creates partnerships among the City, Teller County, local media, interested organizations and residents to support and expand the campaign;
- Informs residents about existing mulch opportunities (such as the slash/mulch station in Divide);
- Partners with Catamount Institute and local colleges to find volunteers to do free energy audits; and
- Encourages City employees, residents and visitors to use alternate methods of transportation (walk, bike, carpool, etc.).

1-2 years Sustainable Environment Action 2.1.2: Create a “tab” on the City’s website that links users to information about environmental sustainability, tells them how they can participate in community efforts and how they can personally make a contribution and practice environmental stewardship.
Ref: Sustainable City 1.2.3, Water 1.3.5, Wastewater 1.4.4 and Drainage 1.1.4

ongoing Sustainable Environment Action 2.1.3: Support the Woodland Park Harvest Center’s and other non-profits’ efforts to:
- Educate people of all ages in nutrition, health, and organic agricultural arts;
- Promote local commerce in high-altitude food production, using sustainable practices for operation, maintenance, and production at its facilities;
- Serve as a model for other communities learning to live in greater harmony with nature;
- Help educate and promote composting and gardening by having workshops and other educational opportunities;
- Pursue environmental grants; and
- Explore community composting at Aspen Valley Ranch.

ongoing Sustainable Environment Action 2.1.4: Encourage neighborhoods to thin, trim and plant trees in concert with healthy forest principles and wildfire mitigation practices.

ongoing Sustainable Environment Action 2.1.5: Use interpretive signage to describe natural and cultural resources in the community and to teach how people can conserve and support these resources.
Ref: Parks, Trails and Open Space 1.2.5 and 1.4.1 and Community Heritage 2.2.1
Sustainable Environment Action 2.1.6: Create and promote opportunities for local organizations, businesses and residents to maintain and enhance wildlife habitat by removing invasive species, performing trail maintenance, and cleaning up litter throughout the City.

Sustainable Environment Action 2.1.7: Work with the Woodland Park Arts Alliance and other appropriate groups to promote artistic expression using materials that can be found and/or recycled in Woodland Park and the surrounding area. Include signage that explains the reuse of materials. 
Ref: Art, Culture and Community Heritage 1.1.3

Sustainable Environment Action 2.1.8: Evaluate and improve City government and City-sanctioned events in an effort to reduce water consumption and generation of solid waste and to improve recycling.
Ref: PTOS 1.3.1

Sustainable Environment Action 2.1.9: Implement an online bill paying system. Implement a paperless billing system.
Ref: City Finances 1.1.6

Relevant Documents
City of Woodland Park Master Plan, 1999

“Look deep, deep, deep into nature, and then you will understand everything.”
— Albert Einstein
Water and Wastewater
Background

The City’s water system consists of water sources and water rights, raw water storage, water treatment, potable water storage, pump stations, pressure reducing stations and a water distribution system including mains, valves and hydrants. The water service area includes the entire City limits and some areas outside the City served with outside use agreements. In 2009, approximately 8,500 people and 260 commercial customers were being served. About 94 percent are inside City limit customers.

The City’s water system is currently planned for a service population of 12,900 people. Two new wells, a surface water intake and the extension of a raw water line are the only remaining projects needed to serve that population.

The City’s wastewater system consists of collection sewers, pump stations, force mains and one advanced treatment plant. The service area includes the City limits except for about 200 water customers in the southeast area of the City who have septic systems. The City also provides wastewater service to the Teller County Water and Sanitation District No. 1 and several more outside City customers with outside use agreements. In 2009 approximately 8,800 people and 255 commercial customers were being served. About 88 percent are inside City limit customers.

The City Wastewater Plant is currently loaded at 98 percent of organic design load. A two-phase plant expansion is planned with the first phase construction to occur in 2010 and the second phase two to four years later. Design population of the expanded plant is expected to be about 14,000.

Water Treatment, Storage and Use

- Water Treatment Plant Capacity: 2.08 million gallons per day (mgd) + 1 mgd emergency capacity
- Treated water storage capacity: 3.94 million gallons
- 2009 Peak 7-day demand: 0.86 mgd
- 2009 annual demand: 250 million gallons
- Current service population: 8,500
- Planned service population: 12,900
- Water sources: 2/3 comes from local wells and springs, 1/3 is piped from City shares in reservoir companies

Wastewater Collection and Treatment

- The wastewater treatment plant has been in service continuously since 1992; it was designed to serve 10,150 people.
- Hydraulic Capacity: 0.893 million gallons per day (mgd)
- 2009 Monthly Peak Hydraulic Flow: 0.630 mgd or 69% of hydraulic capacity
- Organic Capacity: 1,955 lbs/day Biochemical Oxygen Demand (BOD)
- 2009 Average BOD was 1,914 lbs/day or 98% of organic capacity
- 2009 Estimated Service Population: 8,800 (includes Teller County Water and Sanitation District No.1, two residential areas outside City limits and Pikes Peak Regional Medical Center)
- Treated wastewater is discharged to Trout Creek, a cold water fishery and tributary to the South Platte River.
- Organic pollutants are removed from the wastewater stream in the form of waste activated sludge. Sludge is composted and is used on City re-vegetation projects or given to local residents.
Planned Water Projects
Water system capacity and reliability have been improved such that no immediate projects are required nor justified in the current financial conditions. Many projects related to sources, water quality protection, improved efficiency, and drought readiness will be planned and implemented as growth in the service area occurs.

Planned Wastewater Projects
Headworks Improvements
Proposed improvements to the headworks of the City’s wastewater plant are currently out for bid. This $700,000 project will be financed by a loan from Colorado Water Pollution Control Revolving Fund. The improvements will include the addition of a mechanical fine screen and grit removal. These will reduce manual labor, provide greater protection of downstream equipment and processes, and prepare the plant for the anticipated plant expansion.

Anticipated Plant Expansion
A wastewater treatment plant expansion is currently being planned and designed. Design will be completed in 2010 or in 2011, but construction may not begin for several years (2012 to 2014). The wastewater utility has outstanding debt obligations from original plant construction that will not be retired until 2013. It will be very attractive for the City to pay off the existing wastewater debt before incurring significant new debt for wastewater plant expansion. The wastewater utility has accumulated a healthy reserve sufficient to pay off the remaining existing debt payments should the City need to expand the plant and incur significant new debt before 2013.

- Proposed Hydraulic Capacity: 1.2 mgd
- Proposed Organic Capacity: 3,500 lb/day Biochemical Oxygen Demand
- Proposed Service Population: 14,100

Opportunities, Challenges and Trends
- The City of Woodland Park realizes that its water supply is a valuable and limited resource. Since 1996, the City has tried to balance annexed land area, densities, population and water supply so that annexations and land use approvals do not eventually exceed the City’s ability to serve them with water. This has worked well until the last two years when several land use proposals have been presented to the City. These proposals have been for housing projects believed to be needed by the community and include workforce housing and housing for the elderly. Also, some were located in the downtown area where increased housing is believed to be appropriate to support increased vitality and expansion of the downtown business community. These projects would require land use changes approved by City Council. The down side is that they would increase the City’s projected build-out population above the projected water service population at full development of the currently planned water supply. The City’s challenge is to support desired housing and business projects without creating a planned population greater than the planned water service population and incurring unaffordable costs for additional water development.
From the spring of 2008 until the spring of 2009, the City’s Utilities Advisory Committee (UAC) studied the many variables that affect the City’s projected water demand and the City’s projected water supply. The City uses a unit water demand to quantify current water use and to project future water needs. The unit water demand used by the City is the total City raw water volume in acre-feet divided by the residential service population. Therefore, this unit water demand consists of all water uses in the City including: treatment and line loses; residential, commercial and institutional uses; and represents water use on a per capita basis. The UAC concluded (and reported to the City Council and Planning Commission) that a lowering of the City’s unit water demand used for planning from 0.125 acre-feet (AF)/capita/year to 0.114 AF/capita/year was acceptable because 0.114 AF/capita/year covers current actual use and an acceptable cushion. This conclusion provides the opportunity to serve the currently projected City build-out population of 12,900 people with the City’s currently planned water supply when fully developed (1475 AF/year). However, the challenge is that the UAC further recommended that the currently planned water supply should not be considered capable of serving a population larger than 12,900. Any annexations or land use approvals which would increase the projected build-out population would likely create a future water demand greater than the planned water supply can support. The UAC work concluded that the City cannot count on the currently planned water supply to meet increased water demands of additional desired housing.

During the period from 1995 to 2005, the City of Woodland Park invested heavily in its water system. The City purchased reservoir and canal company shares in order to own its own augmentation water; reconstructed its raw water dam and reservoir; expanded and upgraded its surface water treatment plant; and constructed the North Well Field, pump station, and transmission line. All these improvements have left the City in a great position to meet the City’s water needs for the next 20 to 30 years. However, they also have left the City with a significant annual debt service through 2015. Payment of this debt is a significant challenge during the current economic condition and slowdown in water tap sales. The current debt and the current reduced tap revenue make additional water debt unaffordable at this time. The payoff of most existing water debt in 2015 represents an opportunity for new water investments starting in 2016 that could improve or expand system operations and capacity.

The City’s growth in housing units over the last 10 years has included boom and bust years and has averaged 62 dwelling units per year. At this rate of growth, the projected capacity of the currently planned water supply will support growth for 26 years. Although water development is costly and time-consuming, this 26-year capacity provides an opportunity to develop more water, reduce the per capita water demand, make appropriate land use decisions, or take other actions to keep the City’s long-term water supply and demand in balance.

There are opportunities to conserve water by: eliminating inefficient washing machines and toilets, repairing leaks in water lines, improving the accuracy of water meters, replacing large expanses of irrigated lawns with artificial turf or low water use landscaping, limiting outdoor irrigation and educating community members about how to reduce their water usage. However, Woodland Park already uses significantly less water than typical Front Range cities - outdoor water use (typically one of the greatest uses of water) is about 11% to 15% of total water use in Woodland Park. By comparison, outdoor water use in Colorado Springs is approximately 45%; so limiting outdoor water use here will not dramatically decrease total water use, but because so much of outdoor water use is consumed, reducing irrigation reduces expensive water augmentation requirements. In the long term, continued conservation efforts represent a very real opportunity to lower the per capita water use in the City and to serve more customers with the City’s planned water supply.
There is a growing challenge for improved regional cooperation to maintain healthy watersheds and minimize environmental impacts that individual residents and public facilities can have on water quality.

The Environmental Protection Agency’s and the State of Colorado’s water quality standards are becoming increasingly stringent. This challenge may impact how water is treated, the associated cost and the resulting rates and tap fees.

All of the City’s existing water sources are renewable sources in that they are recharged by recent precipitation. This characteristic promotes sustainability but results in the challenges inherent with highly variable water production. The City’s existing water sources could be complemented by non-renewable sources (typically deep wells), but to promote sustainability any non-renewable water sources should be used sparingly during droughts, and should not be used to meet the routine water needs of the City.

Opportunities for wastewater management include flexibility to schedule the plant expansion, wastewater reuse on the golf course, the use of woody biomass heating (the utilization of trees and other woody plants, that are the by-products of forest management, to produce bioenergy), and other alternative energy sources.

Infrastructure projects are increasingly valued for their ability to serve multiple uses. For example, installation of a sewer line may provide opportunities for: recreation (a trail on the easement), education (interpretive signage) and wildlife habitat (re-vegetation may provide food, cover, shelter).

The biggest challenges the Woodland Park Utilities Department faces regarding wastewater include funding the plant expansion, odor control, energy conservation, and equitable charges between existing customers and new growth given periods of slow growth.

The Environmental Protection Agency’s and the State of Colorado’s water quality standards are becoming increasingly stringent, which may impact how wastewater is treated in the future and the associated cost.

Trends include stronger, lower volume wastewater as a result of water conservation and the installation of more low flow fixtures. Lower volume will save money on pumping and may save money in future upgrades of hydraulically-based treatment processes. At the same time care needs to be taken not to undersize processes such as aeration basins that treat organic loading but historically have been designed based on hydraulic detention time and a normal strength wastewater.
Goals, Objectives and Actions

Water Goal 1: Provide a safe, reliable, aesthetically pleasing (taste, odor, clarity) water supply in a cost effective, environmentally sound manner.

Water Objective 1.1: Deliver superior service to the City’s water customers in the everyday operation of the City’s water system.

- Water Action 1.1.1: On an everyday basis, make water treatment and distribution decisions that will not compromise a reliable and safe water supply.
- Water Action 1.1.2: Maintain storage volumes, water pressures, and operational fire hydrants to provide best possible firefighting capability throughout the City’s water service area.
- Water Action 1.1.3: Strive to continually improve customer relations in all facets of water system operation.
  Ref: Sustainable City 1.1.2 – 1.1.4
- Water Action 1.1.4: Make cost-conscious, life-cycle decisions regarding day-to-day operations and maintenance expenditures.
  Ref: City Finances 1.1.2

Water Objective 1.2: Maintain appropriate rates and fees for the City’s water system services.

- Water Action 1.2.1: Continue to reconcile the Water Tap Management Plan on an annual basis to assess water system revenues and expenditures on a short and long term basis.
- Water Action 1.2.2: Review water rates and tap fees on an annual basis.
- Water Action 1.2.3: Review sources of capital project and debt service revenues annually to help ensure the cost of capital improvements to the water system are fairly divided between existing and new customers.
  Ref: City Finances 1.1.2
- Water Action 1.2.4: Establish rates, budgets and debt reserves understanding the next economic recession will likely occur within the next 10 to 30 years.
  Ref: City Finances 1.1.2 and 1.1.4
- Water Action 1.2.5: Consider amending the current City practice of not allowing the purchase of City water and sewer taps until construction occurs. Rather, permit the early purchases of taps by individual lot owners who, upon construction, pay the City any difference between the original cost of the tap fees paid and the current tap fees’ pricing structure in force at time of construction.
**Water Objective 1.3:** Increase environmental sensitivity and improved safety for the City’s water system.

- **ongoing** Water Action 1.3.1: Incorporate energy savings and sustainable technologies into operations and maintenance decisions and system improvements whenever feasible.
- **ongoing** Water Action 1.3.2: Incorporate improved security measures to protect the water system from vandalism and terrorism.
- **ongoing, 1-2 years** Water Action 1.3.3: With assistance from the Colorado Rural Water Association, develop and implement a Source Water Protection Plan for Woodland Park. The planning process should include ample opportunities for public input and a strong educational component.
- **ongoing** Water Action 1.3.4: Continue the implementation of the City’s Cross Connection Control Program.
- **ongoing** Water Action 1.3.5: Educate water customers, neighboring residents and businesses about the potential harmful effects of improper use or disposal of pesticides, herbicides, pharmaceuticals and other chemicals. Use educational opportunities within the pine beetle control program and other available programs as well as the City’s website and other mass media.  
  *Ref: Environment 1.1.9 and 2.1.2 and Wastewater 1.4.4*
- **ongoing** Water Action 1.3.6: Collaborate with City and County departments, the Fire Department, the Coalition for the Upper South Platte and the Woodland Park Healthy Forest Initiative to complete and implement the Community Wildfire Protection Plan.  
  *Ref: Environment 1.1.9*
- **ongoing** Water Action 1.3.7: Support erosion control and stormwater management policies and projects that help protect the City’s water sources and the downstream sources of other communities.  
  *Ref: Drainage 1.1.2*

**Water Goal 2:** Optimize the City’s existing water resources to make water available to support the City’s highest priority land uses/housing needs.

**Water Objective 2.1:** Support established priorities for land uses/housing needs by making additional water available.

- **1-2 years** Water Action 2.1.1: Collaborate with City staff and elected officials to prioritize land uses/housing needs which when coupled with additional available water could be expanded to produce maximum benefit for the community. Land uses/housing needs currently in highest priority include affordable housing and higher density housing in and adjacent to the central business district.  
  *Ref: Land Use and Growth 1.1.2*
1-2 years Water Action 2.1.2: Update City staff and elected officials periodically with the status of optimization efforts to make water available for the City’s top priority land uses/housing needs. Although no water has yet been made available through this Water Goal 2, and the Utilities Advisory Committee has recommended to City Council that expansion of the planned 12,900 build-out water service population should not be considered compatible with the full development of the currently planned water supply, water support for the highest priority land uses/housing needs is available for Council consideration in the interim. Up to 400 dwelling units (1050 people) could be added to the water service population (above 12,900) with a marginally increased risk of a water shortage at build-out. The risk for this increase is only marginal because it would require expansion of augmentation shares or storage, and expansion of local well water, but it would not require the expansion of the Homestake conveyance contract. The Utilities Advisory Committee should review this staff proposal and report to City Council. City Council should consider using this block of capacity to support projects to meet the top priority land uses/housing needs.

Ref: Land Use and Growth 1.1.1 and 1.1.2 and Housing 1.2.6

1-2 years Water Action 2.1.3: Evaluate a two or three-tiered residential tap fee structure rather than the current single rate for all single family residences. The tiered structure could follow the existing commercial fee structure in which a proposed building with fewer water fixture units is considered to have a smaller peak water demand, and the tap fee reflects the smaller impact on the water system. This tiered tap fee structure would represent a legitimate restructuring of revenue sources and would support affordability of high priority housing needs.

Ref: Housing 1.2.8

Water Objective 2.2: Pursue opportunities to enhance water conservation and improve efficiency of water use.

ongoing Water Action 2.2.1: Explore how improvements in technology can be utilized to conserve water, improve efficiencies and enhance water operations and maintenance programs.

Ref: City Finances 1.1.5

ongoing Water Action 2.2.2: Continue to enhance the City’s water conservation plan to help the community prepare for droughts and more efficiently use the City’s precious and limited water resources.

ongoing Water Action 2.2.3: Increase the data collection and analysis of water use in the community to better quantify uses and understand trends. Determine water use within useful subcategories of single family, multi-family, commercial, and municipal use categories. Further define irrigation use because of its discretionary nature and its high impact on augmentation requirements.

Ref: City Finances 1.1.2

ongoing Water Action 2.2.4: Pursue increased efficiency in the water distribution and delivery system by identifying and eliminating leaks in water mains and service lines, and by increasing meter accuracy in homes and businesses.

Ref: Environment 1.2.4

ongoing Water Action 2.2.5: Expand the use of artificial turf for sports fields and other large areas currently using large quantities of irrigation water. Continue to promote natural unirrigated landscapes and Xeriscape in conjunction with small amounts or no irrigated bluegrass.

Ref: Environment 1.3.2
Water and Wastewater

Ongoing 1-2 years
Water Action 2.2.6: Prepare a written Drought Mitigation Plan to document resources, strategies, contacts and any other information that will help the City sustain critical water service during future droughts.

Water Goal 3: Strengthen and expand the City’s water resources within the ability of the City to afford and deliver the improvements.

Water Objective 3.1: Increase the City’s preparedness to make appropriate investment decisions in the City’s water resources.

ongoing
Water Action 3.1.1: Continue an education program to improve understanding and awareness of the costs, complexities and challenges involved in strengthening and expanding the City’s water resources.

ongoing
Water Action 3.1.2: Report annually to City Council on water resources available for acquisition and the City’s funding status for making such acquisitions.

Water Objective 3.2: Pursue projects to completion that will strengthen and/or expand the City’s water resources and are appropriate over the full range of growth decisions for the community.

ongoing, 3-5 years
Water Action 3.2.1: At the earliest appropriate time, pursue the amendment of the conveyance agreement with Colorado Springs Utilities to increase annual conveyance of augmentation water from 500 acre-feet per year up to 625 acre-feet per year.

1-2 years
Water Action 3.2.2: Complete necessary feasibility studies and formalize necessary agreements to build additional water storage reservoirs near Woodland Park increasing augmentation water storage from a current capacity of 55 acre-feet to a total of 350 to 600 acre-feet.

6+ years
Water Action 3.2.3: Acquire additional shares in the Twin Lakes Reservoir Company as they become available.

Water Objective 3.3: Evaluate other potentially attractive water resources and take appropriate steps to preserve the City’s ability to pursue them.

3-5 years
Water Action 3.3.1: Invest selectively in feasibility studies for water projects that have significant potential for the City. Such projects might include a deep well into an untapped aquifer or a new well field at a remote location.

1-2 years
Water Action 3.3.2: Appropriate water, apply for water rights, and take other low cost, but meaningful actions to legally position the City to pursue potentially attractive water resources.

ongoing
Water Action 3.3.3: Continue to identify and evaluate any potential water resources, projects, partnerships, and other opportunities that could strengthen or expand the City’s water resources in a cost-effective manner.

Ref: City Finances 1.1
Wastewater Goal 1: Provide high quality service to reliably collect and optimally treat wastewater in a fiscally responsible manner.

Wastewater Objective 1.1: Provide the highest quality wastewater collection and treatment possible on an everyday basis.

ongoing Wastewater Action 1.1.1: Provide comprehensive, timely preventive maintenance so equipment failures which could cause loss of plant performance are minimized.

ongoing Wastewater Action 1.1.2: Optimize wastewater plant process control, on a day-to-day basis, so the best possible treatment is achieved from the City’s wastewater treatment plant.
Ref: Environment 1.3.3

ongoing Wastewater Action 1.1.3: Explore ways to improve the energy efficiency of the wastewater treatment plant and pump stations (e.g., select energy-efficient equipment and lighting, consider solar utilization, adequate insulation, use natural light to the extent possible, consider biomass heating, etc.).
Ref: Environment 1.2.4

1-2 years Wastewater Action 1.1.4: Evaluate the energy saving potential associated with adding one or two upstream wastewater pump stations on the south side of the City to intercept and pump flows to the north side rather than allowing those flows to run further down the Fountain Creek Valley to the existing main southside pump station.
Ref: Environment 1.2.4

Wastewater Objective 1.2: Provide uninterrupted wastewater collection and treatment service to meet the needs of the growing community.

ongoing Wastewater Action 1.2.1: Provide timely preventive maintenance, repairs and replacements within the wastewater collection system to minimize the chance of backups, overflows or failures.

3-5 years 1-2 years for design Wastewater Action 1.2.2: Complete construction of the proposed expansion of the wastewater treatment plant in a timely manner to avoid potential growth sanctions, while still optimizing the City’s financial position for financing the project.
Ref: Land Use 1.1.1

1-2 years Wastewater Action 1.2.3: Complete construction of the treatment plant headworks improvements as soon as possible with the availability of Colorado Water Pollution Control Revolving Fund loan money, to take advantage of low interest rates and to prepare for the full plant expansion project.

Composted wastewater biosolids meet EPA requirements for unrestricted use and are used by the City and customers as a soil amendment.
Wastewater Objective 1.3: Project costs and provide the revenues necessary to fund operations, maintenance and infrastructure improvements to meet existing and forecasted wastewater needs.

ongoing  Wastewater Action 1.3.1: Annually evaluate the wastewater operations and maintenance costs and revenues.
  - Evaluate and reduce expenses as possible.
  - Evaluate and establish appropriate O&M rates.
  - Identify, analyze, and recommend alternatives for improving receiving stream water quality, reducing energy consumption and reducing wastewater production.
  
  Ref: City Finances 1.1.5

ongoing, 1-2 years  Wastewater Action 1.3.2: Develop a wastewater system Capital Improvement Plan. The plan should:
  - Evaluate the future land use plan and propose a strategy for meeting future wastewater treatment capacity demands.
  - Develop and maintain an asset management program that will provide capital rehabilitation and replacement schedules and costs.
  - Establish a reserve fund for periods of reduced growth or other economic downturn.
  - Evaluate and establish capital replacement fees to fund existing customers’ share of capital costs.
  - Evaluate and establish new development impact fees to fund new customers’ share of capital costs.
  - Evaluate financing options to fund capital improvements.
  
  Ref: City Finances 1.1.4

Wastewater Objective 1.4: Reduce natural resource consumption, promote reuse, improve safety, and promote responsible waste disposal.

3-5 years  Wastewater Action 1.4.1: Maximize the reuse of wastewater on the golf course and potentially other turf in the City.
  
  Ref: Environment 1.3.1

ongoing  Wastewater Action 1.4.2: Maximize the reuse of biosolids within the community.
  
  Ref: Environment 1.2.2

3-5 years  Wastewater Action 1.4.3: Investigate ways to improve the safety of plant workers by exploring methods to minimize the use of hazardous chemicals and replacing existing equipment with safer equipment as appropriate.

ongoing  Wastewater Action 1.4.4: Educate the public about how to prevent water pollution by properly disposing of unused medications and hazardous chemicals including creating an informational page on the City’s website that includes links to the Environmental Protection Agency’s Designed for Environment website, the Colorado Department of Public Health and Environment’s Generator Assistance Program, and the State’s Database of State Incentives for Renewables and Efficiency.
  
  Ref: Environment 2.1.2 and Water 1.3.5
Wastewater Objective 1.5: Minimize the impact of the wastewater treatment plant and infrastructure projects on surrounding neighborhoods.

3-5 years ongoing

Wastewater Action 1.5.1: Improve the visual appearance of the plant site by landscaping and buffering the site as part of the wastewater treatment plant expansion.
Ref: Community Character and Design 1.1.1

ongoing

Wastewater Action 1.5.2: Evaluate potential odor sources and implement a comprehensive odor management program.

ongoing

Wastewater Action 1.5.3: Whenever feasible, incorporate a trail connection into utility projects (e.g., on sewer easements). Also consider wildlife when re-vegetating disturbed areas and when landscaping facilities (e.g., consider a seed mix that may serve as a food source, use shrubs that can provide food, cover and nesting areas, etc.).

Relevant Documents
Chapter 13.27 of the Woodland Park Municipal Code: Water Tap Management Plan
Woodland Park Water Development Plan
Utilities Advisory Committee Report to Mayor and City Council, November 12, 2008
City of Woodland Park Master Plan, 1999
Conveyance Agreement with Colorado Springs, July 24, 1995
Transportation and Drainage

WOODLAND PARK
Background

Woodland Park’s transportation network affects the livability of our community. It connects our homes to employment, shopping, education, recreation and cultural activities; it has impacts on our air and water quality; and it shapes the visual character of our community. Because of the influential role a transportation network plays in the viability of a community, it is critical to coordinate transportation and land use planning in developing and implementing the Comprehensive Plan.

Traffic safety is intimately related to surface drainage. The optimum roadway drainage design should achieve a balance among public safety, capital costs, operation and maintenance costs, public convenience, environmental enhancement and other design objectives. The City has transitioned from a rural drainage system with open ditches and gravel roads to paved streets with curb and gutters.

The Fountain Creek watershed covers 928 square miles and drains into the Arkansas River in Pueblo. The headwaters of Fountain Creek begin in Woodland Park. Creeks within the Fountain Creek Watershed contribute about 15% of the drinking water for Colorado Springs and are a source of irrigation for over 100 farms and ranches. (Source: Fountain Creek Watershed Study)

Trout Creek and Loy Gulch traverse a portion of the City and are watercourses within the Upper South Platte Watershed. The Upper South Platte Watershed covers approximately 2,600 square miles, from the Continental Divide to Strontia Springs Reservoir, southwest of Denver. It includes over 1.2 million acres of public lands and provides municipal water for about 75% of Colorado’s residents. (Source: The Coalition for the Upper South Platte)

This chapter of the Comprehensive Plan focuses on the community’s goals, objectives and action steps for a transportation infrastructure that facilitates safe and efficient movement throughout the community and provides adequate drainage for that infrastructure.

Woodland Park Public Works Department

The Public Works Department is comprised of Streets, Fleet Maintenance, and Parks, Buildings and Grounds Divisions. This department also oversees capital projects, construction inspection, engineering services and drainage facilities. A total of 55 miles of streets are maintained within the City. The goal of this department is, “To provide and maintain for our citizens, infrastructure and recreational facilities that are safe, functional and aesthetically pleasing.”

Recent Public Works Department Street Improvements Accomplished in 2008 and 2009

- Highway 67 widening from Midland Avenue to the signalized intersection of Evergreen Heights Drive and County Road.
- US 24 acceleration lane and retaining wall installation north of Glen Dale Drive.
- Rampart Range Road replacement with curb, gutter and sidewalk.
- Mill and overlay, chip sealing and cape sealing of many neighborhood streets.
- Baldwin Street sidewalk installation with curb and gutter.
- Lake Avenue sidewalk installation with curb and gutter.
Funding
Currently the City of Woodland Park, Public Works Department receives money from five sources.
- General Fund contribution towards operation and maintenance.
- Transportation Capital Fees collected at the time of issuance of a Zoning Development Permit.
- Sidewalk, curb and gutter fees-in-lieu of improvements for commercial and multi-family developments.
- Colorado Department of Transportation (CDOT) funds for special projects as identified in the 2035 Regional Transportation Plan and Pikes Peak Area Council of Governments.
- One-cent sales tax for 1994 street paving project debt service and pavement maintenance program.

Travel Patterns
Though the 2000 Census does not provide specific information about employment locations, sample data can provide information about where Woodland Park employees are commuting to in the region. The 2000 Census employment place data for Woodland Park employees was reported as follows:
- The 2000 census found that 1,289 (36%) Woodland Park residents worked in Woodland Park, while 2,291 (64%) worked outside of Woodland Park.
- The data also notes that 1,470 (41%) Woodland Park residents worked in a central city. This is assumed to be Colorado Springs.

According to the 2000 Census, the mode of transportation used by the 3,580 workers over 16 years of age who live in Woodland Park breaks down in the following way:
- 2,915 (81.4%) drove alone to work
- 438 (12.2%) carpooled
- 101 (2.8%) worked at home
- 60 (1.7%) walked
- 57 (1.6%) used other means
- 9 (0.3%) used public transportation (including taxi)

Roadway Network
US Highway 24 is the major east-west thoroughfare through Woodland Park that connects to Colorado Springs and Buena Vista. US Highway 24 experiences significant fluctuations in daily traffic volumes during the summer and peak tourist season. At this time, the only traffic counts available for US Highway 24 are from the CDOT’s count program. This program is not equipped to capture seasonal traffic peaks and the data should be used for general planning purposes only. According to 2008 CDOT Annual Average Daily Traffic (AADT) counts; US Highway 24 has approximately 25,000 – 30,000 vehicles. Based on data published by the American Association of State Highway and Transportation Officials, the average daily capacity for a four lane arterial facility is approximately 32,000 vehicles per day. This data suggests that US Highway 24 is operating with a volume to capacity ratio between 0.78 and 0.94 in Woodland Park. This indicates that the thoroughfare is generally operating at or below the design capacity of the roadway on a daily basis. There could be peak traffic conditions during peak seasons that operate beyond the design capacity. However, traffic counts were not available at the time of this study.

In 1993 a series of workshops was held to discuss the feasibility of constructing a US Highway 24 Bypass. After considering in detail three general corridors, each having numerous variations, a fourth option, corridor D, located generally along the Homestake pipeline, was suggested as the favored option. The City, in partnership with Teller County, Pikes Peak Area Council of Governments and CDOT, will seek to restudy all possible options as traffic congestion on US Highway 24 warrants.
State Highway 67 is a north-south thoroughfare through Woodland Park that connects to Sedalia and US 285 at Pine Junction via Jefferson County Road 126. State Highway 67 experiences significant fluctuations in daily traffic volumes during the summer and peak tourist season. At this time the only traffic counts available for State Highway 67 are from Colorado Department of Transportation’s count program. This program is not equipped to capture seasonal traffic peaks and the data should be used for general planning purposes only. According to 2008 CDOT AADT counts, State Highway 67 experiences approximately 8,400 – 8,800 vehicles per day at the intersection of Gunnison Avenue and State Highway 67. (Note: the traffic counts were collected prior to the 2008 four-lane highway widening between US Highway 24 and Evergreen Heights Drive.) Based on data published by the American Association of State Highway and Transportation Officials, the average daily capacity for a two lane arterial facility is approximately 10,000 - 40,000 per day depending on the lane configuration. Given the current design of State Highway 67, it is likely operating closer to the 40,000 vehicle per day capacity of unconstrained capacity through the half mile segment between US Highway 24 and Evergreen Heights Drive. This suggests that the highway has a volume to capacity ratio of around 0.22, indicating that it is operating well below the design capacity of the roadway on a daily basis; however there could be peak traffic conditions during peak seasons where it operates at or beyond the design capacity. Traffic counts were not available at the time of this study.

Woodland Park also has a series of local and collector streets that form the street network for the community. There is a grid network in downtown that quickly transforms into a sporadic pattern in the lower density residential areas outside of downtown. The existing grid in downtown generally starts at Baldwin Street to the east, Gunnison Street to the north, North Maple Street to the west and Pikes Peak Avenue to the south (although Pikes Peak Avenue does not connect entirely from east to west). The gridded area encompasses a radius of approximately ¾ mile.

The City of Woodland Park completed a Road Condition Assessment and Needs Study in 2008 to analyze the pavement condition of the local and collector streets. The data was collected in 2007 and showed that up to 13.7% of Woodland Park’s road network is in need of some form of repair at a cost of $1.13 million. Without repairs, up to 55.8% of the City’s roads could be in need of repair by 2012 with an estimated cost of $1.98 million. The study also demonstrated that by directing approximately $400,000 - $600,000 for the next ten years toward road maintenance and rehabilitation, the City could continue to provide an adequate level of service to the community. (Source: Stantec Consulting, Inc., 2008)

Transit Service
The Ute Pass Express provides transit service between Woodland Park and Colorado Springs with stops at Green Mountain Falls, Cascade, Manitou Springs and Divide. The service was started in November 2008 with funding provided by a 2-year Congestion Mitigation and Air Quality grant. The most recent ridership report from Mountain Metro Transit showed the service providing approximately 1,000 one way trips per month. Mountain Metro Transit is currently conducting a detailed analysis regarding ridership and ridership patterns on the Ute Pass Express to evaluate its schedules.
Walking and Bicycling

In recent years, several sidewalk and trail projects have been completed to improve the pedestrian and bicycle connectivity in Woodland Park including lowering the speed limit on Highway 24 and creating and maintaining more pedestrian crosswalks. Also, Woodland Park implemented the first official Colorado Walks “Community Mile” in the State in 2007. Likewise, the City of Woodland Park Parks, Trails, and Open Space Master Plan also identifies priorities for pedestrian and bicycle travel. The priorities include:

- Creating a pedestrian and bicycle friendly network of pathways,
- Providing separation and protection from vehicular traffic,
- Facilitating relatively uninterrupted pedestrian and bicycle movement through the City’s streets, and
- Planning for a comprehensive system that clearly defines the routing of sidewalks and trails.

The completion of such plans works toward the objective of providing “smart street design” in Woodland Park also known by Transportation Planners as “complete streets or great streets.” Well designed and constructed streets provide adequate space in the street corridor for walking, bicycling, transit, and motor vehicles. The best “smart street design” approach also includes treatments and design features that serve all ages and abilities. In addition to facility design, maintenance of existing multimodal facilities at a level consistent with motorized facilities is also important to a “smart street design” approach.

Opportunities, Challenges and Trends

- The Ute Pass Express is an important step toward diversifying Woodland Park’s transportation network. Over time, service can be expanded to include weekends and more service during weekdays.

- US Highway 24 is a significant barrier for people trying to move north and south across Woodland Park. It can be very challenging to cross the street as a pedestrian or bicyclist and the environment along US Highway 24 can be noisy, distracting and dangerous. The key is to mitigate the negative impacts of US Highway 24 and reassert the street’s importance as the community’s Main Street which should provide opportunities for residents and visitors to work, shop, relax and learn in a safe, pedestrian- and bicycle-friendly environment.

- Over a nine-year period (2000-2008) daily traffic counts during the peak tourist season of the year have been as high as 27,600, with an average peak traffic count of 26,600 per day for US Highway 24 of which about 1.5% of the vehicles are greater than two-axle vehicles. During the other eight months of the year, the daily average is 21,500. The highway appears to experience peak periods of travel that are at or near the highways’ design capacity. As more people move to the region and visitations to the region’s recreation amenities increases, motor vehicle traffic will likely increase. In the future it will be important to move through vehicle trips efficiently, but in a manner that also encourages other economic development and “placemaking” objectives. The ability of residents to easily move around the community by all modes of transportation must also be a major consideration in all transportation planning efforts for US Highway 24 in the future.

- All streets projects should address all modes of travel to build “smart street design.” This trend is not limited to major arterials or regional thoroughfares. Neighborhood streets need to provide facilities for bicyclists and pedestrians as
appropriate to the adjacent land uses.

- The rising proportion of seniors in Woodland Park will require diverse transportation options. Some seniors will need access to local services without an automobile, need special transportation services or look for opportunities for group trips. This will create a need for shuttles, car-sharing, and safe walking and bicycling environments.

- Colorado Springs is in the process of adopting new drainage criteria that encourages the use of Low Impact Development design techniques. This will facilitate the update of the City’s engineering specifications and enable both communities to use consistent standards for designing and constructing drainage infrastructure in a manner that can be fiscally and environmentally beneficial for both communities.

- Because the area has highly erodible soils, there is a need to extend the channel improvements that were constructed on Fountain Creek in 1999 to the south. The City is pursuing a Federal Emergency Management Agency pre-disaster mitigation grant to help with funding.

- There is an opportunity to educate community members about why stormwater runoff may be a problem and how individuals can help take steps to prevent stormwater pollution and help protect water quality for the numerous communities downstream of Woodland Park.

- The City’s stormwater capital improvement fees are tied to the Denver/Boulder Consumer Price Index, so they are regularly adjusted for inflation. These fees help service the City’s debt for the 1999 Fountain Creek and other drainage improvements, but they are not sufficient to provide capital for current- or near-term projects. However, the monthly stormwater user fee is not tied to an index and may need to be adjusted to cover long-term operations and maintenance costs in the future.

| Table TD-1 |
| 2010 Woodland Park Stormwater Fees |
| --- | --- | --- |
| Category | Unit | Capital Fee per Unit |
| Single-Family Residential | Each | $809 |
| Multi-Family Residential | Each | $809 |
| Commercial, Industrial, Institutional | First 3,000 square feet | $809 |
| | Each additional 1,000 square feet | $271 |
| Additions to Developed Properties other than Residential | Per 1,000 square feet | $271 |

After the Certificate of Occupancy is issued a monthly drainage fee is assessed at $2.00/month for a residential unit. The commercial/industrial fee is $2.00/month for the first 3,000 square feet + $0.67/month for each additional 1,000 square feet.
**Goals, Objectives and Actions**

**Transportation Goal 1:** Promote a multi-modal transportation network that facilitates safe and efficient movement throughout the community.

**Transportation Objective 1.1:** Understand travel patterns in and around Woodland Park to make informed decisions about transportation and land use plans.

- Transportation Action 1.1.1: Collect motor vehicle traffic data during peak and off peak seasons to better understand the travel patterns and needs. 
  
  *Ref: Public Safety and Emergency Management 1.2.1*

- Transportation Action 1.1.2: Conduct a community survey to determine where and by what mode of transportation residents use for work, shopping, and errands to determine strategic needs.

- Transportation Action 1.1.3: Incorporate travel pattern data into Pikes Peak Area Council of Governments (PPACG) travel demand modeling.

**Transportation Objective 1.2:** Continue to collaborate to help implement the PPACG Moving Forward 2035 Regional Transportation Plan, as well as future plans.

- Transportation Action 1.2.1: When traffic congestion on US Highway 24 warrants and in concert with Teller County, pursue funding for a comprehensive engineering/design/cost analysis study by CDOT of all possible bypass corridor options.

  *Ref: Community Character and Design 1.5.4 and 1.5.5*

- Transportation Action 1.2.2: Continue to monitor the implementation of the regional transportation plan and identify opportunities to maximize construction funds for transportation projects.

- Transportation Action 1.2.3: Continue to pursue the opportunities associated with alternative routes within Woodland Park primarily for local traffic.

**Transportation Objective 1.3:** Build and maintain a network of “smart street design” in Woodland Park that connects major destinations. (Refer to the Community Design and Development Principles on page 29 for more details.)

- Transportation Action 1.3.1: Continue to fund and implement the pavement management program.
Transportation and Drainage

Transportation Action 1.3.2: Coordinate all proposed construction and maintenance projects to identify cost sharing opportunities to retrofit or build “smart street design” in Woodland Park.
Ref: Community Design and Development Principles

Transportation Action 1.3.3: Work with all staff levels to prepare and implement a “smart street design” program.
Ref: Community Design and Development Principles

Transportation Action 1.3.4: Amend design criteria, engineering specifications and ordinances to accommodate “smart street design” in new development or when redevelopment occurs, especially downtown, and ensure that the roadway network supports the core downtown.
Ref: Land Use and Growth 1.2.1

Transportation Action 1.3.5: Be cognizant of and sensitive to potential negative impacts of commercial development to adjacent neighborhoods in the downtown area, and mitigate such negative traffic, noise, lighting impacts to the maximum extent feasible.

Transportation Objective 1.4: Accommodate alternative means of transportation (i.e., public transit, bicycle, pedestrian).

Transportation Action 1.4.1: Coordinate with the City and County Parks, Trails and Open Space Master Plans regarding current and future trails and sidewalks throughout the City and growth management area.

Transportation Action 1.4.2: Prepare and adopt a non-motorized transportation plan with particular emphasis on pedestrian mobility.

Transportation Action 1.4.3: Continue to promote the Ute Pass Express and work with service providers to expand service to meet the needs of the community.

Drainage Goal 1: Woodland Park will manage stormwater to prevent erosion and flooding and to protect water quality and downstream users.

Drainage Objective 1.1: Ensure the City has a comprehensive, environmentally sensitive, cost-effective plan to manage stormwater runoff and protect downstream communities and riparian corridors.

Drainage Action 1.1.1: Update the Drainage Master Plan and include: mapping; a hydrologic analysis of the City’s drainage basins; supporting hydraulic calculations; identification of issues; recommendations for capital improvements, priorities and projected costs; best management practices; and maintenance requirements.

Drainage Action 1.1.2: Coordinate with the PPACG, Fountain Creek Watershed group, Colorado Springs and the Coalition for the Upper South Platte as appropriate to update the City’s drainage design criteria. Strive to incorporate innovative methods to minimize stormwater runoff and to enhance water quality and wildlife habitat.
Ref: Water 1.3.7
3-5 years  Drainage Action 1.1.3: Re-examine stormwater fees and update them as necessary to ensure they are adequate to sustain debt service, projected capital improvements, operations and maintenance.

Ref: City Finances 1.1.4

1-2 years  Drainage Action 1.1.4: Explore ways to educate the public about how to prevent stormwater pollution and how to reduce stormwater runoff. For example, consider adding a link to the EPA’s “After the Storm” brochure on the City’s website, ([http://www.epa.gov/weatherchannel/stormwater.html](http://www.epa.gov/weatherchannel/stormwater.html)) adding information to customer’s utility bills or making stormwater fact sheets available at City Hall.

Ref: Environment 2.1.2

1-2 years  Drainage Action 1.1.5: Review the City’s land use regulations and update them as necessary to promote the use of Low Impact Development design and construction techniques. Coordinate with the Planning Department to ensure that the applicant’s planners and engineers are made aware of these techniques at the beginning of the design and application process.

Ref: Land Use and Growth 1.2.1 and Community Character and Design 1.1.1

**Transportation Relevant Documents**

- City of Woodland Park Road Condition Assessment and Needs Study, 2008
- Moving Forward 2035 Regional Transportation Plan, Pikes Peak Area Council of Governments, 2008
- Parks, Trails, and Open Space Master Plan, 2007
- Colorado Department of Transportation Average Annual Daily Traffic Counts, 2007
- City of Woodland Park Master Plan, 1999
- US Highway 24 Corridor Improvement Plan, 1995
- City of Woodland Park, Colorado Resolution No. 235, Series 1994
- US 24 Study: Woodland Park By-Pass Alternative Screening Analysis, 1993

**Drainage Relevant Documents**

- Fountain Creek Watershed Study, Watershed Management Plan, 2009 (US Army Corps of Engineers)
- Fountain Creek Watershed Strategic Plan, 2009 (Fountain Creek Visioning Task Force)
- Reducing Stormwater Costs through Low Impact Development Strategies and Practices, 2007 (Environmental Protection Agency)
- Woodland Park Stormwater Management Plan, URS, 1996
- Pikes Peak Area Council of Governments Area-wide Urban Runoff Control Manual, 1980
- Woodland Park Drainage Master Plan, 1996
Background

Public safety involves the prevention of and protection from events that could threaten the safety of the general public from significant danger, injury/harm, or damage, such as crimes or disasters (natural or man-made). Frontline protection in Woodland Park is provided by the core emergency services of the Woodland Park Police Department and the Office of Emergency Management.

Woodland Park Police Department

The Woodland Park Police Department’s (WPPD) mission is “To provide police services with integrity and a commitment to excellence, in partnership with our community.” The people of the community are “customers” who deserve concern, care and attention. WPPD works to prevent crime and to deliver vigorous law enforcement services when crime occurs. WPPD strives to promote and foster open communications and partnerships with the community. To that end, WPPD has adopted a community-oriented policing and problem-solving method to:

- Preserve public peace,
- Prevent crime, investigate crime and arrest criminals,
- Protect people’s rights and property,
- Follow and enforce Colorado State law and City Ordinances,
- Follow Federal Law and to work in partnership with Federal Criminal Justice Agencies,
- Assist the Municipal Court, and
- Provide public safety services.

WPPD Services and Programs

Dispatch

Woodland Park’s Dispatch Center handles emergency 911 calls for police, fire and ambulance services and is part of the El Paso Teller 911 system. Woodland Park’s response time to a serious emergency is under three minutes. This is well below the regional average of eleven minutes.

Police Service Calls

The Police Department has over 20,000 calls for police service each year.

Victim Assistance

The Woodland Park Police Department operates a countywide Victim Assistance Program that is funded by the Fourth Judicial District Victims’ Assistance and Law Enforcement Board. In 2008, the Police Department assisted 435 victims of over two-dozen types of criminal cases in working through the complexities of the criminal justice system. In addition, three volunteers contributed over 250 hours to respond on-scene and follow up with victims on many personal safety issues.

Courts and Administrative Hearings

Trials and hearings are an indispensable part of the process of justice for all of us. WPPD officers testify at the US District Court occasionally. Officers testify in the Colorado District Court in Cripple Creek regularly. Officers testify more frequently in the Juvenile Court and County Court in Cripple Creek and Municipal Court in Woodland Park. Administrative hearings are held in Colorado Springs. Although some of the agencies have attempted to improve things, currently there is no effective coordination of the many courts. The Colorado District and County Courts are seriously over burdened and so scheduling is at
present unavoidably inefficient. Due to its size and function, the Municipal Court is able to give timely accurate notice to officers. These factors challenge law enforcement in staffing, expense and service delivery.

Teen Court
Teen Court is designed to give youth between the ages of 11 and 18 who have broken the law and admitted their guilt, a second chance. Those who are accepted into the program must go to a "sentencing trial" in a real courtroom with teens serving as prosecutors and defense attorneys. An adult judge presides and a teen jury determines the sentence, which includes mandatory jury duty in future Teen Courts. Upon successful completion of the program, charges against the defendant are dismissed. In 2008, the Teen Court received 47 referrals from the Woodland Park Municipal Court.

In addition to the obvious benefit of interrupting a developing pattern of criminal behavior, the Teen Court program helps to reinforce self-esteem, provide motivation for self-improvement and promote a healthy attitude toward authority.

Teen Court is also designed to educate youth about the judicial process. Through direct participation, Teen Court addresses responsibility for one's behavior and accountability to one's community and peers, and enhances respect for the judicial process. Each participant in Teen Court, whether a defendant, juror, bailiff, teen attorney, or adult volunteer, is involved in a positive and meaningful way.

Professional Standards Program
Quality of service and ethical behavior are key elements of effective policing. The Professional Standards function is the part of the Police Department that handles internal affairs investigations, officer early warning systems, audits, and staff inspections. It also tracks service complaints, driving problems, and use of force by officers. Professional Standards tracks and maintains Department Policy.

Training and Recertification
In order to do good work and to comply with governmental requirements and insurance requirements, officers retrain in 29 subjects annually. Officers recertify in other subjects quarterly and train monthly. Subject matter instructors or experts generally recertify every two to three years. These vary from two to five days each. The Department also keeps up to date with new developments and trends. These activities are needed but also affect staffing, budget and service delivery.

Community Meetings
The Police Department takes an energetic role in the community by attending numerous meetings that help shape the Department and community. These meetings help:
- Coordinate resources and manpower during normal operations and emergencies,
- Provide updated information to officers and investigators that assist during case preparation and investigations, and
- Build community relations and establish the Department’s role in community oriented policing projects.

In 2009, the Department contributed over 300 hours to these support meetings. A sample of the meetings includes: Teaching at Pikes Peak Community College/Police Academy, Crime Prevention for Neighborhoods, Financial Fraud Investigators Group, Build A Generation, Homeland Security meetings and many more.
Community Event Support
The Department supports various events in the community annually. Approximately 56 different community events totaling approximately 1,500 man-hours are worked each year. The events covered a host of topics, such as the Touch A Truck Event for children, the Mountain Arts Festival, the Fireworks Display at the High School for the 4th of July, Cruise Above the Clouds, Judges for Teen Court and Drivers Education programs.

North Teller Build A Generation (NTBAG)
WPPD is involved in several programs with NTBAG to include: curtail underage drinking and drug use, support the teen center, and enable kids to connect with officers so that they feel comfortable talking with the WPPD so that they may help solve issues before they escalate.

Woodland Park Office of Emergency Management
The City of Woodland Park Office of Emergency Management is committed to providing the citizens of our community with high quality emergency management services before, during and after an emergency. The four primary areas of responsibility are mitigation, preparedness, response and recovery.

Mitigation
The Emergency Manager will develop mitigation plans to reduce the community risk utilizing such resources as the Teller County Hazard Mitigation Plan.
- Develop a plan
- Identify priorities
- Identify funding streams (such as Federal Emergency Management Agency)
- Implement action plans
- Follow up

Preparedness
The Emergency Manager will be prepared for emergencies by developing comprehensive response plans for all hazards.
- City Emergency Management Plan
- Continuity of Operations and Continuity of Government plans
- Interagency cooperative agreements and plans (Northeast Teller County Fire Protection District, Ute Pass Regional Ambulance District, Citizen Emergency Response Team, Teller County, civic organizations, Local Emergency Planning Committee and the State of Colorado)

Response
The Emergency Manager will efficiently respond to emergencies and implement emergency plans as necessary.
- Activate an Emergency Operations Center (EOC), staff it and perform EOC functions
- Provide accurate and timely information
- Provide elected officials with declaration of emergency templates

“Success always comes when preparation meets opportunity.”
— Henry Hartman

Success always comes when preparation meets opportunity.”
— Henry Hartman
Recovery
The Emergency Manager will coordinate and assist in the recovery efforts after the emergency has ended.

- Interagency cooperation and coordination
- Implement Continuity of Operations and Continuity of Government plans
- Identify funding for recovery
- Assist citizens
- Damage assessments, surveys, mapping, etc.


- 2008 Violent Crime per 100,000 in Woodland Park was 106. Property Crime per 100,000 was 2,902.
- 2007 Violent Crime per 100,000 in the US was 467. Property Crime per 100,000 was 3,264.
- 2007 Violent Crime per 100,000 in the Woodland Park was 377. Property Crime per 100,000 was 3,919.

The FBI has not published the 2008 information yet. Preliminary indications are 1.8 to 2.8 percent decreases in cities of our size.

Caution should be used with Index Rates. Reporting criteria are different from place to place. Also crimes are not weighted by importance. For example, one burglary is counted as one crime and shoplifts are one crime, each given equal importance. In the Violent Crime rate murder versus a broken nose are equal.

“Take your life in your own hands, and what happens? A terrible thing: no one to blame.”
— Erica Jong
Opportunities, Challenges and Trends

- The police department recently installed laptop computers in officer cars so that they may access data kept at the station remotely. The El Paso and Teller County 911 Authority funded 60% of the project and the City contributed the balance.

- Woodland Park Police and the Northeast Teller County Fire District have a tremendous network of partners from throughout the region that they can draw on during an emergency. Both entities are in the process of updating their radio communication systems so that they may communicate seamlessly with El Paso County, Colorado Springs, the State, Denver, etc. The updates will enable officers and emergency responders from these areas to use the City’s computers and dispatchers during major emergencies.

- WPPD also partners regularly with the Fire District and Teller County Sheriff’s Department to cross-train employees and coordinate staffing for community events.

- Through the U.S. Department of Homeland Security, the City has made a concerted effort to prepare for large-scale emergencies. The City has an emergency manager, volunteer citizen groups and regular training events to ready the community for possible natural disasters, pandemics or other crises.

- The crime rate and the amount of gang activity in Colorado Springs have increased in the past three years. WPPD is part of local statewide and regional intelligence programs to gain better information on regional gangs and gang members. Gangs are multigenerational organized criminal businesses. They are normally interstate operations. As times change, we anticipate coordinated enforcement will grow accordingly.

- Aside from the criminal threat, WPPD anticipates that these gangs will eventually start recruiting Woodland Park youth. WPPD is working with Colorado Springs, participating in regional task forces and educating officers to prepare for this possible activity.

- Drug abuse is an ongoing challenge. WPPD has a full-time officer participating in Metro Vice Narcotics and Intelligence to increase our effectiveness in this local and international threat.

- Because Woodland Park residents feel so safe and because many residents commute to Colorado Springs, it can be challenging for the police department to generate interest in neighborhood watch meetings and other community programs. As a result, the Police Department is partnering with TellerNetcast.com and Nixle.com, a national notification service, to send emergency warnings and communicate key community issues via text messaging. The police are exploring ways to encourage people to sign up, including linking the data to the City’s website, sending out mass mailings and emails, speaking at community meetings, hanging flyers in local businesses, contributing newspaper articles and coordinating with the School District.

- It can be challenging to recruit and retain officers due to Woodland Park’s high housing costs (most officers have to commute in to the City) and high qualification standards (because the Department is relatively small, employees must be highly skilled and able to perform a variety of tasks that might be more specialized in larger communities). However, the Department has many well-qualified employees, an excellent training program and a good succession plan in place.

“I am of the opinion that my life belongs to the community, and as long as I live it is my privilege to do for it whatever I can.” — George Bernard Shaw
Goals, Objectives and Actions

Public Safety and Emergency Management Goal 1: Continue to provide excellent public safety and emergency services.

Public Safety and Emergency Management Objective 1.1: Continue fostering partnerships and improving the City's technology to improve police services and to educate the community about crime trends, personal safety, neighborhood crime prevention and response strategies, emergency management programs and the role of law enforcement in the community.

Public Safety and Emergency Management Action 1.1.1: Continue to participate in a myriad of community meetings to build community relations and coordinate resources.

Public Safety and Emergency Management Action 1.1.2: Regularly update WPPD’s webpage to inform the public about what WPPD is doing (e.g., community programs, recent grants that WPPD's been awarded, the implementation of new technologies, etc.) and to provide safety tips.

Public Safety and Emergency Management Action 1.1.3: Continue to partner with the Northeast Teller County Fire Protection District to support each other's services, provide cross-training and pursue funding opportunities.

Public Safety and Emergency Management Action 1.1.4: Continue to coordinate with the Teller County Sheriff's Department, Colorado Springs Metro Vice Narcotics and Intelligence, and Statewide Intelligence Programs to minimize gang activity in the area.

Public Safety and Emergency Management Action 1.1.5: Continue efforts with multi-media companies to send emergency warnings and information about community events to community members. Work with the School District, the Chamber of Commerce and other appropriate groups to encourage people to register to receive the text messages.

Public Safety and Emergency Management Action 1.1.6: Continue to partner with the Department of Homeland Security, the State and the Local Emergency Management Team to prepare for natural disasters, pandemics and other large-scale crises.

Public Safety and Emergency Management Objective 1.2: Plan the expansion of law enforcement protection to coincide with current and projected population increases and identified needs.

Public Safety and Emergency Management Action 1.2.1: Continue to monitor police activity as Woodland Park population numbers and police service needs increase, in order to maintain current and/or improved levels of police protection and traffic safety through community-based policing.

Ref: Transportation 1.1.1
ongoing  Public Safety and Emergency Management Action 1.2.2: Maintain and expand specialized training opportunities for law enforcement officials relating to new technologies and/or programs designed to respond to demographic shifts or socio-economic changes. Continue ongoing training to maintain good policing.

ongoing  Public Safety and Emergency Management Action 1.2.3: Maintain an effective communication network with Teller County, State and federal law enforcement officials.

ongoing  Public Safety and Emergency Management Action 1.2.4: Continue to coordinate with Northeast Teller County Fire Protection District and the Ute Pass Regional Ambulance District and other appropriate entities to consider mutually effective deployment of resources in the context of appropriate interagency activity.

Public Safety and Emergency Management Objective 1.3: Build a community that is resistant to criminal activity through community involvement and crime prevention efforts.

3-5 years  Public Safety and Emergency Management Action 1.3.1: Work with the Planning Department to ensure that the Community Design and Development Principles (which promote Crime Prevention through Environmental Design) are followed in the design of new subdivisions, commercial areas, parks, municipal facilities, industrial buildings, etc.
Ref: Community Character and Design 1.1.1, Parks, Trails, and Open Space 1.4.4

ongoing  Public Safety and Emergency Management Action 1.3.2: Continue to facilitate Crime Prevention for Neighborhoods meetings. Expand the means of marketing the meetings (e.g., post on TellerNetcast.com, publicize on the City’s website and in utility bills and by promoting at community meetings) to increase attendance.

ongoing  Public Safety and Emergency Management Action 1.3.3: Encourage public-private partnerships to prevent crime such as Safe to Tell and Crime Stoppers, increase community involvement and keep the City clean with the Keep Woodland Park Beautiful program.

ongoing  Public Safety and Emergency Management Action 1.3.4: Work with the Chamber of Commerce to teach businesses effective crime prevention tactics to keep fraud, theft and robbery rates low.

ongoing  Public Safety and Emergency Management Action 1.3.5: Contribute articles to local newspapers on crime prevention and the WPPD’s activities.
Ref: Sustainable City 1.2.1

Public Safety and Emergency Management Objective 1.4: Encourage young people to avoid drugs and alcohol, stay in school, contribute positively to society and to feel comfortable around the WPPD.

ongoing  Public Safety and Emergency Management Action 1.4.1: Continue to conduct Teen Court and to expand Teen Court in the Middle School.

ongoing  Public Safety and Emergency Management Action 1.4.2: Continue to actively participate in Build A Generation and other valuable youth programs.
Public Safety and Emergency Management Action 1.4.3: Continue to closely coordinate with the Woodland Park Re-2 School District to share information, provide insight on behavior issues, assist with school security and instruct the DARE program and other children’s safety programs.

Public Safety and Emergency Management Action 1.4.4: Continue to have a visible role at school sporting events, scouting events, the Community Halloween Walk, Christmas Parade, etc.

Public Safety and Emergency Management Objective 1.5: Establish an Office of Emergency Management for the City of Woodland Park.

Public Safety and Emergency Management Action 1.5.1: Continue with the planning among the City Departments that are presently incorporating the establishment of an Office of Emergency Management.

Public Safety and Emergency Management Action 1.5.2: Establish, equip and furnish an Emergency Operations Center for the City of Woodland Park.

Public Safety and Emergency Management Action 1.5.3: Continue coordination with other City Departments, other City, County and State governments as well as community groups for emergency planning. This includes the Local Emergency Planning Committee, Teller County Sheriff’s Department, Northeast Teller County Fire Protection District, and other members of the South Central All Hazards Region of Colorado. (The South Central Region includes Teller, El Paso, Park, Chaffee and Lake Counties)

Relevant Documents
City of Woodland Park Master Plan, 1999
Parks, Trails and Open Space
Background

The Parks and Recreation Department mission is “To provide a responsive and balanced system of parks, trails, open space and recreational activities, which enhances healthy lifestyles and meets the needs of our community.” The Parks and Recreation Department receives input and assistance from the Parks and Recreation Advisory Board.

Funding

Currently the City of Woodland Park, Parks and Recreation Department receives money from five sources:

- Programming fees and fundraisers budgeted in the General Fund.
- General Fund contribution towards operation and maintenance.
- The Conservation Trust Fund or Lottery proceeds.
- Development fees generated by new subdivision and new building permits for dwelling units.
- A variety of grants available for programming and parks development.

Park Classification and Benchmark Standards

Neighborhood and Mini Parks

Neighborhood Parks remain the basic unit of the park system and are the highest funding priority for development because they serve as the recreational and social focus for our neighborhoods. They are developed for both active and passive recreation activities, geared toward residents who live within the service area. Generally, these parks accommodate a wide variety of age and user groups and create a sense of place by bringing together the unique character of the site and neighborhood. The National Recreation and Parks Association recommends 5 to 10 acre sites for neighborhood parks; however, Woodland Park has adjusted the size to 2.5 to 10 acres.

The Mini Park is the smallest park classification and is used to address limited or isolated, recreational needs, such as small neighborhood tot lots, scenic overlooks or landscaped public areas in industrial or commercial zones. These parks have also been described as pocket parks or tot lots. Typically, a mini park is between 1500 square feet and two acres. Anything larger would be considered a neighborhood park.
Community Parks and Sports Complexes

Community Parks are larger, twenty to fifty acres in size and serve a broader purpose than a neighborhood park. A community park serves several recreational needs and larger sections of the community, as well as preserving unique landscapes and open spaces. They allow for group activities and offer recreational opportunities which are not feasible at the neighborhood level, such as large picnic areas and athletic activities.

The Sports Complex classification consolidates heavily programmed athletic fields, usually baseball, softball, soccer, etc. Athletic fields are a good example of the multiple use concept in park facility grouping. Sports complexes are strategically

<table>
<thead>
<tr>
<th>Name of Park</th>
<th>Size</th>
<th>Status/Comments as of January 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cavalier Park</td>
<td>1.5 acres</td>
<td>Developed</td>
</tr>
<tr>
<td>Regency Park</td>
<td>1.7 acres</td>
<td>Developed</td>
</tr>
<tr>
<td>Park View Estates</td>
<td>1.55 acres</td>
<td>Undeveloped</td>
</tr>
<tr>
<td>Hilltop Park</td>
<td>0.64 acres</td>
<td>Undeveloped, may be left in natural state</td>
</tr>
<tr>
<td>Crestwood Park</td>
<td>4.33 acres</td>
<td>Developed</td>
</tr>
<tr>
<td>Red Mountain Park</td>
<td>3.32 acres</td>
<td>Undeveloped, highest priority to develop</td>
</tr>
<tr>
<td>Chimney Park</td>
<td>4.7 acres</td>
<td>Undeveloped, 2nd priority for development</td>
</tr>
<tr>
<td>Sun Valley</td>
<td>6.22 acres</td>
<td>Undeveloped mountain meadow, 3rd priority</td>
</tr>
<tr>
<td>Country Ridge</td>
<td>2.08 acres</td>
<td>Undeveloped, forested land</td>
</tr>
<tr>
<td>Forest Edge</td>
<td>4.0 acres</td>
<td>Not suitable for development in current size and shape</td>
</tr>
<tr>
<td>Total Acres Mini and Neighborhood Parks</td>
<td>30.04 acres total, 7.53 acres developed</td>
<td></td>
</tr>
<tr>
<td>Total Acres Needed to Meet City Standard</td>
<td>10.8 acres needed (18.3 developed acres required based on standard of 2.5 acres/1,000 residents, population of 7,327)</td>
<td></td>
</tr>
</tbody>
</table>
located as community wide facilities, rather than serving a specific neighborhood. To minimize the number of sports complexes required, each site should be a minimum of twenty-five acres and usually range forty to eighty acres.

**Special Use Parks**

The Special Use Park classification covers a broad range of parks and facilities oriented toward a single purpose or use. Often, they are small in size, but can also be large like a golf course. Since special use facilities are so unique, there are no standards for the site selection or facility requirements.

**Table PTOS-3 Special Use Parks**

<table>
<thead>
<tr>
<th>Name of Park</th>
<th>Size</th>
<th>Status/Comments as of January 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skateboard Park</td>
<td>0.11 acres</td>
<td>Developed, temporary lease with New Covenant Christian Church</td>
</tr>
<tr>
<td>Lions Park</td>
<td>0.8 acres</td>
<td>Owned by Colorado Department of Transportation, plaza maintained by City</td>
</tr>
<tr>
<td>Bergstrom Park</td>
<td>0.47 acres</td>
<td>Developed as tourist rest area</td>
</tr>
<tr>
<td>History Park</td>
<td>0.57 acres</td>
<td>Developed – part of Ute Pass Cultural Center</td>
</tr>
<tr>
<td>Ute Pass Cultural Center</td>
<td>3.0 acres</td>
<td>Educational and cultural venue, Greater Woodland Park Chamber of Commerce and Visitors Center</td>
</tr>
<tr>
<td>Paradise Estates Bus Stop Park</td>
<td>1.28 acres</td>
<td>Bus shelter, no additional improvements planned</td>
</tr>
<tr>
<td><strong>Total Acres Special Use Parks</strong></td>
<td><strong>6.23 acres</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Trail Inventory**

**Regional Trails**

Ute Pass Trail Corridor is a multi-purpose trail linking Woodland Park with communities down Ute Pass to Manitou Springs, West to Divide and South to Cripple Creek. Master planned in 1992, several segments have been completed although large gaps exist along the route. The Ute Pass Trail Corridor also serves as a segment for the coast to coast American Discovery Trail.

Centennial Trail provides an easy 7.1 mile one-way paved trail that runs along Highway 67 from Woodland Park to Manitou Lake. The Centennial Trailhead is located at 710 West Midland Avenue, east of Highway 67. The trailhead includes public restrooms, trail information and an exhibit of historical artifacts and photos.

**Other Trails**

Other trails in Woodland Park include major sidewalks (6’ to 8’ wide) along arterial streets, minor sidewalks (4’ to 6’ wide) along collector and local streets, on-street bikeways, special use trails (in parks, greenways and open space), and primitive trails (single track, soft-surface trails primarily in the Pike National Forest). A few examples of the systems trails managed by the United States Forest Service adjacent to Woodland Park include Lovell Gulch, Kings Crown, Mule Creek, Red Rocks and 717 Trails network.
**Open Space, Natural Areas and Greenways Inventory**

Natural resource areas are lands set aside for preservation of significant natural resources, unique landscapes, open space and visual aesthetic buffering. Open space, natural areas and greenways are determined not on a basis of standards, but on the need for preservation of environmentally sensitive areas and opportunities for trail corridors.

<table>
<thead>
<tr>
<th>Name of Open Space, Natural Area, Greenway</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peyton's Park</td>
<td>0.40 acres</td>
</tr>
<tr>
<td>Loft Village Park</td>
<td>0.40 acres</td>
</tr>
<tr>
<td>Forest Edge (Filing 4) Tract B</td>
<td>0.10 acres</td>
</tr>
<tr>
<td>Forest Edge (Filing 4) Tract C</td>
<td>0.58 acres</td>
</tr>
<tr>
<td>Forest Edge (Filing 4) Tract D</td>
<td>2.24 acres</td>
</tr>
<tr>
<td>Forest Edge (Filing 4) Tract E</td>
<td>0.07 acres</td>
</tr>
<tr>
<td>Country Ridge Estates, Various Cul-de-sac Tracts</td>
<td>0.70 acres</td>
</tr>
<tr>
<td>Fountain Creek Greenway (Woodland Plaza Parcel)</td>
<td>3.90 acres</td>
</tr>
<tr>
<td>Paradise Filing #1, Lot 27</td>
<td>2.02 acres</td>
</tr>
<tr>
<td>Paradise Filing #2, Greenbelt</td>
<td>0.78 acres</td>
</tr>
<tr>
<td>Paradise Filing #3, Lots 5 and 6, Filing #4, Lot 1</td>
<td>2.44 acres</td>
</tr>
<tr>
<td>Paradise Filing #6, Lot 16</td>
<td>14.61 acres</td>
</tr>
<tr>
<td>Shining Mountain Golf Course Wetlands</td>
<td>10.00 acres</td>
</tr>
<tr>
<td>Cummins Addition 2</td>
<td>0.13 acres</td>
</tr>
<tr>
<td>Wal-mart Open Space</td>
<td>9.53 acres</td>
</tr>
<tr>
<td><strong>Total Acres Open Space, Natural Areas and Greenways</strong></td>
<td><strong>47.90 acres</strong></td>
</tr>
</tbody>
</table>
Opportunities, Challenges and Trends

- Parks, Trails and Open Space can help reinforce Woodland Park’s sense of community by providing places for people to interact and build new friendships. They can also strengthen the City’s identity by integrating art, gathering spaces, wildlife habitat and educational opportunities into every park, trail and open space.

- There may be an opportunity to capitalize on the growing interest in heritage tourism and outdoor recreation by incorporating elements about the area’s history, interpretive signage and mapping into the City’s parks, trails and open space system. Marketing Woodland Park as an outdoor activity mecca that rivals Crested Butte or Moab with great trails for hiking, mountain biking, and off-highway vehicles is both an opportunity and challenge. The City should also capitalize on the growing interest in geocaching (treasure hunting with GPS devices).

- While the existing financing of Woodland Park’s parks, trails and recreation system is adequate to fund operations and maintenance, it is challenging to pay for the improvements necessary for neighborhood parks, and meet both the growing demands for facilities and the City’s target service levels. Going forward, it will be necessary to strengthen partnerships with the Woodland Park Re-2 School District, Teller County and local businesses and to find creative ways to share facilities and develop new parks, trails and recreational facilities.

- There is a growing awareness of the role that parks, trails, open space and recreation can play in the overall wellbeing and quality of life of individuals and communities. Despite this trend, there are also a growing number of unhealthy Americans. The Colorado Parks and Recreation Association determined nearly 55% of adults in Colorado are overweight or obese, partly because they do not have enough physical activity. On the bright side, the Center for Disease Control found that the creation of or enhanced access to places for physical activity lead to a 25.6% increase in the percentage of people exercising three or more days per week.

- The National Recreation and Park Association found that an active and healthy lifestyle correlates to accessibility to parks. People who actively use parks have reduced risks of heart disease, high blood pressure, depression, anxiety and becoming overweight or obese.

- The Trust for Public Lands reports that parks and open space increase nearby property values; help protect the environment by cleaning the air and water; provide wildlife habitat; reduce energy use and stormwater runoff; and boost local economies by attracting tourists.

- Woodland Park is fortunate to be surrounded by the Pike National Forest. Residents and visitors enjoy the access to local trails and recreational areas. Due to limited Federal funding, the US Forest Service is hesitant to expand the existing trail system and create additional access points which would further benefit our community’s recreational opportunities.
Goals, Objectives and Actions

PTOS Goal 1: Develop and enhance Woodland Park’s sense of place and quality of life by continuing to enhance the City’s parks, trails and open space system.

Parks, Trails, and Open Space (PTOS) Objective 1.1: Continue to plan for, construct and maintain the City’s parks, trails and open space system in a manner that is consistent with community members’ goals.

PTOS Action 1.1.1: Continue to implement the Woodland Park Parks, Trails and Open Space Master Plan. Update the PTOS Master Plan not later than 2017 to ensure that the information from this Comprehensive Plan is incorporated.

Ref: Sustainable Environment 1.1.3, Recreation 1.1.1

PTOS Action 1.1.2: Give top priority to the construction and enhancement of neighborhood parks to meet neighborhood needs. Other ideas for park development such as an area for Frisbee throwing or a plaza downtown, while desirable, should be subordinate to the development of neighborhood parks, since it is in the neighborhoods where the majority of our citizens actually live.

PTOS Action 1.1.3: Improve Woodland Park’s accessibility for bicycles (e.g., create more bike lanes and add bike racks around town).

PTOS Action 1.1.4: Continue to improve pedestrian and bicycle accessibility and neighborhood connections (e.g., construct new trails; make connections to existing, multi-use trails; and improve parking at trailheads, add restrooms, water fountains and benches where appropriate).

PTOS Action 1.1.5: Implement a multi-year capital improvements program that prioritizes projects, identifies funding sources and lists projected improvements and associated costs for the next five, ten and fifteen years.

Ref: City Finances 1.1.3

PTOS Action 1.1.6: Develop and implement a simple methodology and indicators to evaluate and track the effectiveness and level of service for parks, trails and recreation programs.

PTOS Action 1.1.7: Continue to improve parks, trails and open space maintenance and explore maintenance techniques that could reduce costs without compromising quality.

PTOS Action 1.1.8: Develop a plan to fund, upgrade and renovate Memorial Park.

―Play for grown people is recreation—the renewal of life. For children, it is growth, the gaining of life.‖
— Joseph Lee, the Father of the American Playground
PTOS Objective 1.2: Foster partnerships to fund, develop and promote Woodland Park’s parks, trails, recreation and open space system.

ongoing PTOS Action 1.2.1: Optimize the Intergovernmental Agreement with the Woodland Park Re-2 School District to expand the joint use of facilities and to meet the community’s recreational programming needs.

ongoing PTOS Action 1.2.2: Explore ways to partner with non-profit organizations such as the Colorado Legends and Legacies Youth Corps to support the Parks and Recreation Department Staff.

1-2 years PTOS Action 1.2.3: Continue to work with Great Outdoors Colorado (GOCO), Teller County, Woodland Park Re-2 School District, Keep Woodland Park Beautiful Committee, Woodland Park Historical Preservation Committee and the Colorado Department of Transportation (CDOT) to design and fund parks, trails and open space. Explore opportunities to work with Colorado Division of Wildlife (Fishing is Fun and Donate-a-Trail Program), Colorado State Parks, Environmental Protection Agency (Section 319 Clean Water Grants), Palmer Land Trust, Nature Conservancy District, Colorado Open Lands, United States Department of Agriculture, the Audubon Society, Pikes Peak Community Foundation, the Catamount Institute, the Pikes Peak Hospital Foundation and other non-profit organizations to find creative ways to design and fund parks, trails and open space preservation.

ongoing PTOS Action 1.2.4: Work with Woodland Park Re-2 School District, Colorado State Parks (via the Colorado State Trails Program), CDOT (Safe Routes to Schools program and Enhancements Program), Teller County, neighborhood homeowners associations, landowners and community members to establish a safe, attractive, interconnected trail system that enables people, especially school children, to safely travel to schools, parks, downtown and other neighborhoods by bike or foot.

3-5 years PTOS Action 1.2.5: Partner with the Woodland Park Re-2 School District, the Colorado Division of Wildlife, the Keep Woodland Park Beautiful Committee and the Woodland Park Historic Preservation Committee to include educational opportunities in every park, trail and open space area. For example, create interpretive signage or sculptures about Teller County’s black bear population. 
Ref: Sustainable Environment 2.1.5

ongoing PTOS Action 1.2.6: Explore ways to create clubs, such as “Friends of the Parks” to help improve and maintain parks, trails and public spaces.

PTOS Objective 1.3: Involve the community when devising plans for major parks, trails and recreational facilities.

1-2 years PTOS Action 1.3.1: Work with the public and the Parks and Recreation Advisory Board to complete a long-term plan for Meadow Wood Sports Complex to help determine community priorities and funding.
PTOS Action 1.3.2: Work with the Olympic Training Center and other training entities to develop high altitude training opportunities.

1-2 years PTOS Action 1.3.3: Develop a plan for an Aquatic Center and Recreation Center to be built. The plan should evaluate what facilities the community desires and what they are willing to pay for. It should also detail funding options and phasing.

Ref: Economic Development 1.6.4

ongoing PTOS Action 1.3.4: Create a community plan for attracting and hosting big events (such as National Baseball Super Series) that addresses transportation and parking, police patrols and methods to communicate what facilities and tourist attractions are available.

PTOS Objective 1.4: Design parks and trails to be safe and to contribute to the community’s identity.

ongoing PTOS Action 1.4.1: Document the design standards for Woodland Park’s parks, trails and open space. The standards should help to promote the City’s brand and mountain-western character and they should be consistent with the Guiding Principles set forth in this document.

Ref: Sustainable Environment 2.1.5, Economic Development 1.2, Community Character and Design 1.4.1 and 1.4.2, Sustainable Environment 1.3.2, Arts and Culture 1.1.7 and Community Heritage 2.2.1

ongoing PTOS Action 1.4.2: Strive to locate all public facilities, including senior housing, educational facilities (e.g., preschools, elementary schools), the library, health care centers, etc., near parks and ensure they have good access to trails and/or sidewalks.

Ref: Community Design and Development Principles, Public Health 1.1.3

ongoing PTOS Action 1.4.3: Whenever feasible, explore the joint use of facilities. For example, work with landowners to incorporate stormwater management facilities into the City’s park and trail system.

ongoing PTOS Action 1.4.4: Ask the police to comment on park and trail design to ensure that they are safe.

Ref: Community Design and Development Principles and Public Safety and Emergency Management 1.3.1

PTOS Objective 1.5: Communicate the availability, locations and descriptions of local and regional parks, trails and open space in a manner that promotes the Woodland Park brand.

3-5 years PTOS Action 1.5.1: Consider hiring a Marketing Specialist to promote events, activities and availability of resources in the City.

“Parks and other pedestrian spaces are essential to a city’s happiness.”
— Enrique Penalosa, former mayor of Bogota, Columbia
PTOS Action 1.5.2: Post parks, trails and recreational opportunities on the website (e.g., map of parks and trails, list of fishing opportunities, sledding hills, OHV trails and snowshoeing trails). Contact appropriate agencies (e.g., U.S. Forest Service, Mueller State Park, Florissant Fossil Beds and campgrounds) so that their facilities can be included as well.

PTOS Action 1.5.3: Continue to foster partnerships to advertise leisure opportunities in the area (e.g., work with the Chamber of Commerce to include a map of Woodland Park trails and parks in marketing information, continue to partner with the Woodland Park Sports Foundation to attract large sporting events to the City).

PTOS Action 1.5.4: Include the community logo in park, trail and open space signage. 
Ref: Economic Development 1.2

PTOS Objective 1.6: Promote recycling, reduce natural resource consumption and limit waste production in the City’s parks, trails and open space system.

PTOS Action 1.6.1: Evaluate the feasibility of including recycling receptacles in parks and along trails. 
Ref: Sustainable Environment 1.2.2 and 2.1.8

PTOS Action 1.6.2: Review the fertilizers and pesticides that are used on the property and examine ways to reduce chemical use and to utilize natural products.

PTOS Action 1.6.3: Regularly evaluate existing sprinkler systems to ensure they are efficient. Strive to equip sprinklers with rain shut off devices and soil moisture sensors to minimize overwatering. 
Ref: Sustainable Environment 1.3.2

Relevant Documents
Parks, Trails and Open Space Master Plan, 2007
City of Woodland Park Master Plan, 1999

“The trouble with land is that they’re not making it anymore.”
— Will Rogers
Community Wellbeing: Education, Health and Recreation
Background
The well-being of Woodland Park is vital to the long term prosperity of the City and its people, including residents, people that work in and run businesses in the City, and people that use local services. Communities experiencing the most success in addressing well-being and quality-of-life issues have involved many components of their community: public health, health care, business, local governments, schools, civic organizations, voluntary health organizations, faith-based organizations, park and recreation departments, as well as other interested groups and private citizens. Communities that are eager to improve the well-being of specific at-risk groups have found that they are more likely to be successful when they work collaboratively within their communities, and when both the social and physical environments are conducive to supporting healthy lifestyle changes.

This chapter will focus on an integrated approach to the susttainment of a healthy community. Woodland Park’s health-related, educational (early education and lifelong learning) and recreation endeavors all contribute to this approach. This chapter will enable all community partners to understand the primary well-being issues in Woodland Park, in addition to implementing key strategies and actions.

Existing Services and Programs
Woodland Park enjoys multiple health, education and recreational outlets and opportunities, sponsored and maintained by both public and private resources, servicing a diverse population base.

Health
Communities nationwide are recognizing the critical link between our built environments and public health. Because many health problems relate to more than one behavioral risk factor as well as to social and environmental factors, communities with effective programs also work to improve health by addressing the multiple determinants of a health problem. Among the more effective community health promotion programs are those that implement comprehensive intervention plans with multiple intervention strategies, such as educational, policy, and environmental, within various settings, such as the community, health care facilities, and schools.

Woodland Park is home to nearly 75 health professionals and their associated practices. In addition to individual practitioners in health-related counseling, dentistry, physical therapy, and numerous medical disciplines, Woodland Park recently enjoyed the opening of a community hospital facility.

Pikes Peak Regional Hospital started as a mere concept in 1999, but after years of in-depth planning, dedicated fundraising, and continuous commitment, the hospital’s doors opened on October 1, 2007. The 40,000 square-foot facility is located just west of Woodland Park on Highway 24. PPRH is a 15-bed hospital offering a variety of medical and surgical services with space to expand to a 75-bed facility as needed.

One of the most critical services now provided by PPRH is 24-Hour Emergency and Trauma Care. The PPRH Emergency Room (ER) provides:
- 24/7 Emergency room physicians
- Access to surgery, laboratory and radiology services
- Dedicated decontamination room
- Observation area
- Two-bed major trauma room
- Helicopter pad for air flight transfers
Pikes Peak Regional Hospital also operates a fully accredited clinical laboratory, as well as diagnostic and treatment services in cardiology, physical therapy, cardiopulmonary medicine, as well as women's services. Also located on the campus of the hospital is a medical office building, consisting of two pods that can be expanded over the next several years.

Education

_Early Education and High School Programs_

Woodland Park School District Re-2 encompasses the northern half of Teller County. The beginning of the 1995-96 school year marked the first time in the history of the District that enrollment crossed over the 3,000 mark. This size makes the District small enough to be responsive to student and constituent needs, while remaining large enough to offer well-rounded instructional programs.

The District employs approximately 358 employees: 226 certified and 132 non-certified staff. More than 60% of all certified staff members have obtained masters degrees or higher.

The educational programs of the District have focused on maintaining a balance between offering traditional instruction in basic skills and providing students the innovative, exciting instruction they will need as they develop in this dynamic and changing society. In addition to this balanced academic program, students participate in a full range of extra-curricular activities. Award-winning activities include art, band, drama, forensics, and vocal music. Woodland Park School District Re-2 is fully accredited by the Colorado Department of Education. All of the District’s educational facilities have been extensively renovated or constructed since 1988. Each of three elementary school facilities accommodates kindergarten through fifth grades. In addition, all three elementary schools have preschool programs for children ages three and four years old. The enrollment for each of these schools is approximately 450 - 500 students. Similarly, an additional 800 students in grades six through eight attend Woodland Park Middle School. Woodland Park High School is a ninth through twelfth grade complex, housing more than 1,000 students.

Woodland Park students consistently score within the top one-third of all districts in the Pikes Peak region on the Colorado Student Assessment Program. Terra Nova Multiple Assessment results are above average to well-above average. There are programs for gifted and talented students, as well as services for any students who are struggling with academics. Extended Learning Opportunities offer support for many Woodland Park students.
Home-Based Education
Home-based education is defined as an education program whose instruction takes place at home, is implemented by “the child's parent or by an adult relative of the child, designated by the parent” and is not managed by a school district. The home school population is small within Woodland Park and the state of Colorado. In 2008, 99 students participated in a home-based educational experience in Woodland Park, compared to 133 in 2007. Many of the City’s students in home-based programs utilized Woodland Park Re-2 School District resources such as the On-Line K12 Curriculum Program, Cottage School (Music, Art, Physical Education, Spanish and Science) and enrichment classes at the middle school and high school.

<table>
<thead>
<tr>
<th>Table CW-1</th>
<th>Woodland Park Home-Based Education Student Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>125</td>
<td>117</td>
</tr>
</tbody>
</table>

Source: Colorado Department of Education Website: http://www.cde.state.co.us

Faith-Based Schools
A number of churches and faith-based institutions operate pre-school and early education programs within Woodland Park. Most notable of these programs is operated by Colorado Springs Christian Schools, which has four campuses in Colorado Springs and a satellite campus in Woodland Park. The Woodland Park Campus had a total enrollment of 107 students in kindergarten through eighth grades for the 2008-2009 school year.
Continuing Education
Presently, Woodland Park residents and business owners travel to Colorado Springs for higher/continuing education opportunities. While Pikes Peak Community College has conducted some extension classes in Cripple Creek and offers on-line courses, there are no degree- or certificate-producing continuing education opportunities in Woodland Park.

Woodland Park Library
Woodland Park Library is the main library of the Rampart Library District. The City of Woodland Park provided the Rampart Library District with a 100-year lease for one dollar a year to construct the 30,000 square-foot facility, which opened in November 2003. The building exceeds the National Center for Education Statistics standard of over 2.42 square feet of service area per person. The library is home to more than 60,000 books, DVD’s, audio tapes, and other materials. In addition to these resources, the library also hosts numerous community and cultural events to include poetry readings, music presentations, art, and historical exhibits. Woodland Park Library serves its community further through a series of free classes and workshops for individuals, non-profit agencies, educational groups and community awareness functions. The library also serves as a polling location for local, state and federal elections. The library welcomed its millionth visitor in August of 2009.

Recreational Programs
Part of the mission of the Woodland Park Parks and Recreation Department is “to continually provide parks and recreation facilities and programs that enhance the quality of life for the public”. This mission reflects the community’s needs. The programs the City offers reflect the requests of the community members. The Parks and Recreation Department, in conjunction with the Parks and Recreation Advisory Board, manages and balances these needs and interests.

Meadow Wood Sports Complex
An Innovative Partnership
In 2006, the City of Woodland Park granted a license to enable the Woodland Park Sports Foundation to use the Meadow Wood Sports Complex to “promote youth and adult athletic competition, training and recreation.” This Foundation has hosted several sports tournaments that have brought in participants from throughout the United States. The City schedules and maintains Meadow Wood Sports Complex, while the Foundation maintains and pays the specific costs associated with their use and events. During 2008, the Complex users included the City of Woodland Park, Woodland Park High School, the Woodland Park Sports Foundation, the Colorado Springs Christian School and American Legion Baseball.

“Libraries: the medicine chest of the soul.” — Unknown
The City also funds scholarships for recreation programs through team sport photos, and by selling unclaimed lost and found equipment to a local used sporting equipment retailer. In addition, Park State Bank contributes the funds they earn through their phonebook recycling program to the City’s scholarship funds.

In addition to the programs and facilities offered through the Woodland Park Parks and Recreation Department, Meadow Wood Sports Complex, numerous other recreational activities and services are currently being offered by area civic, non-profit, service, and neighborhood organizations.

<table>
<thead>
<tr>
<th>Category</th>
<th>April 2008 - September 2008</th>
<th>October 2008 - March 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth &amp; Teen Programs</td>
<td>American Red Cross Learn to Swim, American Red Cross Babysitter's Training, Wild Mountain Arts for Kids, Tae Kwon Do, Let's Make A Puppet, Fun With Paper, Fun With Fabric, How To Draw, Gymnastics</td>
<td>American Red Cross Babysitter's Training, American Red Cross Infant/Child CPR, Wild Mountain Arts for Kids, Tae Kwon Do for Kids, U.S. Figure Skating Basic Skills</td>
</tr>
<tr>
<td>Youth Sports</td>
<td>Teen Coed Softball League, Girls Softball League, Baseball League, Drop-In Spring Soccer, Soccer League, Football League, 3-4 grade Boys &amp; Girls Basketball, 5-8 grade Girls Basketball, Challenger British Soccer Camp, Micro Tennis, Intermediate/Advanced Tennis, Tennis Instruction</td>
<td>Start Smart Basketball, 1-2 grade Boys and Girls Basketball, 5-8 grade Boys Basketball, Hockey League, Volleyball League, Baseball League, Girls Softball League</td>
</tr>
<tr>
<td>Adult Sports</td>
<td>Drop-In Volleyball, Spring Soccer League, Coed Soccer Tournament, Softball League, Coed Softball Tournament, Drop-In Basketball, Adult Tennis Drills and Instruction, Ladies Doubles Tennis, Ladies Competitive Doubles Tennis, Men's Doubles Tennis, Ladies Singles Tennis, Mixed Doubles Tennis</td>
<td>Drop-In Basketball, Drop-In Volleyball, Basketball League, Volleyball League, Spring Soccer League, Softball League</td>
</tr>
<tr>
<td>Special Interest</td>
<td>Rockies Skills Challenge, Jr. Olympic Tennis Skills Competition, Great American Cleanup, 4th of July Celebration, Touch-A-Truck Day, 19th Annual Mayor's Cup 5k and 10k Race</td>
<td>Denver Nuggets Basketball Skills Challenge</td>
</tr>
</tbody>
</table>
## Table CW-3

### Parks and Recreation Participant Review

<table>
<thead>
<tr>
<th>Year</th>
<th>Resident</th>
<th>Non-Resident</th>
<th>Total</th>
<th>% Resident</th>
<th>% Non-Resident</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>1,893</td>
<td>1,667</td>
<td>3,560</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>2002</td>
<td>2,162</td>
<td>1,602</td>
<td>3,764</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>2003</td>
<td>2,088</td>
<td>1,287</td>
<td>3,375</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>2004</td>
<td>2,974</td>
<td>1,641</td>
<td>4,615</td>
<td>64%</td>
<td>36%</td>
</tr>
<tr>
<td>2005</td>
<td>2,185</td>
<td>2,046</td>
<td>4,231</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>2006</td>
<td>2,373</td>
<td>1,922</td>
<td>4,295</td>
<td>55%</td>
<td>45%</td>
</tr>
<tr>
<td>2007</td>
<td>2,281</td>
<td>1,982</td>
<td>4,263</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>2008</td>
<td>2,019</td>
<td>2,194</td>
<td>4,213</td>
<td>48%</td>
<td>52%</td>
</tr>
</tbody>
</table>

## Table CW-4

### Woodland Park Recreation Fee Policy

<table>
<thead>
<tr>
<th>Program</th>
<th>Fee Recovery Policy (Percent of costs that must be recovered)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Sports</td>
<td>100% of direct costs(^1), 20% of indirect costs(^2)</td>
</tr>
<tr>
<td>Youth Sports</td>
<td>100% of direct costs, sponsorships to offset indirect costs</td>
</tr>
<tr>
<td>Contractual Classes</td>
<td>25% of fees to Woodland Park, contractors receive 75% of fees minus facility fees</td>
</tr>
<tr>
<td>Experimental Programs</td>
<td>50% of direct costs first season/session, 75% of direct costs second season/session, 100% direct costs third season/session</td>
</tr>
<tr>
<td>Special/Community Events</td>
<td>50% of direct costs through fees, sponsorships and donations</td>
</tr>
</tbody>
</table>

\(^1\) Direct costs: all costs directly associated with a program, such as facility rentals, balls, instructors, umpires, scorekeepers, etc.

\(^2\) Indirect costs: costs associated with the operation of a program that are not directly reflected through the program such as administration, lighting, marketing, etc.
Opportunities, Challenges and Trends

Health
- According to the World Health Organization, health is a state of complete physical, mental, and social well-being and not merely the absence of infirmity. A healthy community, as described by the U.S. Department of Health and Human Services Healthy People 2010 report, is one that continuously creates and improves both its physical and social environments, helping people to support one another in aspects of daily life, and to develop to their fullest potential. Healthy places are those designed and built to improve the quality of life for all people who live, work, worship, learn, and play within their borders: every person is free to make choices amid a variety of healthy, available, accessible and affordable options.
- Because many health problems relate to more than one behavioral risk factor as well as to social and environmental factors, communities with effective programs also work to improve health by addressing the multiple determinants of a health problem. Among the more effective community health promotion programs are those that implement comprehensive intervention plans with multiple intervention strategies, such as the educational, policy, and environmental components, within a given setting, such as the community, health care facility, school and workplace.

Education
- Work and study are increasingly combined, which leads to a need for more flexible learning arrangements, where a campus or school building is no longer required to be centrally located to the learning experience.
- Experts predict that learning environments of the future will be: student-centered, interactive and dynamic; facilitating group work through real-world applications; enabling students to determine their own individual learning routes; and emphasizing information literacy to support opportunities for lifelong learning.
- Like good schools, good libraries enhance property values and play a role in the community’s well-being.

Recreation
- One of the challenges Woodland Park faces is determining if there is both the demand and resources available to offer both competitive and recreational sports programs.
- Like the rest of the nation, many Woodland Park families are cutting back on their expenses, which may result in declining demand for recreational programs in the short run and an increase in parks and recreation scholarship requests.
- There is a growing awareness that recreational amenities not only contribute to Woodland Park’s identity, but also provide opportunities to learn, play and socialize with other community members.
Goals, Objectives and Actions

Community Wellbeing

Community Wellbeing Goal 1: Woodland Park will be known as a community-focused city:
- The community supports volunteerism and leadership development.
- Community activities continue to be developed and supported.

Community Wellbeing Objective 1.1: Build neighborhood relationships and increase neighborhood support.

Begin implementation: 1-2 years

Community Wellbeing Action 1.1.1: Develop a neighborhood guide that outlines ways neighbors can work together in our community and resources that are available to do so. For example, explain how to hold a neighborhood garage sale, organize a block party and/or form a neighborhood watch group.

3-5 years

Community Wellbeing Action 1.1.2: Create areas on the City website for neighborhoods to host and share information.

Community Wellbeing Objective 1.2: Continue to support community events and organizations.

ongoing

Community Wellbeing Action 1.2.1: Continue to support community grants for non-profits focused on improving the lives of Woodland Park citizens.

ongoing

Community Wellbeing Action 1.2.2: Continue to partner with community organizations to offer family events to citizens at little or no cost.

Community Wellbeing Objective 1.3: Partner for community collaboration excellence.

ongoing

Community Wellbeing Action 1.3.1: Support community collaborations that increase our ability to attract grant and foundation dollars that help improve the City and expand services.

1-2 years

Community Wellbeing Action 1.3.2: Host a community “best practices” event for civic and service organizations to share best practices, needs, and collaboration opportunities.
Community Wellbeing Goal 2: As the population demographic in Woodland Park shifts, maintain our reputation as a child-friendly community that supports youth volunteerism and leadership development and where recreation is accessible to all youth, including those with disabilities.

Community Wellbeing Objective 2.1: Create and promote opportunities for youth to enhance personal development and increase intergenerational interaction.

Community Wellbeing Action 2.1.1: Collaborate with the Chamber of Commerce, North Teller Build A Generation, area schools, the Woodland Park Public Library and non-profit organizations to increase youth opportunities for mentoring, internships, jobs, and community service.

Community Wellbeing Action 2.1.2: Work with the Parks and Recreation Advisory Board to ensure that the City has safe, ADA-accessible places for children to interact to promote physical activity, healthy development and positive interaction with peers.

Community Wellbeing Action 2.1.3: Expand the Mayor’s Team of Youth Advisors to include representation from public, parochial and home schooled environments. Identify and pursue initiatives that ensure continued team engagement.

Community Wellbeing Action 2.1.4: Work with the Woodland Park Historical Society, child daycares, and area schools to create opportunities for youth to interact with pre-school children and seniors in the community. For example, invite youth to interview local seniors, create oral histories, and share the information on the City website and in newspaper articles to increase awareness of Woodland Park’s history.

Community Wellbeing Action 2.1.5: Promote the Teen Center as a hub for services and activities for adolescents. Develop programs and activities that increase the use of and attendance at the Teen Center.

Community Wellbeing Action 2.1.6: Use all means to publicize youth recognition in the community, e.g., students attending post high school education, Students of the Month or Young Citizen of the Quarter.

Community Wellbeing Action 2.1.7: Explore opportunities to provide additional safe recreation options for teens and young adults in our community, especially during Friday and Saturday evenings.

―Children have never been very good at listening to their elders, but they have never failed to imitate them.‖
— James Baldwin
Education

Education Goal 1: Woodland Park will become an educational city.

Education Objective 1.1: Ensure that a diverse range of learning opportunities is accessible and available for residents, visitors and business owners of all ages and abilities.

1-2 years Education Action 1.1.1: Explore ways to partner with traditional and non-traditional higher education institutions to offer and publicize night classes, online courses and workshops for residents and business owners.

ongoing Education Action 1.1.2: Continue to work with the Pikes Peak Area Council of Governments, the US Forest Service, Colorado State University Extension and Teller County to share facilities and partner on educational events such as water conservation workshops, pine beetle prevention lectures, wildfire prevention and “life skills” and ensure that residents and business owners are aware of these opportunities.

ongoing Education Action 1.1.3: Continue the facility-sharing agreements with the Woodland Park Re-2 School District and the Woodland Park Public Library and other community classrooms to increase opportunities for community educational, recreational and social activities.

ongoing 1-2 years Education Action 1.1.4: Continue to identify collaboration and partnering opportunities between the City, area schools, business leaders, community groups and parents that support achievement of current standards and improve student performance, high school completion and post-secondary success. Publicize the standards on the City’s website and use the standards as a tool to present the School District’s success and the City’s commitment to an excellent school system.

3-5 years Education 1.1.5: Ensure that community events and activities offer opportunities to participate to all people in Woodland Park regardless of age, ability or income. An example might be increasing accessibility for the elderly or disabled when planning events.

Public Health

Public Health Goal 1: Woodland Park community members live a healthy lifestyle, are well-informed about health issues and have access to facilities that support their physical and mental health.

Public Health Objective 1.1: Encourage the Planning Commission to promote design that increases community member’s options for physical activity and healthy lifestyles.

“The greatest wealth is health.”
— Virgil
Community Wellbeing:
Education, Health and Recreation

Public Health Action 1.1.1: When new land use applications are reviewed by the City Planning staff and the Planning Commission, ensure consideration is given to the design and facilities that encourage healthy lifestyles.

ongoing Public Health Action 1.1.2: Support the actions set forth in the Parks, Trails and Open Space Chapter to fund, develop and promote Woodland Parks’ parks, trails and open space system.

ongoing Public Health Action 1.1.3: Whenever possible, connect new government buildings within walking distance of trails, public transportation and residential areas.
Ref: Parks, Trails, and Open Space 1.4.2

Public Health Objective 1.2: Support efforts to enable all Woodland Park community members to have access to healthcare resources that enable them to achieve the maximum level of physical, mental and spiritual wellness.

1-2 years Public Health Action 1.2.1: Meet with local health providers such as the Teller County Public Health Department to explore opportunities to partner to achieve mutual goals.

ongoing Public Health Action 1.2.2: Support efforts to provide basic physical and mental health care access to the uninsured and underinsured by non-governmental and governmental organizations.

Recreation

Recreation Goal 1: Continue to provide a balanced and accessible selection of programs and activities that enhance the health, education and leisure time of all residents while continuing to comply with the City’s fee recovery policy.

Recreation Objective 1.1: Continue to ensure that the programs offered are consistent with the community’s needs and that the City obtains sufficient revenue to support the fee recovery policy.

ongoing Recreation Action 1.1.1: Continue to implement the Parks, Trails and Open Space Master Plan. Key recreation actions include:
- Conduct an interest survey to determine if the menu of programs and activities is appropriate for the community.
- Continue to conduct individual class and program surveys to evaluate current offerings and make changes for the future.
- Continue to strive to conform to the City’s fee recovery system.
- Continue to collect resident and non-resident data on all programs offered through the Parks and Recreation Department.
Ref: Parks, Trails, and Open Space 1.1.1

"All who have meditated on the art of governing mankind have been convinced that the fate of empires depends on the education of youth."
— Aristotle
ongoing Recreation Action 1.1.2: Continue to coordinate the sharing of recreation facilities with other local governments, the Woodland Park Re-2 School District and private recreational facilities and develop new relationships as appropriate.

ongoing Recreation Action 1.1.3: Continue to partner with local businesses to fund and promote scholarships to enable as many people as possible to participate in recreation programs.

ongoing Recreation Action 1.1.4: Continue to explore options for marketing through the internet and online registrations.

ongoing Recreation Action 1.1.5: Partner with other community agencies to develop outdoor education programs (Teller County Public Health, CSU Extension, Catamount Institute, Fossil Beds, Mueller State Park, etc.).

ongoing Recreation Action 1.1.6: Continue to explore other funding options that support expansion of recreational services in Woodland Park.

**Relevant Documents**

2009 Library Census Data
Colorado Department of Education (CDE) Website: [http://www.cde.state.co.us/cderevalrv2008pmlinks.html](http://www.cde.state.co.us/cderevalrv2008pmlinks.html)
U.S. Census Bureau, 2006-2008 American Community Survey
Parks, Trails and Open Space Master Plan, 2007
Healthy Kids Colorado Surveys, 2005 and 2007
Youth Risk Behavior Survey, 2004-2006
Teller County Public Health Survey, 2005
Census 2000 Demographic Profile Highlights
City of Woodland Park Master Plan, 1999
Community Risk Assessment, 1999
Background

During the past decade, Woodland Park has seen an increased interest to support various festivals, musical events, entertainment, public art and murals. By celebrating Woodland Park’s culture and talented core of artists, musicians and performers, residents and visitors experience a greater sense of community and cultural appreciation.

Local art and culture are inextricably tied to local history. Woodland Park’s varied history has shaped the people who grew up and still live here, and those people and artists have developed local customs and a local culture. Recognizing and celebrating local history generates a local identity and culture, and creates a more conducive environment for the arts to thrive.

Ute Pass Cultural Center

The Ute Pass Cultural Center was renovated and opened in 1996 as a multi-purpose community center. For 50 years prior to the City’s acquisition and restoration of the center, the facility was owned and operated by the Woodland Park Re-2 School District. The redevelopment of the center from a school gymnasium to an entertainment venue for all types of performances, receptions and meetings has served the community well, given its limitations in terms of capacity and functionality.

Dickson Auditorium

The Dickson Auditorium is a state-of-the-art, 450 seat facility owned and operated by the Re-2 School District. The facility was built with the support of and contributions from the community. Woodland Park High School students have the opportunity to practice and perform in this incredible venue, the caliber of which is rare in a town the size of Woodland Park.

Midland Pavilion

Construction on the Midland Pavilion was initiated in 2009 with the dedication planned for 2010. The Pavilion was designed to allow for musical concerts, dance and theater “on the green” between the Library and Ute Pass Cultural Center in an outdoor setting with Pikes Peak as the backdrop. The project will be completed using donated funds, labor and equipment.

The structure is reminiscent of the trestles that once allowed the Midland Railroad to traverse streams and gullies while crossing the state. Murals will tell the story of the Midland and underscore its importance to the development of not only the Ute Pass region but also the entire state. If the expansion of the Ute Pass Cultural Center or Woodland Park Library is necessary in the future, then the pavilion may be relocated.
Variety of Arts and Cultural Activities in Woodland Park
Woodland Park has something for everyone when it comes to arts and cultural activities. The community has access to:
- Performing arts (live music, concerts, theater, dance, and classes/workshops)
- Visual arts (galleries, festivals, art exhibits, art walks, historic tours, and classes/workshops)
- Literary arts (book clubs, poetry readings, writers groups, and classes/workshops)
- Natural arts (Pikes Peak, wildlife, wildflowers, and spectacular seasonal landscapes)
- Special events (Symphony Above the Clouds, Oktoberfest)
- Seasonal events (Farmers’ Market, Citywide Clean-up Day)
- Holiday events (Old Fashioned 4th of July, Christmas Tree Lighting, Parade of Lights)

Community Investment Committee
The City awards one-year general support grants for non-profit organizations serving residents in the Woodland Park area via the Community Investment Committee. This funding is intended to help cultivate and further develop non-profit organizations in recognition of their vital economic and cultural roles in sustaining and revitalizing the business and residential areas of Woodland Park. This helps to foster the City’s economic base and to improve the quality of life for its citizens and business community.

Ute Pass Historical Society
The Ute Pass Historical Society operates Ute Pass History Park and the Ute Pass Museum Center, which are located in the heart of Woodland Park next to the Woodland Park Library and the Ute Pass Cultural Center. The Society has been instrumental in conserving and preserving area history, thereby contributing to the cultural edification of residents and visitors alike since 1976.

Historical Preservation Committee
The City of Woodland Park adopted the Historic Preservation Ordinance in 1994, and established the Woodland Park Historical Preservation Committee in 2000. The role of the Historical Preservation Committee is to:
- Protect and preserve the historical and cultural heritage of the City through historical landmark designations;
- Acquire, preserve and manage significant historical documents, artifacts, and structures;
- Regulate the alteration, relocation, removal or destruction of historically significant sites or artifacts; and
- Encourage and provide educational opportunities to increase the appreciation and understanding of Woodland Park and its surrounding areas.

“When I hear music, I fear no danger, I am invulnerable. I see no foe. I am related to the earliest times, and to the latest.”
— Henry David Thoreau
Once a structure is locally landmarked, the Committee reviews proposals for moving, exterior remodeling and/or demolition. In addition, the Committee conducts historical surveys and assists with public education programs about local history. In 2003, it established criteria for local historical landmark designation as outlined below.

**City of Woodland Park Local Landmark Criteria**

- The structure is at least 50 years old.
- The property is historically significant through one or more of its:
  - Architectural design;
  - Association with an historic event, period or person;
  - Physical impact and location within the City of Woodland Park; and
  - Potential to provide important information concerning the history of Woodland Park.
- The structure should have sufficient original or accurately restored material that maintains its original historical character.

<table>
<thead>
<tr>
<th>Address</th>
<th>Historic and/or Current Name</th>
<th>Year Built</th>
<th>Designation Ord.</th>
</tr>
</thead>
<tbody>
<tr>
<td>720 W. Hwy 24</td>
<td>Brazenhead or Ouray Inn</td>
<td>1940s</td>
<td>Ord. #607, Series 1994</td>
</tr>
<tr>
<td>210 E. Midland Avenue</td>
<td>Woodland Park Public School</td>
<td>1938</td>
<td>Ord. #629, Series 1994</td>
</tr>
<tr>
<td></td>
<td>Ute Pass Cultural Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>230 E. Midland Avenue</td>
<td>Ute Pass Historical Society Museum and Gift Shop</td>
<td>1940s</td>
<td>Ord. #755, Series 1998</td>
</tr>
<tr>
<td>122 Laurel Street</td>
<td>Immer Cabin, History Park Museum</td>
<td>1948</td>
<td>Ord. #805, Series 1999</td>
</tr>
<tr>
<td>History Park Buildings</td>
<td>Brockhurst Cabin</td>
<td>1926</td>
<td>Ord. #834, Series 2000</td>
</tr>
<tr>
<td></td>
<td>Calaboose</td>
<td>1891</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Carroll Den</td>
<td>1920s</td>
<td></td>
</tr>
<tr>
<td>301 W. Gunnison Avenue</td>
<td>Maytag House</td>
<td>1930s</td>
<td>Ord. #1069, Series 2007</td>
</tr>
<tr>
<td>202 N. West Street</td>
<td>Carroll Cabin</td>
<td>1920s</td>
<td>Ord. #1069, Series 2007</td>
</tr>
<tr>
<td></td>
<td>Farmers’ Insurance Group</td>
<td></td>
<td></td>
</tr>
<tr>
<td>231 E. Henrietta Avenue</td>
<td>UPHS Museum Center</td>
<td>1890</td>
<td>Ord. #1112, Series 2009</td>
</tr>
</tbody>
</table>
2005 City of Woodland Park Historic and Architectural Survey

Study Area: Highway 24 Commercial District and the residential areas to the north, south and west and several guest ranches.

Project Goal: Assess the current historic physical integrity of resources and evaluate potential historical districts and individual eligible resources.

Scope of Survey: Documented 39 resources, eight properties meet the criteria for listing in the National Register, State Register or for Local Landmark Designation.

Historical Buildings

<table>
<thead>
<tr>
<th>Building Address</th>
<th>Historic Name</th>
<th>Year Built</th>
</tr>
</thead>
<tbody>
<tr>
<td>500 W. Bowman Avenue</td>
<td>Unknown</td>
<td>1921</td>
</tr>
<tr>
<td>116 W. Gunnison Avenue</td>
<td>Unknown</td>
<td>Circa 1931</td>
</tr>
<tr>
<td>301 W. Gunnison Avenue</td>
<td>Maytag House</td>
<td>Circa 1930s</td>
</tr>
<tr>
<td>821 Lafayette Street</td>
<td>Ouray Inn Casino</td>
<td>1948</td>
</tr>
<tr>
<td>210 W. Midland Avenue</td>
<td>Old Post Office</td>
<td>1937</td>
</tr>
<tr>
<td>602 W. Midland Avenue</td>
<td>Hackman House</td>
<td>1887</td>
</tr>
<tr>
<td>515 N. Park Street</td>
<td>Woodward Cabin</td>
<td>Circa 1908</td>
</tr>
<tr>
<td>604 N. Park Street</td>
<td>Unknown</td>
<td>1924</td>
</tr>
</tbody>
</table>

Source: City of Woodland Park Historical and Architectural Survey, 2005

Funding

Historic preservation activities are the responsibility of the Planning Department. Any major projects such as surveys, structural assessments or restorations are usually funded with grants from the State Historical Fund (matching money is usually supported by the City’s General Fund).
Ute Pass History Park and Museum Center
Ute Pass History Park and Museum Center is operated by the Ute Pass Historical Society and is located in the heart of Woodland Park next to the Woodland Park Library and the Ute Pass Cultural Center. The museum includes the:

- Immer Cabin that displays exhibits about public life and the development of communities in the Ute Pass Area;
- Ute Pass Historical Society Museum Center that functions as a multi-purpose space for artifact storage, archival research, photo collection and education center;
- Carroll Den that contains exhibits that highlight the Colorado Midland Railroad and its impact on life in the area;
- Calaboose built in 1891 and that functioned as the original jailhouse in Woodland Park;
- Brockhurst Cabin that has a period room set in a pioneer cabin;
- UPHS Administration Office, Ute Indian Exhibit and Old Curiosity Gift Shop that provides public information about history of the area and sells local history books, souvenirs, maps, etc.; and
- Ute Pass Centennial Trailhead that has maps, visitor information, restrooms and an exhibit of the timber and logging industry of the past.

Opportunities, Challenges and Trends

- Woodland Park has a talented artist and musician community and numerous non-profit groups dedicated to bringing cultural opportunities to the City.
- Woodland Park has a host of cultural events that attract people from throughout the region.
- A dedicated volunteer base, sustained funding and an effective marketing program are necessary to draw large audiences and participants to Woodland Park events.
- With so many organizations putting on events of all types, coordination of schedules is very difficult and scheduling conflicts are common, which can be detrimental to the special events.
- Many of the existing arts-oriented organizations have similar objectives meaning there is tremendous capacity for collaboration among them.
- Woodland Park’s growth warrants the need for a museum to augment the existing arts and cultural facilities and amenities.
- Most non-profits and other organizations dedicated to the arts have limited staff resources and more limited funding. Having a dedicated grant writer that could obtain funding for arts and cultural projects would provide a boost to the arts and cultural scene in Woodland Park.
Capitalize on the state-of-the-art Colorado Room in Woodland Park’s modern library as a source to help publicize historical events and house historical information.

Take advantage of youth interest and enthusiasm to showcase Woodland Park’s history. The Youth Advisory Committee may be an excellent resource to strategize new ways to showcase and publicize Woodland Park’s historical assets and to appeal to people of all ages.

Historic preservation and eco-friendly design can be complementary and synergistic. Buildings can receive historical preservation tax credits even if they incorporate green design features such as high-efficiency windows, solar paneling, water conservation features, etc., as long as the building retains its historical integrity. Simply re-using existing historic structures without added eco-friendly components is a “green” practice because relatively few new materials are required to rehabilitate a structure compared to building a brand new structure.

Since 1976, the Federal Historical Preservation Tax Incentives program has quietly played a major role in real estate development involving historical landmark properties. The IRS Code, at Sections 38 and 47, includes provisions for the “historical rehabilitation credit” which can be utilized in connection with “qualified rehabilitation expenses” for renovations of “certified historical structures.” This Historic Tax Credits program has spurred the redevelopment of more than 30,000 historical properties in the United States. Over $30 billion in rehabilitation dollars have been associated with these projects, providing approximately $6 billion in tax credits for investors (Source: American Bar Association).

Historic preservation benefits communities in numerous ways. It helps the economy by increasing property values and attracting heritage tourists. It enables community members to learn about their local heritage and instills pride in the City. It promotes the reuse of facilities and may divert waste from landfills by preventing historical structures from being demolished.

Historic preservation receives limited staff support and funding.

The City will have to place an added emphasis on the importance of preserving the historic character of older neighborhoods as the pressure for infill (building new homes on vacant lots) increases.

There are limited historic structures left in Woodland Park to preserve because the buildings have been modified over time. The Midland Railroad, which was a formative part of Woodland Park’s history, has been dismantled and removed, and the railroad bed is only visible in a limited number of places in the City. Moving forward the City may place additional emphasis on recreating authentic history and encouraging reconstruction of historic structures.

Woodland Park’s history is varied and eclectic. The City has gone through several phases, which can make the Woodland Park story difficult to synthesize and communicate to new residents and visitors.

There is an opportunity to strategically place art, photographs, cultural reflections and historical information along pedestrian paths and alley ways. Key cultural influences that have shaped Woodland Park (and should be included) are the annual Ute migrations, trappers, cavalry, gold miners, loggers, railroad, ranchers, potato and lettuce farmers, gaming houses and dance halls. For example, a bronze of Alverta Burns, R.N. could be placed along the sidewalk downtown (a wax study for the bronze has already been made). Ms. Burns was the only medical practitioner for Teller County for over twenty years. She was often seen walking miles from town with her medical bag as neither she nor her husband would drive.
Goals, Objectives and Actions

Arts and Culture Goal 1: Increase public art and cultural expression throughout Woodland Park.

Arts and Culture Objective 1.1: Support local artists, musicians, and performers and efforts to provide opportunities to learn about art, music and the performing arts.

Begin implementation: ongoing

Arts and Culture Action 1.1.1: Foster the Mountain Arts Council and other groups’ efforts to “provide educational opportunities in the arts for the community and schools” and to bring music and performing arts to the community. For example, continue to provide Staff assistance at major events (police services, public works assistance with picnic tables and trash cans, etc.).

Arts and Culture Action 1.1.2: Continue to advocate the Woodland Park Arts Alliance’s efforts to “enrich our community and facilitate art and cultural development by connecting and educating residents, local businesses, local government, and visitors to foster an appreciation of the arts and culture.”

Arts and Culture Action 1.1.3: Meet with the Woodland Park Arts Alliance, the Mountain Arts Council and other appropriate groups to explore opportunities to work together on common goals. For example, determine if there is a way to facilitate the coordination of events and list events on the Colorado State Tourism Office’s events calendar.

Ref: Economic Development 1.8.3, Environment 2.1.7

Arts and Culture Action 1.1.4: Continue to encourage cultural activities through the Woodland Park Public Library, Mountain Arts Council, Woodland Park Arts Alliance, Ute Pass Historical Society, Re-2 School District and other non-profit groups.

Arts and Culture Action 1.1.5: Continue to provide the Community Investment Grant to enhance the area’s cultural offerings. Continue to ensure the grant process is fair and predictable.

Arts and Culture Action 1.1.6: Encourage the development of live-work housing that may allow for the production, display and sale of art.

Arts and Culture Action 1.1.7: Collaborate with the Re-2 School District, Woodland Park Arts Alliance, Mountain Arts Council and other appropriate groups to explore the viability of establishing an art in public places program.

Ref: Parks, Trails, and Open Space 1.2.2
**Arts and Culture Objective 1.2:** Continue to support cultural events.

*Ref: Economic Development 1.8.5*

**ongoing**

- Arts and Culture Action 1.2.1: Promote the Woodland Park Arts Alliance’s art walks by posting information on the City’s website and/or placing information on utility bills.

- Arts and Culture Action 1.2.2: Continue to support Woodland Retail Alliances’ cultural events such as the Music Market, Music Week and Indian Powwow.

- Arts and Culture Action 1.2.3: Identify and implement ways to promote and advertise arts and cultural activities and public events.

- Arts and Culture Action 1.2.4: Continue to explore ways to improve the process to obtain a Temporary Use Permit for Special Events and Vendors.

- Arts and Culture Action 1.2.5: Create a system to determine the impact that Special Events have on the community (e.g., the number of attendees and where they originated, staff hours contributed, economic benefits).

- Arts and Culture Action 1.2.6: Ensure that community events and activities offer opportunities to participate for all people in Woodland Park regardless of age, ability or income by thinking about accessibility for the elderly or disabled when planning events, for example.

**Arts and Culture Objective 1.3:** Improve existing facilities and plan for the construction of new facilities.

**ongoing**

- Arts and Culture Action 1.3.1: Upgrade the sound system, lighting, and acoustics in the Cultural Center as appropriate.

- Arts and Culture Action 1.3.2: Explore possible partnerships between the school district and local organizations to make Dickson Auditorium more of a community resource.

- Arts and Culture Action 1.3.3: Continue to grow History Park, expand the Museum Center, and plan for additional museum space, historical and otherwise, in Woodland Park.

- Arts and Culture Action 1.3.4: Pursue opportunities that may lead to the construction of a large indoor venue for performing arts.

**1-2 years**

- Arts and Culture Action 1.3.5: Encourage, support and facilitate the usage of the Midland Pavilion.

**Arts and Culture Objective 1.4:** Continue to encourage arts, cultural, and historical references in downtown Woodland Park.

**ongoing**

- Arts and Culture Action 1.4.1: Concentrate public art in the downtown area.
Arts and Culture Action 1.4.2: Continue the hanging basket and flower stand program, which soften and enhance the downtown landscape and makes it more appealing to both the producers and consumers of arts and cultural merchandise.

Community Heritage Goal 1: Woodland Park community members embrace and become part of the local history and understand the importance of protecting and preserving it.

Community Heritage Objective 1.1: Increase the public’s awareness of the value of Woodland Park’s history and historical resources by providing a means for the public to assimilate Woodland Park history into their lives.

Community Heritage Action 1.1.1: The City will work in partnership with the Ute Pass Historical Society to implement the 2005 City of Woodland Park Historical and Architectural Survey’s recommendations including the archival of historic photographs and documents, interview local “old-timers,” and provide educational opportunities.

Community Heritage Action 1.1.2: The Historical Preservation Committee and Planning Staff will work together to implement the 2005 City of Woodland Park Historical and Architectural Survey’s recommendations to increase the number of locally landmarked sites, consider developing a historic overlay zone, conduct historic walking tours, and place interpretive signage in front of historic buildings throughout the City.

Community Heritage Action 1.1.3: Encourage collaboration between groups within Teller County that are involved with historical preservation. Consider hosting a “summit or forum” in conjunction with Preservation Month.

Community Heritage Action 1.1.4: Annually celebrate “May as Preservation Month” to build awareness of the importance of historic preservation by displaying a banner, writing newspaper articles, posting information on the City’s website and the Colorado Historical Society’s Office of Archaeology and Historic Preservation’s calendar of events, and organizing a special local history-related event.

Community Heritage Action 1.1.5: Form creative partnerships to pursue funding and to educate the public about the area’s history. For example, encourage the Teller County Historical Preservation Board to identify the location of the Midland Railway grade with the intent of listing the Midland Railway on the National Register of Historic Places.
Community Heritage Action 1.1.6: Continue to maintain a strong and active membership of the Historical Preservation Committee by highlighting members’ accomplishments in public venues and recognizing members at volunteer appreciation events.

Community Heritage Action 1.1.7: Publicize and continue to celebrate the unveiling of historic landmark plaques and encourage new buildings to display commemorative plaques.

Community Heritage Action 1.1.8: Work with the Woodland Park Re-2 School District to integrate the area’s history into school curriculum and programs to educate the students about the importance of historical preservation.

Community Heritage Objective 1.2: Ensure that new development embraces rather than demolishes identified historical resources subject to review by staff.

Community Heritage Action 1.2.1: Develop design guidelines and standards to follow when proposed projects involve or impact historical buildings.

Community Heritage Action 1.2.2: Ensure that the Historical Preservation Committee is included in the referral process for land use applications that may potentially impact Historic Resources.

Community Heritage Action 1.2.3: Investigate ways to ensure that appropriate consideration has been given to the impacts of demolition proposals for significant historical buildings.

Ref: Housing 1.3.4

Community Heritage Action 1.2.4: Encourage developers to salvage components of historic structures being demolished and allow them to be re-used in art or education.

Community Heritage Action 1.2.5: Promote the incorporation of historic elements or dynamic historical statements in new buildings both inside and outside the structure.

Ref: Housing 1.3.4

Community Heritage Goal 2: Dedicate public resources to recovering and promoting Woodland Park’s history.

Community Heritage Objective 2.1: Develop a strong sense of community identity that is readily digested by new residents and visitors and is rooted in Woodland Park’s history.

Community Heritage Action 2.1.1: Establish a budget for the Historical Preservation Committee to utilize in pursuit of its objectives.

Community Heritage Action 2.1.2: Incorporate historic persons, events, and themes into public art and historic displays. For example, work with arts groups and historical groups to include historical art on pedestrian paths and alleyways.

Community Heritage Action 2.1.3: Hire a Special Projects Coordinator that would assist in the organization and promotion of historic and other arts or cultural events and projects and build social capital through recruiting funding, sponsors, donations, and volunteers.
Community Heritage Action 2.1.4: Create and publicize a common events calendar for all of the activities that occur in and around Woodland Park.

Community Heritage Action 2.1.5: Celebrate Woodland Park’s history through public and private means, special events, historic landmarks, and other public affairs.

Community Heritage Action 2.1.6: Document local family histories through oral memoirs, interviews published in the local paper or on the City’s website, or other media, and connect those family histories to the streets, parks, and other facilities that are named after them. Explore opportunities to collaborate with the high school, senior center, Cripple Creek and Victor Gold Mine, Pikes Peak Community College, Rampart Library District and University of Colorado in Colorado Springs to both interview and promote these histories. High priority interviews include the Bergstrom and Maytag families.

Community Heritage Objective 2.2: Promote heritage tourism which enhances and accurately represents Woodland Park’s local history.

Community Heritage Action 2.2.1: Work with the Parks and Recreation Advisory Board, Woodland Park Re-2 School District, Ute Pass Historical Society, Rampart Library District, local landowners and local artists to incorporate interpretive signage and historically themed art in parks, trails, open areas and neighborhoods. Ref: Sustainable Environment 2.1.5, Parks, Trails, and Open Space 1.2.2

Community Heritage Action 2.2.2: Work with the local and regional Chambers of Commerce, Colorado Springs Visitors Bureau, Downtown Development Authority, Rampart Range Library District, Ute Pass Historical Society, and any other willing parties to promote historical programs, walking tours, community celebrations, etc. Ref: Economic Development 1.8.3

Community Heritage Action 2.2.3: Continue to work with the Ute Pass Historical Society to complete the site improvements to History Park.

Community Heritage Action 2.2.4: Work with the Ute Pass Historical Society to develop a plan and obtain funding to restore the Junction House located on Old Crystola Road.

Community Heritage Action 2.2.5: Approach Woodland Station developers and other developers and non-profits to establish an area that is dedicated to historical, local and natural art in collaboration with local artists.

Relevant Documents
City of Woodland Park Historical and Architectural Survey, 2005
City of Woodland Park Master Plan, 1999