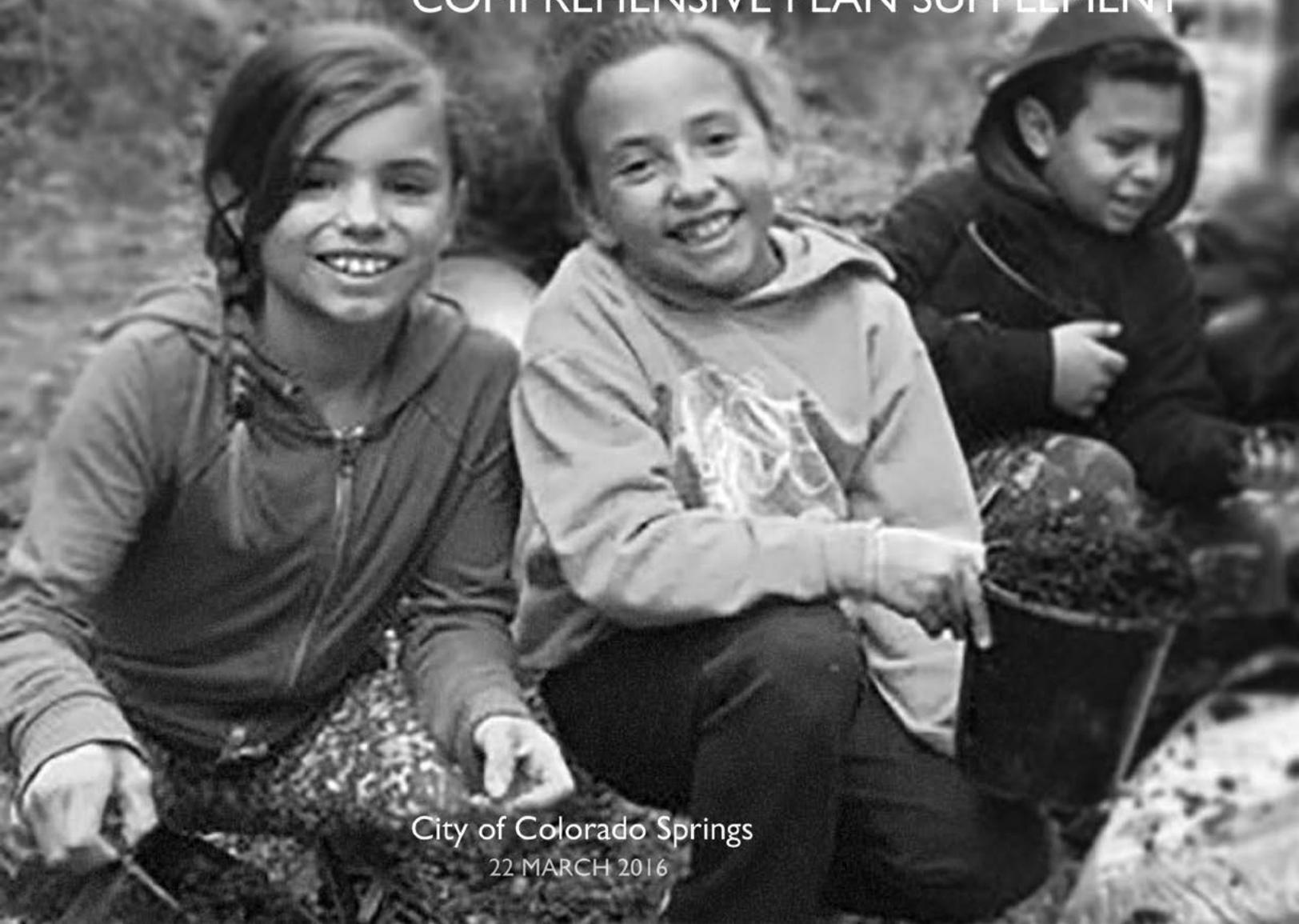


infill

COMPREHENSIVE PLAN SUPPLEMENT



City of Colorado Springs
22 MARCH 2016

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INFILL & REDEVELOPMENT MAP



LEGEND

- North Nevada Avenue Priority Area
- South Nevada Avenue Priority Area
- Academy Boulevard Priority Area
- West Colorado Priority Area
- Frequent Transit Corridors
- Core Downtown
- County Enclaves
- Greenfield Boundary
- City Parks

Density of Commercial & Residential Developments

Low

High

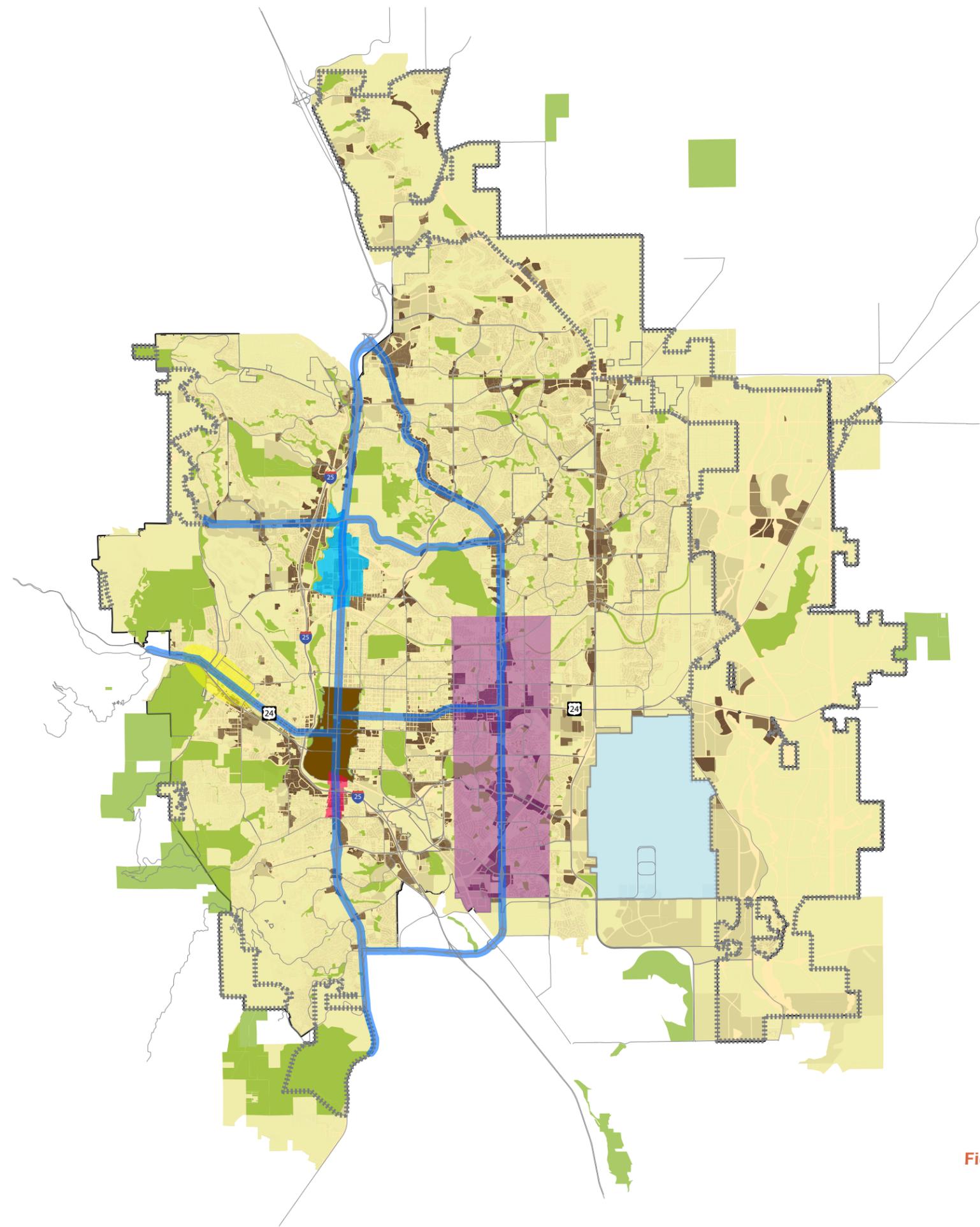


Figure 1 Depiction of the vision and framework of the infill plan. (All of the boundaries and depictions are generalized and subject to revision and updates.)

EXECUTIVE SUMMARY

INFILL VISION, DEFINITION AND FOCUS

The City of Colorado Springs envisions a community that continually reinvests in its mature areas so they remain vital and desirable places that contribute to fiscal sustainability and quality of life for all of the city's residents and visitors. We further envision a particular infill focus on the downtown, older arterial corridors and in the retention and creation of unique and special places throughout the established areas of the city.

INFILL IS BROADLY DEFINED AS THE DEVELOPMENT, REDEVELOPMENT, MAJOR RENOVATION AND/OR ADAPTIVE RE-USE OF PROPERTIES OR BUILDINGS IN THE OLDER AND LARGELY DEVELOPED AREAS OF THE CITY.

The terms "infill" and "redevelopment" are purposefully overlapped and intermingled in this definition and in this plan to emphasize the critical role that land use change and adaptation plays alongside the "filling in" of available vacant land capacity.

The terms greenfield or greenfield development are used extensively throughout this chapter in general reference to development occurring in newer or peripheral areas of the city. Figure 1 provides a generalized depiction of greenfield areas as of 2015. While the term greenfield and the areas it encompasses can be defined in many different ways, this document considers the development of large vacant properties as infill when largely surrounded by pre-1980 development. Examples of large vacant infill areas include the Gold Hill Mesa, Spring Creek, and Airport Business Park developments. The vision and definition are intentionally broad, encompassing and aspirational. Achievement of the vision will require an ongoing, strategic and purposeful focus.

Adaptive re-use capitalizes on under utilized space.



INFILL AND REDEVELOPMENT ARE ESSENTIAL TO THE CITY'S LONG-TERM FISCAL SUSTAINABILITY AND TO ITS OVERALL VIBRANCY, LIVABILITY, AND QUALITY OF LIFE

In the 65 years from 1950 to 2015, the population of our city has increased nearly tenfold; from 45,472 then to almost 450,000 today. While some mature areas have aged gracefully, others have deteriorated or are experiencing substantial socio-economic and market-driven land use changes. The impacts of these changes are particularly evident along and near aging arterial corridors such as Nevada Avenue and Academy Boulevard. City government, its enterprises, and its facilities and services exist to serve the needs of its residents and property owners. Part of serving these needs should include supporting mature areas, in order to improve the quality of life of inhabitants.

The city has a great deal of capacity to accept infill; this includes over 7,000 acres of vacant developable land in core areas along with substantial already-developed properties available for redevelopment. In addition to land capacity, trends demonstrate a market for walkable neighborhoods, robust transit, and accessibility to the urban core as primary attractors for both Millennial and Baby Boomer generations.

There is a fiscal sustainability imperative and a significant economic argument to supporting infill. The city, its tax and ratepayers, the business community, and its residential property owners have all invested in mature areas, and have a stake in the efficient use of this land and infrastructure. If public facilities such as streets, parks, and utilities infrastructure are under capacity (due to low-density) taxpayers and ratepayers pay the cost of the inefficiency. Infill allows for city services to improve due to increasing efficiencies such as improved police and fire response times and transit frequency. The inverse of reinvestment is "blight". Blight has associated ongoing fiscal impacts including depreciated tax revenues and increased costs for police and fire protection.

THE CITY'S ROLE IN INFILL IS IMPORTANT AND ESSENTIAL

The Gabion showcases high density housing within walking and cycling distance of downtown.



Since the demand for infill and redevelopment is projected to increase, the community should proactively prepare for it. There are a variety of public policies, plans, regulations, places, facilities, services and systems that need to be aligned to address both the infill that is happening and the additional or enhanced activity the city desires. Ultimately, most development decisions are based on market demand. However, the city, through our electorate and staff, has a significant role and stake in whether and how these decisions occur.

The city and its enterprises own, and to various degrees maintain, over one quarter of all the property within our city limits. How the city invests in, uses, maintains, administers and regulates this property will have a significant impact on private land use choices. The city also has an undeniable role in the regulation of land use, the administration of zoning, the development of policies and procedures impacting the development process, and in the enforcement of standards that have been established to maintain beauty and quality of life for its citizens. The city can take actions that profoundly impact infill and redevelopment options on private property. Finally, the city has a variety of more discretionary programmatic and funding options and incentives that can be used to promote and encourage infill.

DENSITY AND MIXED USE ARE IMPORTANT

Supporting infill includes the continued acknowledgment and support of greenfield development, because infill is more than reallocating a fixed amount of land use and development demand between greenfield and core areas. Infill provides an added value component that can complement traditional development. Thus, ongoing and strategic support for infill and redevelopment is expected to increase the overall marketability of the city and region for land and economic development investment.

Density is important, but so are land use mix, design, connectivity, and integration.

Increases in housing and employment density are an essential component of the city's infill and redevelopment vision because density creates opportunities for markets, livability, place-making, and land use efficiency. Increases in density should be location and context sensitive and be connected and integrated with surrounding uses. Infill and redevelopment can also add value without contributing to density, especially if uses are mixed and well integrated. Additional density is not appropriate for all locations and circumstances, and especially not for areas of special environmental sensitivity or natural and open space value.

ROBUST TRANSIT IS INTEGRAL TO SUPPORTING INFILL

Integral to the city's infill and redevelopment vision is an evolution and progression toward a more robust transit system which serves both need and choice-based customers. As the 42nd most populated city in the US, we must be able to compete with the majority of similarly sized cities that provide greater transportation options, particularly in the form of urban rail or bus rapid transit systems.

The support of transit, especially in the form of development adjacent to the highest frequency transit corridors, improves transportation options within the community and also demonstrates a level of service certainty that is necessary for transit oriented development (TOD). Although not all infill and redevelopment can and should be

**How the city invests
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defined and measured in relationship to being transit supportive, this should be an elemental consideration for project prioritization.

DOWNTOWN STRATEGY IS FOUNDATIONAL TO INFILL

Greater downtown Colorado Springs must be considered a community cornerstone from the perspective of infill policy. It needs to function as the economic, cultural, and political center of the region. Nationwide experience demonstrates that cities that possess more vibrant downtowns attract more community and economic development and contribute to a richer overall quality of life. Cities with the most vibrant downtowns attract more infill, achieve greater density, and are fiscally more sustainable due to efficient land use. Visions and plans are already in place for downtown, but policies and strategies should be regularly adapted and promoted to encourage revitalization of the downtown core as a means of catalyzing infill and economic development throughout the community.

PRIORITY AREAS AND USES ARE ESSENTIAL TO THE EXECUTION OF THIS PLAN

Prioritizing resource allocation to specific areas and uses allows for more fiscally sustainable investment. It can allow the city to better address market gaps where revitalization that providing the most benefit to the community may not otherwise occur unless the city takes an active role.

Priority areas and uses also permit ease of marketing to investors and greater ability to measure the success of infill policies, actions and investments. Priority areas include gateways, high frequency transit corridors, and those mature neighborhoods with supportive conditions for revitalization. Priority uses include catalytic projects, mixed use, higher density and transit-supportive projects and projects that convert the land to new and/or intensified uses (see Figure 1).

4 **Transit and downtown are foundational and essential**

PURPOSE

This plan has the following intent and purposes:

1. Augment and support the balance of the existing 2001 Comprehensive Plan and its 2020 Land Use Map by providing additional focus, policy and strategic direction concerning infill and redevelopment
2. Recommend specific and actionable city-initiated priorities and strategies to promote infill and redevelopment throughout the mature areas of the city

This chapter has been created in acknowledgment and in consideration of the existing 2001 Comprehensive Plan and its incorporated elements (including publicly and privately initiated master plans). However, the balance of the comprehensive plan has not been modified or revised directly in conjunction with the process of creating this chapter.

Therefore, the intent and expectation for the use of this document is that it will compliment the entire comprehensive plan and its applicable incorporated elements. This document and the other elements of the comprehensive plan should be used holistically as an advisory guide for city policy, legislative, quasi-judicial, administrative, and procedural decisions related to land-use and other matters applicable to the comprehensive plan.

The plan will augment and support the 2001 Comprehensive Plan, and also recommend new actions

5

Plaza of the Rockies brings stronger street level presence to downtown.



DOCUMENT USE: GUIDANCE FOR PLANNERS AND DEVELOPERS

6

This section provides additional and focused policy guidance for the use of this plan in the review of and decisions made on development applications in infill areas. Development applications may include annexations within mature areas, master plans, zone changes, conditional uses, use and non-use variances, concept plans and development plans. This document will provide guidance to the application of the principles and goals stated herein, specifically in relation to the comprehensive plan. Uses and applications that are clearly consistent with prior approvals, existing zoning, and development standards, will continue to be processed autonomously and will not be affected by this document. However, voluntary application of the guiding principles and plan goals of infill by property owners and developers is seen as a means of contributing towards the broader infill vision and is strongly encouraged.

PROJECT APPROVALS, RELIEF, AND INCENTIVE ELIGIBILITY:

Integration of transportation and infill is showcased through extended and diversified transit options.



- Infill projects seeking approval or consideration of zoning changes should generally be supported if they advance the overall infill and redevelopment principles, goals and outcomes included in this document and can be accommodated within the context of the site, its surrounding conditions, and reasonably available infrastructure and service capacity.
- Administrative relief from standards and submittal requirements for infill projects and applications should be reasonably granted in cases where the benefit of strict application of the requirement is outweighed by the advantages

of relief from the requirements, considering impacts to the project, the adjacent properties and the community.

- To be eligible for special city incentives such as tax sharing agreements, possible relief from usual and customary fees and charges and infrastructure requirements, infill projects should clearly demonstrate a high degree of overall consistency with the plan goals and should be located in a prioritized reinvestment area or possess a priority use.
- Use and density transitions, as well as buffer treatments should be incorporated where appropriate and feasible to address site conditions. Transitions and buffers are intended to improve existing land use relationships, but should only be required in circumstances where the benefits to the surrounding properties and the community are clear and compelling.

DESIGN AND LOCATION CONSIDERATIONS:

Context-appropriate increases in density and changes in land use should be supported, particularly in identified infill priority areas such as the downtown, economic opportunity zones and high frequency transit corridors. Projects should be located and designed to:

- support integration, mixing and connectivity of land uses within their surrounding areas and neighborhoods;
- support the long-term viability of the neighborhoods they affect with input from neighbors;
- enhance the viability of multi-modal transportation options including transit use, cycling and walking; and
- support use and density transitions, as well as buffer treatments should be incorporated where appropriate and feasible to address site conditions.



PLAN SUCCESS

The successful use of this plan will require upholding the following supportive conditions:

ASSIGN AND OPTIMIZE RESOURCES

In order to realize this plan, allocation and optimization of dedicated staff time, financial resources, and political will to support the role of infill and facilitate policy changes is necessary.

TAKE NEAR TERM ACTION ON PLAN RECOMMENDATIONS

The recommendations in this plan have been developed to address point-in-time issues that deserve near term assessment and action. Any future recommendation that aligns with the guiding principles, and accomplishes a substantial number of the plan goals, should be pursued with swift action to assure continued success of the plan.

TAKE ACTIVE ROLE IN PROMOTION OF INFILL OPPORTUNITIES

The city should be actively involved in the promotion of infill development opportunities through effective external communication. This communication should be aimed towards developers and investors, both inside and outside of the region, and in close partnership with support organizations. As long as personal favoritism is avoided, the city should comprehensively provide an inventory of potential infill sites and serve as a clearinghouse for infill opportunities to encourage new investment.

Similarly, the city should proactively identify and engage with the owners of “difficult” properties with the intent of determining whether there are any barriers or impediments to development that can be reasonably addressed by the city or its enterprises. Available incentives should be marketed and the zones can be used for catalytic improvement under existing ownership or through new investment. These efforts should include collaborating on solutions for beneficial use of difficult development or redevelopment areas and parcels.

MEASURE AND TRACK PROGRESS

Infill trends and infill strategies are both long term propositions. Therefore, ongoing measurement and progress reporting is essential. Reporting should include measurements of actual infill development activity as well as progress made in the implementation of specific recommendations in the Infill Action Plan. Annual reporting is recommended. Reporting should be kept simple, with an emphasis on being informative, honestly tracking trends and progress, and moving forward with a continuing and responsive strategy.

UPHOLD SUPPORTING CONDITIONS

The city and partnering agencies should seek to create conducive conditions for infill development. Such conditions include:

- a city governance and service philosophy that is open to adaptation, business opportunities and land use change;
- support of economic development and jobs in order to insure that the overall local economy is sufficiently robust, thereby creating a substantial enough market for new development;
- provision of a safe and secure environment for all areas of the city;
- convenient access to schools in mature neighborhoods, and continual support of a superb public education system in Colorado Springs;
- provision and maintenance of quality infrastructure including complete streets and parks;
- ongoing neighborhood and business engagement in community issues;
- adequate provision of support services to neighborhoods;
- adequate enforcement of codes and regulations, and maintenance of community infrastructure and services in mature areas. Continued ability to rely on existing zoning on a parcel by parcel basis;
- maintenance of effort for transit services.

Artist's rendering of 2015 proposed Olympic Museum slated to bring an added half million visitors into downtown per year.



GUIDING PRINCIPLES

10 **Create benefit, remove barriers and minimize risk**

In general, all policies and actions recommended by this plan were developed with the following three principles in mind: create community benefit, remove barriers to infill development, and minimize investment risk. The same principles should also be used as the basis for prioritization and decision making around infill and redevelopment related city policies moving forward.

CREATES COMMUNITY BENEFIT

A policy or action which contributes to the well-being of the citizens and visitors of Colorado Springs. This includes enhancing neighborhood livability, creating better connectivity through multiple modes of transportation, creating better connectedness with the natural environment, enhancing choice and quality of life, and beautifying the built environment, etc.

REMOVES BARRIERS TO INFILL DEVELOPMENT

A policy or action which makes development of infill projects more feasible in comparison to greenfield development, leveling the playing field so that development within the existing city boundaries is just as easy, if not easier than building on the periphery.

The Machine Shop's adaptive re-use building creates space for innovators across professions.



MINIMIZES INFILL INVESTMENT RISK

A policy or action which creates greater clarity in the regulatory system, allowing for development to occur with clear understanding of what is required, what infrastructure and developments are funded and designated to occur in an area, and whether an area is prioritized for redevelopment and eligible for specific incentives.

PLAN GOALS

As logical and appropriate, the following goals should be used to evaluate the value of and priority for city-initiated actions or public-private partnerships. These goals should also be used as part of the justification of the use and allocation of special city incentives for private and non-profit development.



Density achieves context-sensitive increases in density



Priority use advances quality land use mix, design, connectivity and integration to achieve desired results



Connectivity contributes to multimodal viability allowing for a range of choices for traveling between destinations in the community



Economic stimulus catalyzes further development and/or contributes to primary employment



Fiscal efficiency effectively utilizes existing infrastructure, enabling the city to maintain growth while providing and maintaining higher levels of service



Community pride and perception contributes to the perception of greater safety, security, and attractiveness of the community for both residents and visitors



Reinvestment in priority areas drives development in the downtown and along mature arterial corridors, aiming to take advantage of the city's existing capacity and development potential and reflect a more dense urban environment



Support of neighborhoods and placemaking encourages better integration between neighborhoods and their adjoining communities for a more interconnected and livable city



Blight relief addresses substantial redevelopment need in areas or sites experiencing blight or sites that are vacant/underutilized, areas with excess parking capacity and other sites that present an opportunity for conversion to new and/or Intensified uses

POLICY RECOMMENDATIONS

The following is a broad summary of policies and actions recommended by the Infill Steering Committee. The policies and actions contained herein are organized by area of influence and characterized by how they meet the plan goals. Recommendations are intended to highlight key elements only. Each element is reflective of at least one of the three guiding principles: creating community benefit, removing barriers to infill, and minimizing infill investment risk.

A separate Action Plan is intended to serve as a living and dynamic implementation document for this plan 13

The **Infill and Redevelopment Action Plan** is a separate yet complementary document with more detailed, timing-specific and directly actionable recommendations. The action plan is intended to serve as a living and dynamic implementation document to be regularly updated and managed by city staff consistent with strategic direction from city council. As the action plan is modified and adapted over time in response to progress, decisions, and availability of resources, the changes should be consistent with and further the guiding principles and plan goals outlined herein.



1 - NEIGHBORHOODS

As addressed throughout this chapter, infill and redevelopment sites often have more complexity and challenges based on the established and mature nature of the surrounding neighborhoods. The public process can, and often does, take longer in these areas, resulting in higher processing and/or financing costs for the developer. In respect to the value of the neighborhood process, it is suggested that the city explore options for enhanced neighborhood services delivery and pursue actions like:

- develop and pilot a replicable process for small area and neighborhood plans, with neighborhood input, to include the establishment or amendment of development standards;
- revise the appeals process and development plan criteria and standards in city code.



2 - SUPPORTIVE ZONING

With the exception of downtown zoning and parking regulations, city development requirements have a suburban and/or greenfield orientation and do not always adapt well to more mature areas. In addition to support for zone change requests that promote context sensitive infill and redevelopment – including mixed use, density and adaptive re-use, the recommendations are to:

- revise development standards and the zoning code to include more infill-supportive standards and relief from “suburban” standards;
- revise and extend the downtown form-based code (FBC) plan and consider additional targeted use of form-based zoning (FBZ);
- pursue strategic infill-supportive zoning improvements related to use by right, accessory dwelling units and transit oriented development.



3 - ROLE OF UTILITIES

New development in mature areas may have one or more site-specific characteristics that discourage development, often related to utilities. To proactively offset the burden of aging utilities and smooth the process overall, the recommendations generally refer to:

- align capital improvements and upgrade standards;
- open access to data fees, charges and potential fee deferral or waiver programs;
- partner with strategic teams to address priority areas and issues;
- align utility fees to support infill development (e.g. eliminate reconnect fees).



4 - PRIVATE AND PUBLIC PROPERTY CARE AND MAINTENANCE (INCLUDING PARKS)

Broadly defined, the “blight” associated with a number of mature areas of the city can act as a significant barrier to redevelopment, especially if there is a concern with a negative cycle of disinvestment leading to reduced market opportunities. Conversely, blighted areas – with their typically diminished property values – can provide great opportunities for reinvestment if there is an actual or expected positive trajectory (often preceded by proactive investment to address blight in the public realm.) Recommendations, therefore, are concerned with:

- proactive and effective code enforcement;
- cost effective maintenance of existing infrastructure including streetscape adoption and management;
- restructuring of city park dedication requirements and fees to be responsive to infill development needs.



5 - TRANSPORTATION INCLUDING TRANSIT

Although much of our land use policy to date has favored the use of cars, Colorado Springs plans for a multi-modal transportation system including a well-functioning fixed route transit system, a complete streets approach and general pedestrian focus, and trail connectivity. In an effort to elevate transportation policy to align with, and in some cases catalyze, infill development, the recommendations are to:

- modify the Engineering Criteria Manual to be more conducive to infill-related density and multimodal access and deemphasize congestion concerns (e.g. reduce requirement for traffic impact studies);
- modify and strategically waive suburban access and parking standards for infill projects and leverage the Downtown Parking Enterprise for redevelopment potential;
- focus services and investments in high frequency transit corridors.

Transportation, including transit, can be an infill catalyst



6 - PRIORTIZATION AND INCENTIVES

16 **Prioritized attention and investments are essential**

Traditionally, the city has had a “level playing field” approach and has not directly or comprehensively established priority redevelopment areas. Because prioritized investment is more fiscally sustainable and incentives provide for greater impact potential, this plan recommends the:

- alignment of capital improvement plans and infill priorities whenever possible;
- support and prioritization of downtown planning and implementation efforts;
- analysis and visioning for high priority corridors including, but not limited to, North and South Nevada Ave and South and Central Academy Blvd;
- extension of the strategic use of city incentives, fee waivers and Rapid Response to high value infill projects and specific land uses that best achieve the plan goals;
- consideration of public-private investment in complementary infrastructure, in cases of extraordinary incentives, to capitalize on opportunities for mutual benefit.
- siting and orientation of major city service facilities to maximize location efficiency; and
- make similar location decisions for other non-city catalytic and institutional projects such as hospitals, government and university buildings and event and sports venue;
- proactive work with property owners to annex and redevelop parcels in City enclaves when and where these projects will further the goals to this Infill Plan

AFTERWORD

This chapter has been recommended by an Infill Steering Committee created under the auspices of City Council and supported by the City and Colorado Springs' Utilities staff. Committee membership included City Council and Planning Commission representatives along with members from the development, neighborhood and business communities. The committee met and worked throughout late 2014 and all of 2015 on this process, chapter and associated action plan. Prior to formulating recommendations, the committee invited input and presentations from a wide variety of stakeholders and city staff. Members also toured infill projects, including several in the Denver metropolitan area, and sponsored a well-attended interactive community forum. An archive of the process, including committee meeting notes agendas, and other documents, is available on the [city website](#).

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A result of high density building is increased opportunity for impromptu socializing.



GLOSSARY OF TERMS

Catalyst or catalytic project: a public or private project that is timed and located with an expectation that it will serve as a particularly crucial and effective encouragement for additional development in infill areas.

Chapter or Infill Comprehensive Plan Supplement: this chapter of the City of Colorado Springs Comprehensive Plan, also referred to as the City of Colorado Springs Infill and Redevelopment Plan.

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Code Enforcement: the city's combined and coordinated outreach, regulatory and enforcement programs and systems directed toward assuring compliance with its codes pertaining to the care and maintenance of property, including but not limited to zoning compliance, rubbish, weeds, housing standards, graffiti, junk or unlicensed vehicles, and public health and sanitation.

Comprehensive Plan: the City of Colorado Springs Comprehensive Plan in its entirety, including all of its constituent elements as it and they may be amended from time to time.

Community Benefit: one or a combination of significant benefits of an infill project associated with its special contributions to the public realm and identified community needs with examples including enhancements of infrastructure or increased affordability of housing, all as ultimately determined by City Council.

Context appropriate or context sensitive: land use development or redevelopment that may vary from surrounding development in use and density but which is also sensitive to site conditions and neighboring uses with respect to factors including but not limited to topography, natural systems and hazards, infrastructure and service capacity, and integration with surrounding uses.

Form-based zoning (FBZ): methods of zoning regulation designed to support a desired urban form and public realm primarily by controlling physical form with less focus on land use.

Form-based code (FBC): the regulating plans and zoning codes used to implement and administer form based zoning.

Greenfield: newer developed or developing areas of the city located in association with its periphery as generally depicted in [Figure 1](#) and the development within these areas, regardless of the presence

of absence of neighboring development.

High frequency transit corridors: primary transit corridors as identified in the Pikes Peak Area Council of Governments 2040 Transit Plan that support greater land use intensification and connections between key regional destinations, and targets them for improved span of transit service and frequencies.

High value infill projects: infill projects that are catalytic in nature or that can be expected to contribute substantially to a large majority of all the goals outlined in this chapter.

Infill Steering Committee: the City Council endorsed stakeholder committee charged with recommending this document and its corresponding Infill Action Plan.

Location efficiency: a method of placing uses in close proximity to supporting uses, such as major city services near transit, jobs, housing, and other services. The intent is to reduce travel distances between uses as well as the need for other related resources.

Multi-modal Transportation: the seamless integration of different transit types—including walking, biking, public transportation, and vehicles—into a single trip. For instance, a multi-modal trip might include biking to a bus stop, bringing bike onto bus, riding the bus to another location with secure bike storage, and a short walk to final destination, such as work or school. Multi-modal transit options allow for more rider flexibility and transportation system efficiency.

Robust transit: a transit system designed and operated with frequent service, along with a facilities and amenities of a quality, permanence, visibility and multi-modal accessibility sufficient to provide an incentive for transit-oriented development and related investments. Such a system may or may not include fixed guideway or Bus Rapid Transit (BRT) elements.

Traffic impact studies (TIS): the project-specific studies and analyses of this name required in association with development applications as currently addressed in Section III of the city's Engineering Criteria Manual.

Transit-oriented development (TOD): higher density and often mixed use residential, commercial and institutional development located, designed, and oriented to maximize access to public transportation and to encourage transit ridership. TOD development is ordinarily located within ¼ to ½ mile of a robust transit system station or stop.

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City Council

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Helen Collins, *District 4*
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