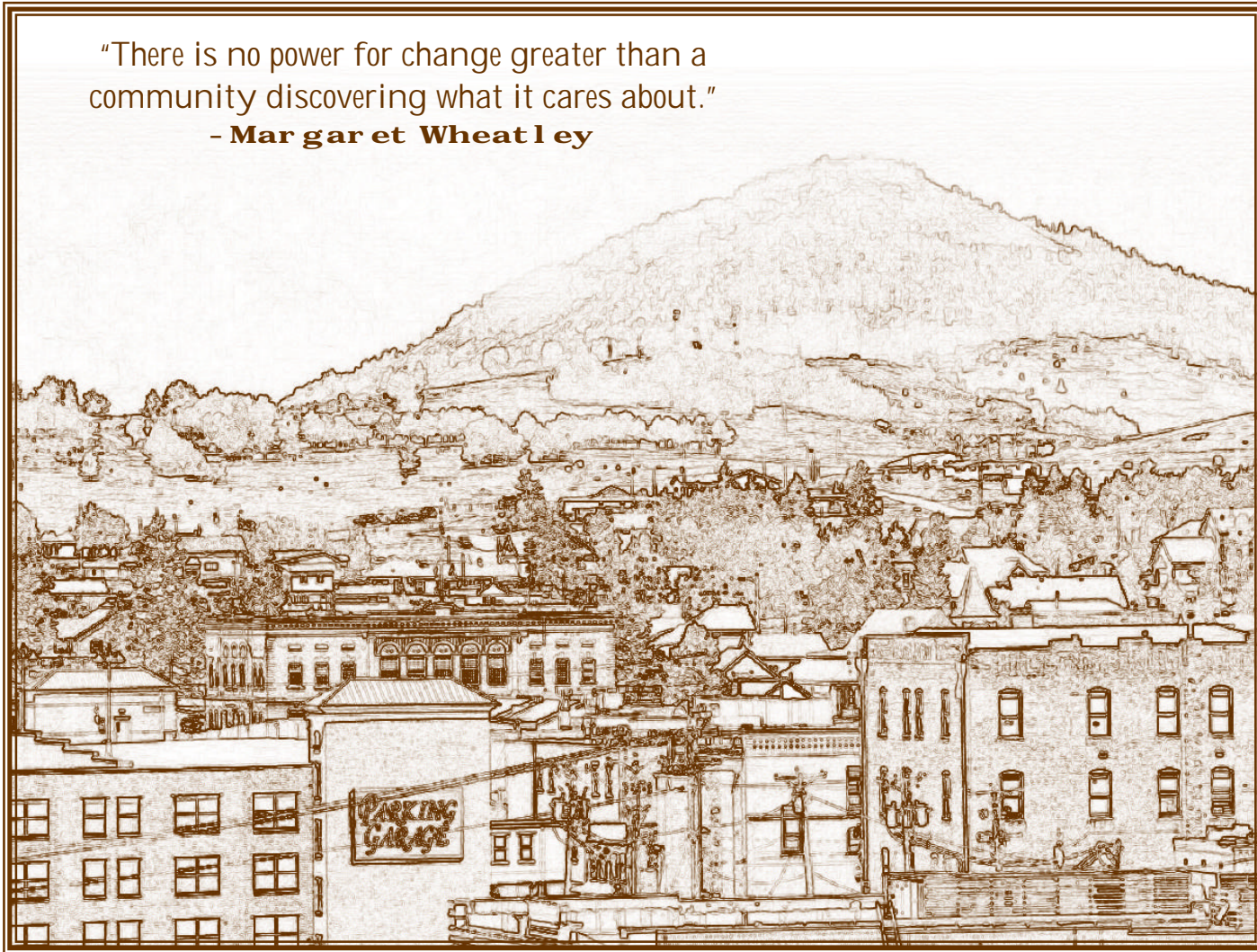


CITY OF CRIPPLE CREEK COMMUNITY MASTER PLAN

"There is no power for change greater than a community discovering what it cares about."

- Margaret Wheatley



**MASTER PLAN UPDATE
JUNE 2009**

MAYOR

Dan Baader

CITY COUNCIL

Lois Woods

Sandra Dicamillo

Bruce Brown

Gary Ledford

COMMUNITY ADVISORY COMMITTEE (CAC)

Dan Baader

Mary Bielz

Lou Goldman

Reed Grainger

Larry Hannappal

Gary Ledford

Steve Mackin

Carrie Miller

Sally Schibler

Steve Zoellner

CITY STAFF

Bill McPherson, City Manager

Larry Manning, Planning Director

CONSULTANTS

Thomas & Thomas Planning, Urban Design & Landscape Architecture, Inc.

Foresee Consulting, Inc

Bahr, Vermeer, Haecker Architects

Obering Wurth & Associates

Felsburg Holt & Ullevig

TABLE OF CONTENTS

<u>CHAPTER I: PURPOSE & CONTEXT</u>	4
Introduction.....	4
Purpose.....	4
Planning Area.....	6
Regional Context.....	6
Demographics	7
History and Historical Sites.....	8
Chapter I Definitions.....	10
<u>CHAPTER II: VISION</u>	12
Vision.....	12
Guiding Principles and Objectives.....	12
The Vision Plan	14
Chapter II Definitions.....	35
<u>CHAPTER III: GOALS & STRATEGIES</u>	38
Economic Development.....	40
Land Use.....	42
Public Infrastructure.....	44
Transportation.....	46
Community Services.....	50
Housing.....	52
Cultural and Heritage Framework.....	54
Environmental and Natural Features.....	56
Parks, Recreation and Trails.....	58
Downtown.....	60
Priorities.....	62
Recommendations.....	65
Priority Matrix.....	68
<u>APPENDICES</u>	
Appendix A—Vision Land Use Map.....	72
Appendix B—Environmental, Heritage & Recreation Framework Map.....	73
Appendix C—3D Model and Streetscape Study Graphics.....	74
Appendix D —Public Workshop #1.....	76
Appendix E —Public Workshop #2.....	90
Appendix F— Public Workshop #3	92
City Council Adoption.....	103

CHAPTER I: PURPOSE & CONTEXT

A community and a sense of place: *“It is place, permanent position in both the social and topographical sense that gives us our identity.” J. B. Jackson*

Note: The Master Plan document is not a regulatory document, but a vision document. The Zoning Code and Subdivision Regulations represent the regulatory and implementation documents.

Introduction

This document is designed to serve as an overall set of guidelines and principles for preserving, developing and planning the future of the City of Cripple Creek. The citizens of Cripple Creek are inspired by the unique landscape and history of their City and seek to build on the past to enhance the future as a place to live, work and play.

The Master Plan is organized into three chapters. The first chapter is the introduction which provides the reader with an overview of the community, purpose of the plan, planning and community context, and history. The second chapter documents the vision, guiding planning principles, and the overall vision plan content. The third chapter highlights the Master Plan goals and priorities. The goals and priorities include a full list of implementation strategies per plan section category, a summary of the priority survey and final implementation recommendations. Finally, the reader will find the appendix of the Master Plan, mapping, survey results and City Council approval.

Figure 1: View of historic Cripple Creek looking east down Bennett Avenue.



Purpose

The purpose of the Cripple Creek Master Plan is to capture the vision and values of the community in a long-range plan. The final product of the planning effort is to assist the local officials, residents, property and business owners and developers in making decisions that help fulfill the goals and vision to the benefit of all. The Plan provides a framework to eliminate “knee-jerk reaction planning” and to reach measurable steps for a well balanced sustainable City and direct investment to achieve the community's vision. Ultimately, “The Master Plan provides the foundation in the development of an easy to use set of plans, codes and guidelines.”

The City is facing the challenges of the current economic downturn and the new possibilities created with the expansion of gaming limits and hours. The citizens of Cripple Creek are active, interested and involved in many of the issues facing the community as evidenced by the number of interest groups. This process has been designed to bring the ideas and goals together in one comprehensive document, one that is responsive of the community values and benefits.

Other resources should accompany the Master Plan outside this document, including revised Zoning Codes, Subdivision Regulations, Historic Preservation Guidelines, Park and Recreation Master Plan, Community Services Master Plan and a Capital Improvements Program. The Master Plan will list out the projects to be completed in the next five, ten and fifteen years. The Master Plan replaces the previous plan completed in 1999 and amended in 2002 and establishes a new plan that illustrates:

- Cohesive Land Use for Existing and Undeveloped Property
- Natural Resource and Recreation Goals
- Definition of the Downtown District
- General Long-range Transportation Considerations
- Community Infrastructure Improvements

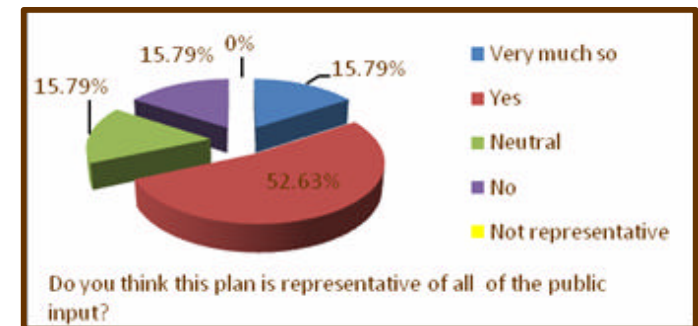
The Plan also identifies implementation recommendations and strategies goals as they relate to community priorities and planning objectives. Overall, the Plan should be recognized as a living document and will be continually updated to reflect the vision and values of a changing community. It is recommended that the Master Plan priorities be evaluated annually and the overall Master Plan updated in the next 8 to 10 years or sooner if conditions are justified.

The planning process for the Master Plan began with data gathering and the organization of a Community Advisory Committee (CAC) in July of 2008. A series of public workshops, special interest meetings and interviews occurred soon after, ending in September 2008. The information of this document was based on the input received from the CAC group, downtown stakeholders, three public workshops, citizen surveys and the professional judgment of the consultants assigned to assist the citizens in the Master Plan process.



Figure 2 (Top): Public participation in second public workshop.

Figure 3 (Bottom): Survey question from the third public workshop.



Another study conducted at the same time was the Park and Recreation Needs Assessment. While the Master Plan does reference information from the study, the Assessment is a stand-alone document that should be reviewed for the final findings and recommendations.

The public engagement process involved a multi-faceted approach designed to be as inclusive as possible for the various stakeholders, community interests and individuals. The goal was to assure that information was accessible and the process was transparent. The objective was to utilize informed citizens and create an informed decision-making process. The information was shared through emailed newsletters, web site postings, public notices and mailers. This effort was also supported by the local newspaper. The public workshops were designed around the values and needs assessment surveys, a planning design workshop, or the “Chip Game,” and draft concept plan evaluations. A separate set of meetings were designed around the downtown core business district where ideas and concepts were shared, discussed and evaluated.



Figure 4: Planning Area for Cripple Creek including surrounding hillsides.

The results of the public input and workshops are illustrated throughout this document and the key survey findings are available in the appendix.

Planning Area

The planning area for the Cripple Creek Master Plan study includes the City limits (approximate area of 1.1 square miles) of Cripple Creek and surrounding hillsides. While that plan identifies very little growth outside the current boundaries, consideration is given to preserving the community's viewshed and surrounding historic landscape features.

Regional Context

The City of Cripple Creek is a “**Statutory City**”¹ located roughly in the middle of the State of Colorado, on the west side of Pikes Peak. It is also the county seat of Teller County and is located approximately 44 miles southwest of Colorado Springs, 23 miles south of Woodland Park, and 30 miles north of Canon City, Colorado. At an elevation of 9,494 feet and just below timberline, it lies in a broad open valley with surrounding steep slopes along with its sister city, Victor, Colorado. This picturesque setting creates a unique environment and separates it from direct influence of other larger cities in the region. The contained setting allows Cripple Creek and the immediate area to be the master of its own destiny without undo influence from other communities. The gold bearing area of the

Gold Mining District was the core of an ancient volcano of six square miles. Much of the surrounding hillsides are under the land use control of Teller County which will be further discussed in this Master Plan, but consist of ranch land, rural residential uses and old mining claims.

Demographics

Based on the 2000 census, there were 1,115 people, 494 households, and 282 families residing in Cripple Creek. The population density was 988.7 people per square mile and 737 housing units at an average density of 653.5 per square mile. The racial makeup of the City was 92.9% White, 0.90% African American, 2.1% Native American, 0.81% Asian, 1.43% from other races, and 2.42% from 2 or more races. 6.01% of the population was Hispanic or Latino.

Of the 494 households 23.3% had children under the age of 18 living with them, 44.7% were married couples living together, 7.9% had a female household with no husband present, and 42.9% were non-families. 30.4% of all households were made up of individuals and 4.9% had someone living alone who was 65 years of age or older. The average household size was 2.26 and the average family size was 2.82.

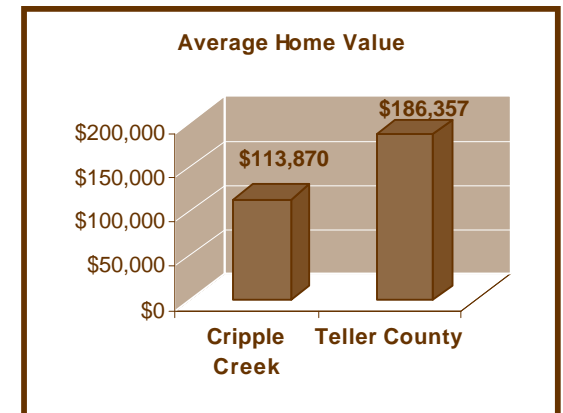
The Teller County Housing Needs Assessment of June 2006 is another valuable source of data. A few statistics from this study relate directly to Master Plan strategies:

- Home values in Cripple Creek are about 40% less in Cripple Creek compared to the County as a whole.
- Owner occupied homes are only 54% of the housing compared to 81% county wide.
- Multi-family homes are 29% of the housing compared to 8% county wide.
- 51% of the Cripple Creek work force live in the Cripple Creek area. 14% live outside of Teller County and commute on a daily basis to work.

Most of the residential construction over the past 10 years has been detached single-family homes, averaging 5 to 6 building permits per year. Currently, there is a great deal of platted undeveloped land within the city limits available for both single-family and multi-family construction.

The majority of residential construction has been completed by non-residents and retired persons. There is a lot of discussion around building more affordable housing so that more workers could live in the City. The housing study made note of the fact that there appears to

Figure 5: Graph showing the home value statistics in Cripple Creek.



be little demand for housing from local workers and families to own homes, given that many families would prefer to live closer to Colorado Springs for access to amenities and activities. Additionally, much of the work force is transitory with many living in Cripple Creek for 4 months at a time.

The 2006 Teller County Housing Needs Assessment estimates a 10 year 25% growth rate in the county populations. The potential impact would add some 2,200 new households in the County. The same report projects a 41% growth in the number of jobs. The estimated 3,460 new jobs would require about 3,100 employees to fill the openings between 2005 and 2015. While it is recognized that the majority of the growth will happen in the Woodland Park and northern parts of the County, it is estimated that approximately 31% of the growth will accrue in the southern Teller and Cripple Creek areas. Cripple Creek provides 39% of the County jobs (3,245) as of 2005. Reference the breakdown of job by category and recent changes or trends in the Teller County Needs Assessment report.

Source: Teller County Housing Needs Assessment, RRC Associates, Inc., June 2006

Figure 6: The Molly Kathleen Gold Mine in the Gold Mining District.



History and Historical Sites

In order to understand the Cripple Creek demographics, they must be put in context of the history of the City. In the 1880's early prospectors, speculators, and settlers in the area were determined to make something of this Gold Mining District. In 1891, rich ore was found and the last great Colorado gold rush began. Thousands of prospectors flocked to the area when W.S. Stratton located the famous Independence Lode, one of the largest gold strikes in history. Cripple Creek started off as two separate mining towns, Fremont and Hayden Placer. It consolidated into one in 1893 with a population of over 3,500 people. By 1900, Cripple Creek and the neighboring town of Victor were substantial communities with a population of 13,000. Although much of the population were male prospectors and miners, there were families along with the numerous saloons, gambling halls and sporting parlors. There were also an astounding 52 stockbrokers, 3 banks, 3 stock exchanges, 49 grocers and 68 saloons. Cripple Creek boasted its own amusement park, Pinnacle Park at Cameron, and electric tramcar system to showcase itself as a destination.

Cripple Creek today has experienced several ups and downs. The first and most notable tragedy in Cripple Creek occurred on April 25, 1896 when a fire broke out in a second floor dance hall on Myers Avenue. This fire destroyed 15 acres and over \$1 million dollars in property before it burned out the next morning. Only four days after the first fire, April 29, another fire broke out at

2nd and Myers. Between the two fires, all buildings along Bennett Avenue were destroyed except for the Midland Terminal Depot and the Colorado Trading & Transfer Company which still stand today.

Cripple Creek triumphed from the fires immediately after showing the rest of the country their eagerness and that something great was happening in Cripple Creek. Within one week of the fires, construction had commenced on 170 new business buildings. These buildings would be built to withstand fire in the future, as Cripple Creek passed ordinance #99, which stated that all new business structures built within the “fire district” would be constructed of brick or stone. The rich architecture that came from this was derived from many styles including Italianate and Romanesque Revival. The architecture has been referred to as “*Cripple Creek Renaissance*” in the book Cripple Creek: City of Influence by Brian Levine.

In 1897, Mayor George Pearce referred to the fires as “a blessing in disguise” due to the rich architecture form that occurred in reconstruction after the fires.

As in most gold camps across the country, the majority of people who came for gold and prosperity eventually left for gold and prosperity in another place. By 1910, many of the gold miners had left and moved to Nevada and California leaving Cripple Creek with a rich architectural palette for the future. The 1950’s brought tourism to Cripple Creek with visitors visiting the old gold camps and nostalgia that the town offered. Tourism is another of the booms that has helped Cripple Creek continue to maintain its nostalgic character. However, it too decreased in time.

Several events led to the decline in population at the turn of the century to 1990. This period was marked with the miners union and the State government protecting miners from the forces under the control of the mine owners and later with the goal of destroying union power in the gold camps. The old underground mines were exhausted and open pit mining began which required less labor. Open pit mining continues to operate in the Cripple Creek and Victor area today.

This decline in population left many empty storefronts and picturesque homes as the City drew interest as a ghost town. At one point, the population had dropped to a few hundred people. However, it was never entirely deserted. In the 1970’s and 1980’s there were a few restaurants and bars catering to

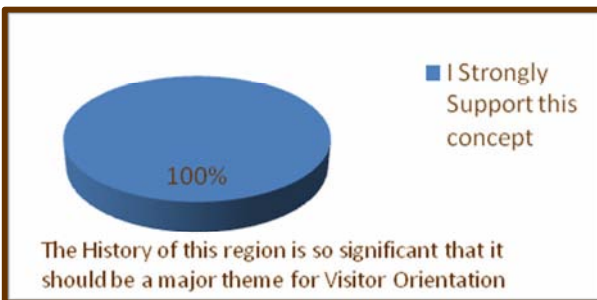


Figure 7: The re-building of the City after the fires.



Figure 8 (Top): The Gold Rush casinos today in one of the historic post-fire buildings on Bennett Avenue.

Figure 9 (Bottom): Survey question about the historical significance in Cripple Creek.



tourists, but Cripple Creek was full of weathered empty homes and storefronts. In the early 1990's, Colorado voters allowed Cripple Creek to establish a legalized gambling district and with that another real estate boom began. Currently, Cripple Creek has a population of around 1,200 residents and is currently more of a gaming and tourist town than a ghost town. Casino gaming has been successful in bringing revenue and some vitality back to the area.

Quotation From Seeing Cripple Creek, Volume 1, Number 1, June 1903

"Cripple Creek is a city of the mountains and naturally there are many steep grades to be encountered on the streets. However, there are no less than a dozen automobiles in the city and driving and horseback riding are common means of amusement. There are baseball parks, race tracks and all kinds of outdoor amusements, from tennis to coursing. The people of Cripple Creek are thoroughly up-to-date, and don't allow a little thing like hilly country to interfere with the pleasures and pastimes that they have been accustomed to."

CHAPTER I DEFINITIONS:

¹ **STATUTORY CITY:** City in Colorado which is not self-governing and operates under the Colorado Revised Statutes.

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CHAPTER ii: vision



Figure 10: 3-D Digital model created to allow the City the opportunity to study future development proposal in a Google Earth environment.

Note: For additional Master Plan and Vision graphics, See Appendix A-C

- Vision Plan
- Environmental, Heritage & Recreation Framework
- Community Illustrative- Providing a snapshot of the community vision and build-out of the downtown
- Downtown Massing Model/ Study
- Preliminary Streetscape Study

Vision Statement

“Preserve and promote the Cripple Creek historical, cultural and entertainment experience through diverse development opportunities, while protecting community services and the existing quality of life.”

The Vision Plan illustrates the overall goals of the Master Plan and is the evolution of the guiding principles, objectives and values provided by the citizens of Cripple Creek through the planning process. This section of the Master Plan is divided into an introduction and headings for each of the six guiding principles.

The following principles were generated from the three public workshops, where citizens were invited to voice their views and dreams for the community through a value, attitude and critical issues survey, as well as in the mapping of sacred places and community resources.

Guiding Principles and Objectives

- A. Maintain and Enhance the Historic Downtown Character and Community's Image
- B. Leverage Existing Public Facilities and Infrastructure to Grow Efficiently and Promote Infill Development
- C. Promote Balanced Employment and Economic Development Opportunities
- D. Promote a Range of Attainable Housing Opportunities for all Citizens
- E. Support and Promote Tourism and Cripple Creek as a Regional Recreation Destination
- F. Support a Walkable Community through Planned Neighborhood Connections and Amenities
- G. Protect the Community's Viewshed, Environmental and Recreational Resources

While the principles represent the community's Master Plan goals and shaped the vision, they also were used to measure the performance of Master Plan concepts and decisions. In the second workshop, the citizens were asked to be "King for the Day" and to design their community for 2030 vision and community build out. The "principles" were used to measure each of the participating Master Plan concepts. Through the "chip game analysis," the proposed build-out scenarios were evaluated for such things as infrastructure efficiency, balance of homes to jobs, balance of housing types, neighborhood and community access, and level of community amenities. As a result of the analysis, a composite plan was generated and the third workshop further evaluated the resulting plan against the "principles," and confirmed the objective of each of the "principles."

From the workshops and CAC (Community Advisory Committee) meetings, a list of preliminary goals and strategies were generated for each of the major plan elements:

- Economics
- Land Use
- Community Infrastructure
- Transportation
- Community Services
- Housing
- Cultural & Heritage Framework
- Environmental & Natural Resource Framework
- Parks & Recreation
- Downtown

Following the workshops and CAC meetings, the CAC group and community stakeholders were asked to review, rewrite, add or delete strategies from the preliminary list. The updated list was then sent back out to community stakeholders and leaders to evaluate and prioritize the strategies. Each of the participants were asked to identify or rank them in either a phase 1 (1-4 year), phase 2 (5-9 year), or phase 3 (10-15 year) implementation timeframe, which is reflected in Chapter 3.

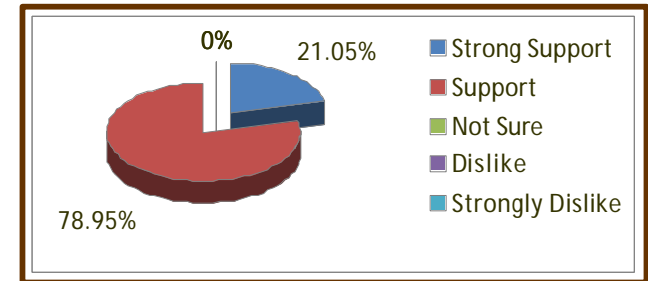


Figure 11 (Top): Survey Results for Land Use Plan presented in Meeting 2.

Figure 12 (Bottom): Community participation in Meeting 2 (The Chip Game).



The Vision Plan:

The Vision Plan reflects the community's vision to diversify the Cripple Creek cultural and entertainment businesses, while protecting public services and enhancing the community's quality of life. The major components that define the Vision Plan include the downtown core, commercial revitalization area, future re-energized community services, parks, open space, flexible housing alternatives and three new planning sectors (Core, Transition and Neighborhood). Last, the plan addresses the underlying water and wastewater infrastructure to support the future.

Principle A: Maintain and Enhance the Historic Downtown Character and Community's Image

The community of Cripple Creek has the desire to be a special place for its citizens, visitors and potential business investors. The Master Plan recognizes historic preservation, community design and community aesthetics as important parts of the community's image. The City also seeks to foster the arts, recreation, entertainment and heritage markets as a way of promoting the community's image.

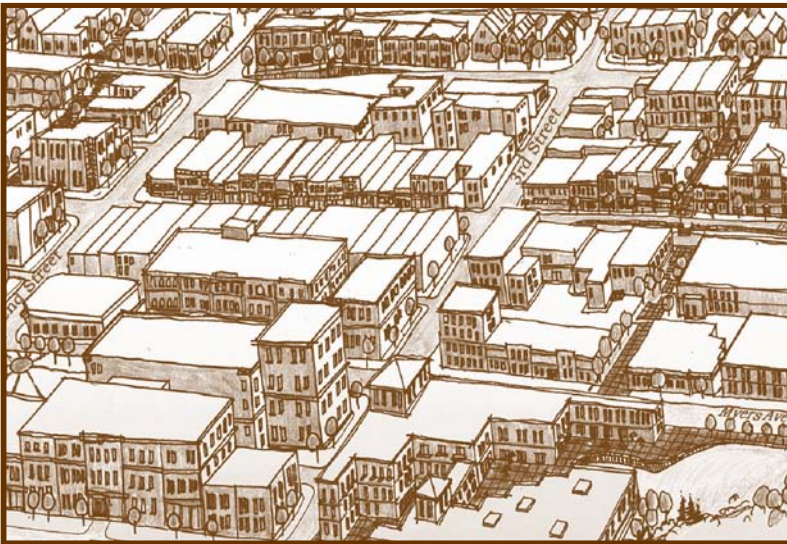


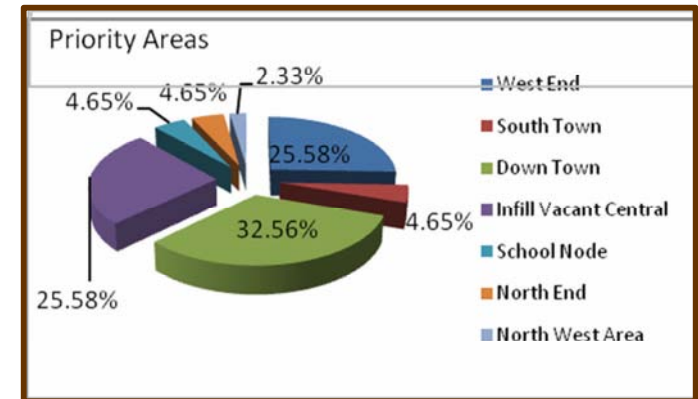
Figure 13: Vision Illustration, See Appendix-C.

The Master Plan supports the preservation of historic structures and places. History shapes the identity of a place and the stories distinguish one place from another. Cripple Creek will build on its history for the benefits of the future through the continued development and refinement of the existing Historic Preservation Guidelines and the proposed Heritage and Cultural Framework.

A community's downtown is the barometer of its overall quality of life. Employers have found that a vibrant downtown increases its ability to attract and retain high quality employees and city officials. They have also found that bond rating companies often include the economic prosperity of a downtown as one criteria they consider when determining a city's bond rating. Also, according to the National Historic Trust, every dollar a community spends on downtown revitalization brings in \$30 in new investment. The City is committed to investing and enhancing the downtown.

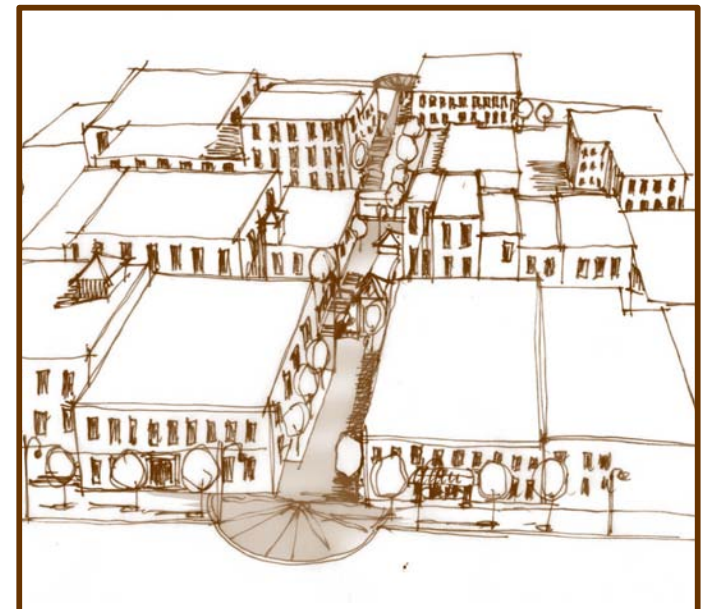
The Vision Plan for the downtown core area is built on six elements that support the downtown environment, historic objectives and community character, while protecting and promoting economic development in the business district.

Element 1. Provide a clear organizational structure of Bennett Ave., protect the definable pattern of downtown streets/walks and provide secondary pedestrian connections. The vision for the downtown recognizes the important framework provided by the existing streets and sidewalks. The definable grid provides a level of predictability for visitors of Cripple Creek. This framework of streets and walks will continue to be an important pattern reflected in all areas of the community and in new development. The sidewalks are quite narrow and the vision is to widen these sidewalks to give greater emphasis to the pedestrian. In addition to widening the walks, additional mid-block pedestrian connections are recommended as a new asset to the framework. These connections re-emphasize the importance of mobility and access in the everyday life of the downtown. The process has recognized the challenges of the local topography and the suggested mid-block connections or paseos are envisioned as some combination of open grand staircases and public elevators. Mid-block connections break the block, which expose the streets to additional sunlight in the winter months, and provide additional framed east/west vistas across the landscape that are unique to the Cripple Creek experience. Figure 15 shows an example of a mid-block connection. They provide secondary frontage that is lost within the current framework of the downtown. By creating these unique landings and meeting places, development can now offer secondary entries, additional commercial frontages and dining experiences off the newly created frontages/connections. Each are envisioned to occupy the width of one traditional 25-foot wide lot. The combination of these elements throughout downtown reinforce a clear organizational structure and regular pattern of amenities that support this principle.



(Top) Figure 14: Survey showing the highest investment priority is for the downtown area.

(Bottom) Figure 15: Mid-block paseo creating additional options for pedestrian mobility and breaking up the 500-foot long city blocks in downtown.



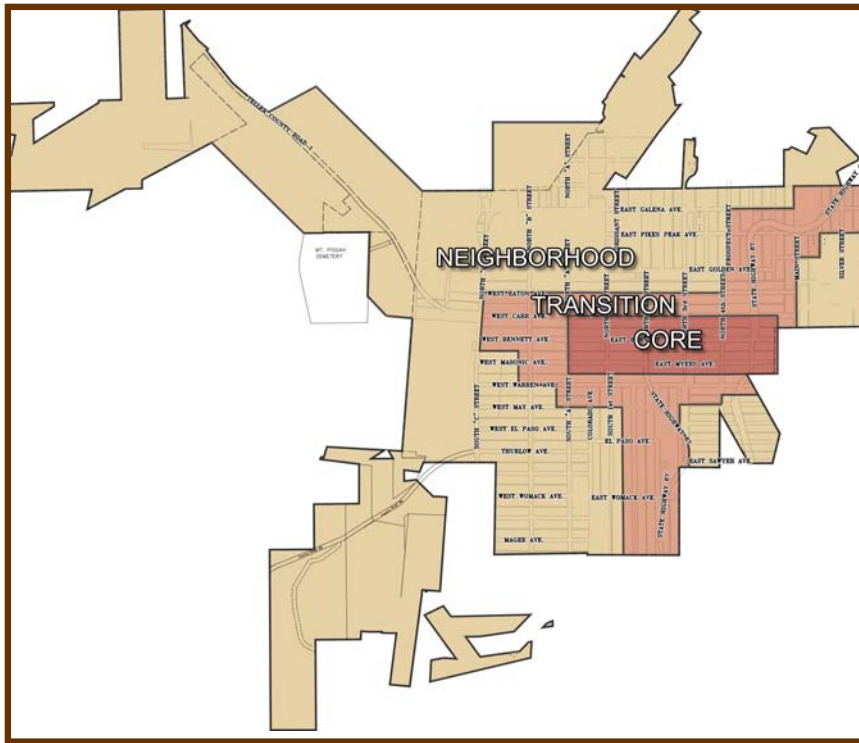


Figure 16: Sector Map illustrating in the darkest colors the Core sector where it is envisioned to have the greatest intensity and the lightest colors and the Neighborhood sector with the lowest intensities of the City.

Note: The introduction of the “sector” concept does not change the existing land use zoning under the Master Plan. The concept of the sectors and their characteristics are envisioned to be used to better define the long-term community’s form.

Element 2. *Promote and maintain a distinctive identity by capturing the character of Cripple Creek identity through the architectural form and style.* The historic form and fabric of Cripple Creek is an important asset that sets Cripple Creek apart from many Colorado communities. Through the community visioning meetings, residents ranked the community image and downtown investment high on the list of priorities. The vision is for Cripple Creek as an entire city to maintain and enhance its historical character through continued recognition of historical places, people and structures. The historic character should be enhanced within the community’s fabric and with the use of the proposed “**sectors**.”¹ The following description and illustrations follow the concept of building from the inside out and protecting and strengthening the heart of the community first. In doing so, the Vision Plan identifies three major community concept sectors. The concept sectors are the downtown “**Core**,”² “**Transition**”³ and a “**Neighborhood**”⁴ sector. The core represents the center and most intense and compact areas while the neighborhood sector is the least intense. The transition sector is generally located between the other two sectors with the widest diversity of land uses.

The “**Core**” sector has been identified as the primary entertainment and commercial district. It is considered the most intense and compact area of development. The visioning of the core went through an additional process and focus in the master planning process. Two additional stakeholder meetings were provided. The stakeholders consisted of downtown property owners, property managers, community leaders and City staff. It is also the area that will require the greatest amount of architectural attention complementing the existing historic guidelines and state gaming requirements.

The “**Transition**” sector provides a transition between the dense, urban core and the individual neighborhoods. It is the area within the Master Plan that addresses and encourages the greatest mixture of uses. It provides for a pedestrian and business-friendly environment. This is where the two other districts merge together. This sector is defined more by form than land uses. In fact, it is recommended that there is an increase in the allowable permitted uses here compared to today’s codes. This environment is intended to be rich in small businesses and housing alternatives. The transition sector will host the

service and management businesses, smaller lunch and dining establishments, apartments, small lofts, B&B's, daily convenience services and retail. This transition area may also see the greatest turnover of use as the core area grows and matures. The small uses along Bennett Avenue may find new and more permanent space in the transition sector, which is envisioned to consist of small to medium-sized buildings (1-3 stories in height).

The “**Neighborhood**” sector consists of a mix of residential typologies and densities yet remains flexible for other desired neighborhood centers such as a small bakery, deli or coffee shop. The majority of the community’s housing is found in this sector and the objective is to provide flexible zoning that accommodates a broad range of housing alternatives, but again defines a pattern of building form that complements the neighborhood scale and uses.

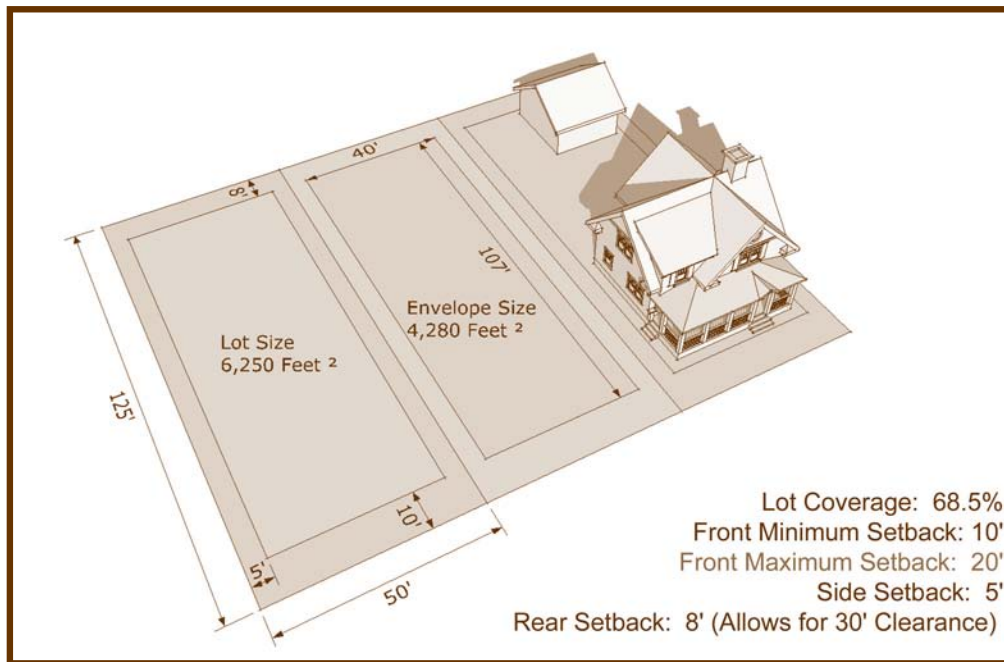
The Vision Plan has identified neighborhood centers in the long-range plan. While the location of the centers are not clearly defined at this point, it is assumed as homes are built and the population increases in the area, there will be a natural process of developing small neighborhood environments and a desire to have services and amenities at the center. These are envisioned as possible pocket parks, coffee shops, bookstores, playgrounds or a combination of amenities. It should also be noted that the existing schools and the amenities in the northwest part of town already provide a framework for a neighborhood center. As the neighborhood grows, every effort should be made to strengthen the connections to the location as a center in an attempt to maximize the use and benefits of the public services already in place.

Depending on the development and market factors, the City should consider partnering with the private development community to secure property for the centers as early in the process as possible. This will help direct the form of growth along the existing streets, natural features and recreation framework suggested by the overall Master Plan. With support of the heritage framework, each neighborhood center should take advantage of the opportunity to reflect a piece of the local history in some form once the center is located through the development process. History could be reflected architecturally, using icons of the past such as the gold mining, or in a number of other ways. As an example, ideally a home owner will be able to say that they live in the “Hayden Placer” neighborhood near the Gold Dust Coffee House.



Figure 17: An example of a small coffee shop as a neighborhood center mixed in with a residential neighborhood along a neighborhood trail.

The current plan for the neighborhood sector is not to change the existing land uses, but rather to encourage a form for development that fits the community's vision. The recommendations are to revise the community's zoning ordinance, subdivision regulations and historic guideline documents to better define a pattern of growth that captures the historic character and unique identity for Cripple Creek. Near the edges along the "Transition" sector, the code should allow for flexible land and building uses, vertical mixed-use, greater lot coverage, greater floor area ratios (or FAR) and decreased setback requirements. Efforts such as these should be made to avoid suburban standards and enhance the rich fabric of Cripple Creek. Special consideration will be given to mobile home and other temporary housing types. It is recommended that these housing types are not located in the "core" or the "transitional" sectors, and that they are provided in small pockets of 12 or less units. The objective is to allow the units, but not allow their development to interfere with greater investment in permanent housing stock and desired pattern and form in the neighborhood sector.

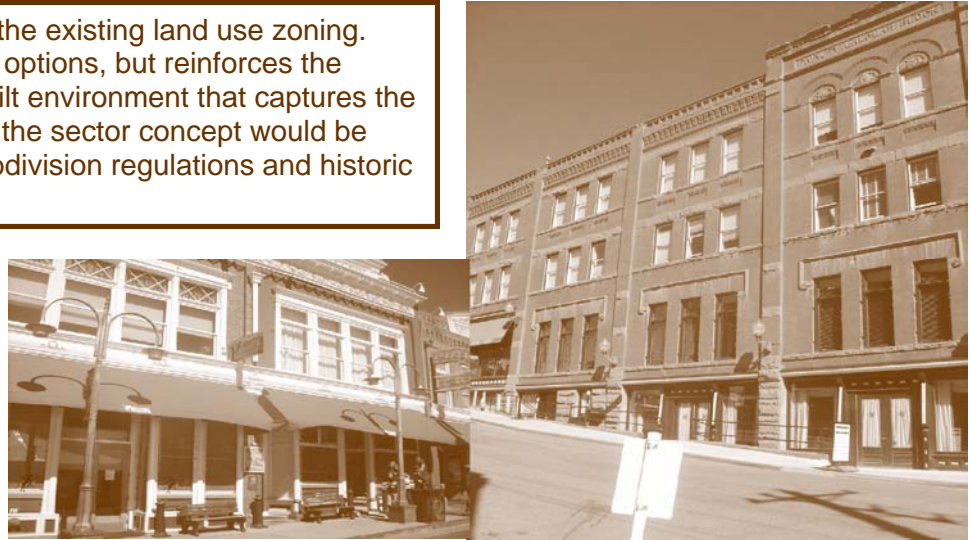


The character should not only be enhanced for the actual buildings in Cripple Creek, but also the patterns they create along the street and pedestrian framework. The most basic method for accomplishing this are modifications to the development codes that are currently in place. The zoning ordinance and subdivision regulations will be revised to decrease building setbacks and encourage the usage of the alleys reflected throughout town. This does not mean the guidelines should be restrictive, but the details should focus on the design variables that truly define the historic form of the streets. For example, a form-based code model could provide as a minimum requirement maximum building heights, minimum setbacks and maximum setbacks. An additional level of detail could designate the amount of fenestration (or window openings) or roof pitches depending on which sector the buildings would fall in. The Form-Based approach will better help the community define what it wants to see, rather than defining what it does not want to see in the historical and architectural form.

Examples of the Sectors

The introduction of the “sector” concept does not change the existing land use zoning. The form examples do not limit land use types or housing options, but reinforces the community’s desire to maintain a historical and unique built environment that captures the Cripple Creek image. The details and implementation of the sector concept would be addressed with the revision of the city’s future zoning, subdivision regulations and historic preservation guidelines.

Envisioned “**Core**” downtown development form, scale and character



Envisioned “**Transition**” development form, scale and character



Envisioned “**Neighborhood**” development form, scale and character



Figure 19: Example images of structures that may fit within the sectors Core, Transition and Neighborhood.

Element 3. *Create focus on the “vision” through the continuity of form and identity that starts in the “core” and is carried out into the community, while providing a strong statement at the gateways.* As a starting point, the plan recognizes the existing sign and entry improvements that the City has made over the past few years. It is one of the very basic tools for telling the history and story of the community. The plan encourages the City sign program to continue enhancing and updating the gateway features and themed signage throughout town. The continuity of the signage design should also be reflected in all public spaces. Amenities such as street lighting, benches, railings, directional signs and kiosks should also be included to enhance the urban space. The focus should give special attention to materials, historic Cripple Creek architectural features and the community’s logo. As part of the recommended Code revisions, both public and private signage standards should be discussed and defined as a whole. It is believed that neither the public nor the private signage should be lost by the glare of the other. Public and private signage should work together to strengthen the theme and character of the community image at the gateways, in the neighborhoods, and in the business district.

Figure 20: Centrally located civic places bring people into the downtown areas. An example is the Teller County Court House that brings support to nearby businesses.



The Vision Plan again seeks to protect the downtown framework of streets, walks and building forms that are Cripple Creek, as well as establish a framework for the community’s parks and trail systems based on the existing natural features that are unique to the community. The proposed mid-block connections are also unique Cripple Creek features as they will extend out into the “transition” and “neighborhood” sectors. All of the proposed features create a unique pedestrian environment while enhancing mobility and creating many small points of interest in the urban fabric and lend to the community’s image.

Element 4. *Maximize conveniences and efficiencies through compact core development, services and amenities.* While the downtown plan does not define a specific mix of uses or detail major redevelopment projects of a traditional downtown Master Plan, it does begin to define a form for the central business area and civic anchors that support daily conveniences and programs of a healthy downtown. Meeting the objective of managing growth from the inside out, the City commits to investing public dollars in maintaining the public services, offices and future residences on Bennett Avenue and surrounding downtown area. The area denoted as a civic node (around the intersection of 1st Street and Bennett Avenue) on the Vision Plan includes the police and fire departments, future City Hall, the Aspen Mine Center, community recreation center and existing county court house. The intent is to have these critical civic services remain in the core sector and encourage

additional uses to help improve the vitality of Bennett Avenue. It is not envisioned to be exclusively civic uses, but the primary location for civic features. The civic node is believed to be an important statement of community pride and investment in the core in support of new local business investment. The compact civic development also provides shared benefits such as shared office facilities and parking. An example of this benefit is seen with the commitment to maintaining the recreation center downtown. Through this approach, the City will maximize the use of proposed meeting and classroom spaces and the fitness center through programs that would allow the City departments to schedule meetings and use the fitness center in the morning or off hours when after school programs, etc. are not in use.

There is no doubt that the evolution of the core area will see a great deal of change as it matures. To help minimize some of the long-term costs and disruptions, future building design and construction should be encouraged to consider future uses for the structure after the initial use is no longer valid. The historic buildings in Cripple Creek were built in a way that their structures can be modified for other uses. Adding language to a form-based code that requires minimum floor heights for buildings can help sustain the evolutionary changes of use in a building.

Element 5. Emphasize high quality and long lasting improvements within the public right-of-way. The community recognizes that the bar needs to be set high, but not out of reach for community funding or at the detriment of other public programs and services. It also recognizes that when improvements are planned and the scope of a project is defined, it should seek to meet multiple objectives such as access, safety, infrastructure upgrades and aesthetics. Overall, the future improvements need to represent the long-term vision and image that the community wishes to project. An example of a future multi-objective improvement project is found on Bennett Avenue. The avenue currently exceeds the necessary width for vehicular circulation, parking, etc., yet is lacking in comfortable space for the pedestrian. The recommendation is to modify Bennett Avenue into an environment that is better suited for the pedestrian, improve access, provide for service and conveniences and improve storm water management conditions.

Figure 21: Outdoor Seating and Furniture improve the aesthetics and add life to the pedestrian spaces.



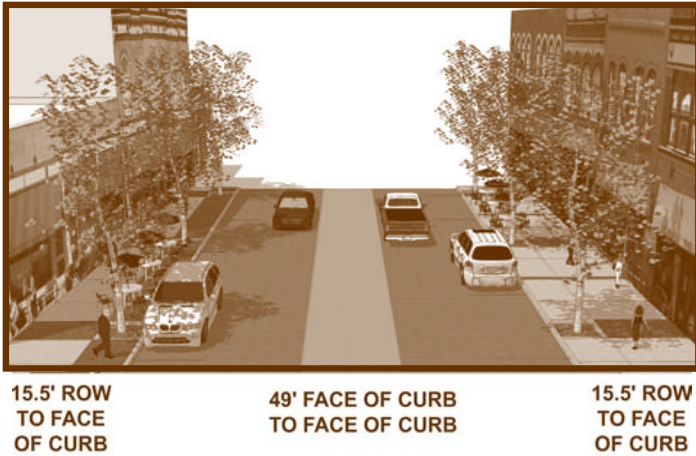


Figure 22: The “road diet” utilizes the center turn lane as a place for service vehicles while maintaining on-street parking and providing enhanced pedestrian space.

It is recommended that with the first phases of the downtown improvements the City will contract for the development of a set of design and development standards for the public right-of-way. The objective is to define the design style and quality for future improvements that are consistent with the City’s vision that all future public and private development will follow.

Much has been said about Bennett Avenue and improving the pedestrian experience. One method discussed and recommended for making the proposed improvements and provide the additional pedestrian space is to simply give the four-lane avenue what is referred to as a “**road diet**.”⁵ A road diet, in this case, is a method used to help four-lane roads function better by creating a two-lane road with a center turn lane/service lane. This option (Figure 22) includes on-street parallel parking on both sides of the street, widening walks for street-side amenities and landscaping, as well as redefining storm water management infrastructure upgrades. The project would change the avenue appearance, improve pedestrian circulation, and introduce additional space for sidewalk dining and commercial displays while offering opportunities to improve several ADA access alternatives.

A second method is to decrease the avenue to two lanes with on-street parallel parking on both sides allowing for greater space for sidewalk cafes and streetscape furniture. The total width of the street is 40-feet which allows for 19.5-feet of sidewalks on both sides of the street. This option gives a great pedestrian orientation which dedicates close to 50% of the right-of-way to the pedestrian and is a key goal of creating a “great street.”

Topic of interest:

*During the visioning process, there were suggestions of removing all traffic from Bennett Avenue. The Master Plan does not reflect changes to that degree because to take away the vehicle from the streets is also taking away presence and visibility from the drivers of the vehicles. “**Pedestrian malls**”⁶ in general have not been successful due to this reason. However, an interesting aspect of pedestrian malls is that people will still gravitate toward the “sidewalk” portion of the mall rather than walk down the middle of the right-of-way. With this in mind, sidewalk width is very important even for a pedestrian mall without vehicles.*

Element 6. Energize the streets by promoting civic pride in the core and creating opportunities for activities of all types within the public right-of-way. This can be accomplished in a variety of manners. The first thing to understand is that activity creates activity. The visual presence of other people and vehicles generates curiosity for more people. With this in mind, the Master Plan seeks to activate the right-of-way or provide places for activities. A “**public stage**”⁷ is recommended as a means of attracting local art or street performers. A stage could be as simple as a wide sidewalk or raised planter where someone with a guitar could sit and play for the pedestrians walking by. Outdoor dining is another great people generator. Even building greeters and police officers on foot or horseback are people generators that can increase the amount of people and keep them on the sidewalks and streets.

While street intersections are natural nodes in the downtown, the plan envisions these nodes as people places and activity generators. While developed with the traditional safety features for the safe pedestrian movements, small stages should be introduced to promote entertainment and displays on the street when space is available. These are not necessarily traditional stages, but small unique opportunities for art, street performances or even a seasonal flower display. The recommended mid-block openings also offer important meeting places and stops for a future trolley. The various nodes should provide community kiosks and other amenities and programs to greet and orient visitors to the entertainment and commercial businesses. They also act as visual links and reinforce the framework pattern within the “core.”

The introduction or the commitment to public offices, services, and civic uses in the core will also support the goal of activity and “energy on the streets.” It is envisioned as the city grows, the civic node will become a larger part of the central and west end downtown picture and reinforce the community's image as a place of interest and as a place to live, work, shop, play and retire.

Another method of creating energy in the street right-of-ways is the re-introduction of the trolley tracks. A precedent for this was set in the early 20th century in Cripple Creek with the historic path traveling down Bennett Avenue from 5th Street to 1st Street, south to Myers and back to 5th Street. The total distance of this historic loop is close to 1 linear mile. While this was a point of great discussion and interest during the workshops, it was also recognized that the implementation of the trolley was not a top priority and would be viewed as a long-term goal.



Figure 23: Street Theater, such as a man playing his guitar can add a lot of life and interest to downtowns.

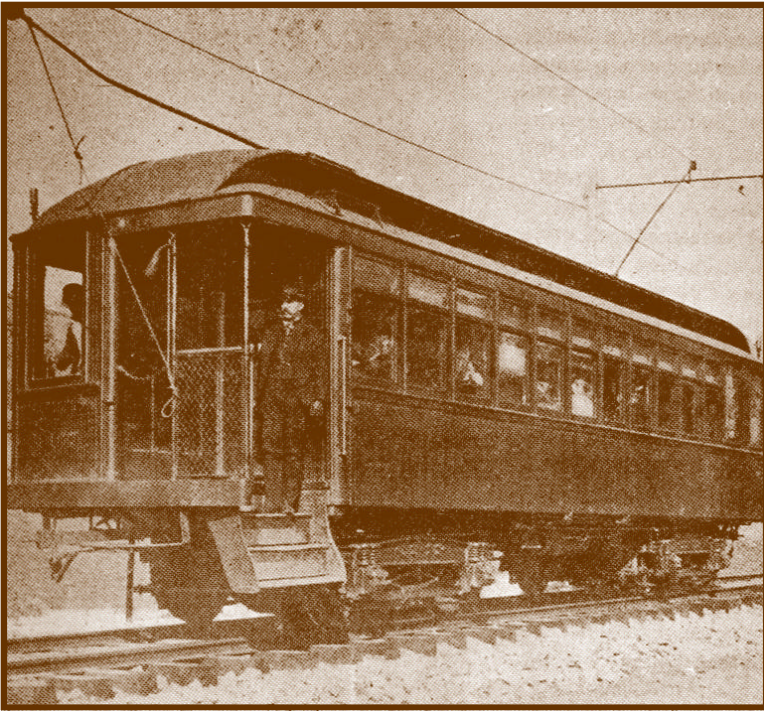


Figure 24: Historic Streetcar in Cripple Creek. Image from Cripple Creek: City of Influence, page 143.

The most fundamental aspect of the addition of the trolley is the decreased need for the automobiles in the core. Providing a trolley along the recommended path, a visitor or resident could walk between 3rd and 4th Streets one block to Bennett and ride the trolley to a grocery store at 1st and Masonic, or park in one of the future shared parking structures and then jump on the trolley to visit the Midland Depot or one of the gaming businesses. In this example, this person would only walk about 600 feet and travel by trolley about one mile round-trip and not have to even consider where they parked their automobile.

Another benefit, and the largest reason for the re-introduction of the streetcar to most cities, is the significant increase in development along their constructed rail lines. Portland, the poster-child of streetcar-induced development, saw \$2.7 billion in investment within two blocks of its 3.6 mile line. Smaller cities, such as Kenosha, Wisconsin, added a two-mile streetcar line which generated 400 new residential units and the redevelopment of a 69-acre industrial site into a waterfront park. These increases were largely due to actual infrastructure required which gave a sense of permanence to the route. Again, the idea also supports activity on the streets. The streetcar becomes a key part of the street scene and the street entertainment. Economically, it may not make sense for Cripple Creek at this time to endure a fixed rail system. However, other options exist. A standard trolley with wheels (no rails) could follow the same route creating an efficient alternative to walking the hilly streets of Cripple Creek. Another nostalgic option used quite often in similar districts across the country is the horse drawn carriages. Although this is not an efficient method to get from one place to another, it would provide additional vitality and nostalgia to the downtown core.

Principle B: Leverage Existing Public Facilities and Infrastructure to Grow Efficiently and Promote Infill Development

Given Cripple Creek's past as a larger city in the early 1900's, there is an abundance of platted land and infrastructure that exists today. Ideally, the City will build out the vacant land within town before proceeding with a great amount of annexations. Increasing the footprint of the town without building out the existing land will further stretch utility needs as well as police and fire services for the City. Annexations may be necessary for development which requires very large pieces of contiguous land, but smaller developments are encouraged to build on infill properties within the current boundaries of Cripple Creek.

There are two important sections of the downtown corridor. The first, which has been identified as the central "Core," and prioritized in the goals and strategies, is the focus of the larger scale commercial and entertainment district. The central "Core" is found between Carr, south to Myers and from 5th Street to 1st Street. The central "Core" consists of medium to large scale buildings. Second, and just as important to the long-range vision of the community, is the "Transition" of the "Core" which extends to the west end of Bennett from 1st Street to C Street and the area between Carr and Masonic. While this long range transition area reaches beyond what is currently identified as the core, the overall goal is to assure the community's image and historic identity spans the full length of the main downtown corridor and that it represents the community vision and pride as it grows. The concept maximizes the investment of existing and planned infrastructure improvements.

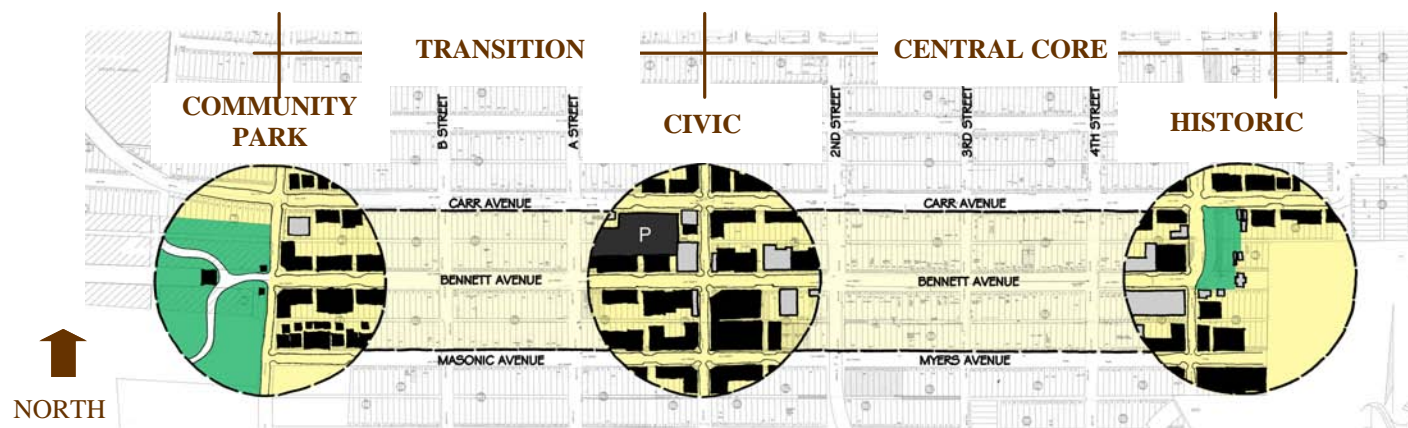
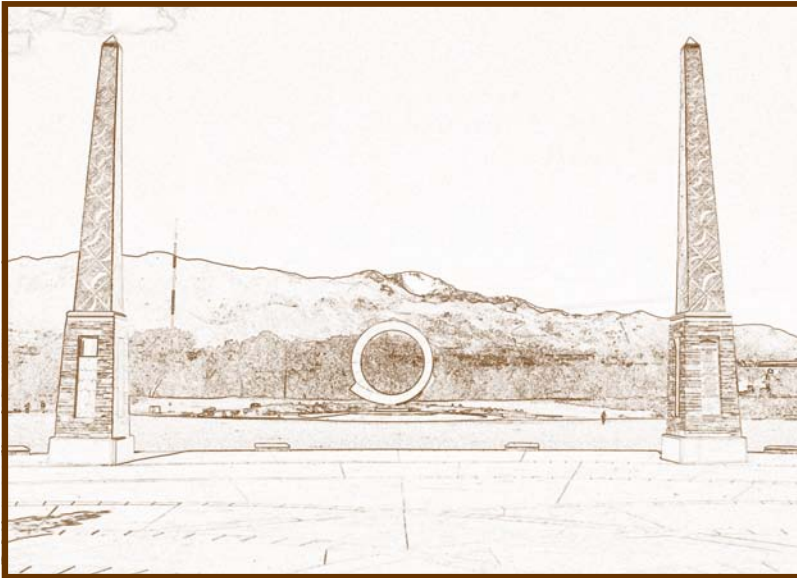


Figure 25: The Bennett Corridor has three important community nodes. From east to west, they are the historical downtown and depot on the east side of Bennett; a central civic node; and a large City Park on the west side of Bennett.



Figure 26 (Top): The Midland Depot serves as the eastern terminus of Bennett Avenue and the critical node of Cripple Creek's heritage and history.

Figure 27 (Bottom): On the western terminus of Bennett Avenue, a large community park could provide a special setting.



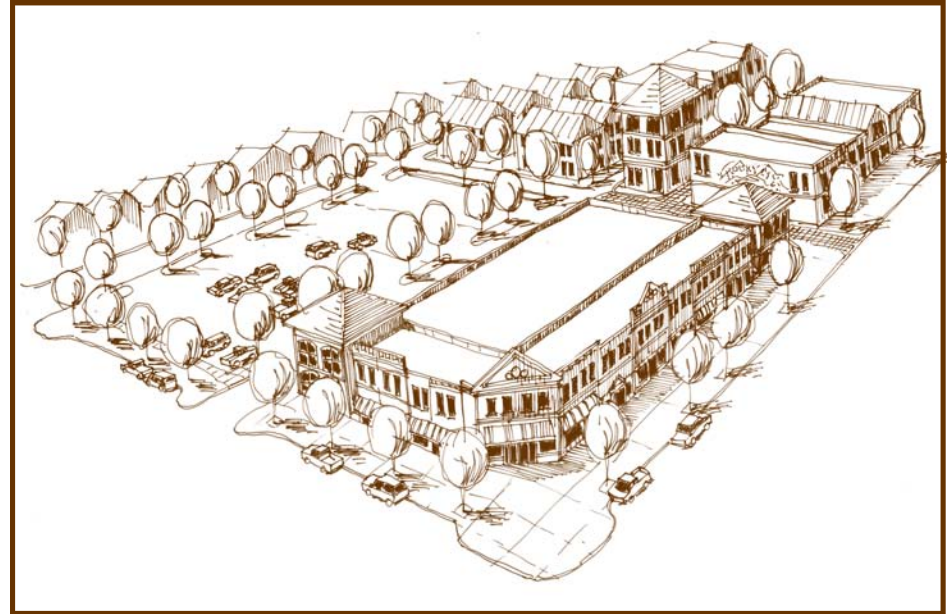
Along the overall corridor, from 5th to C Street, there are three important community nodes. The first is built around the historic Midland Depot at 5th Street and Bennett Avenue. While this is not the first gateway into the community, it is an important gateway into the heart of the downtown. The depot structure presents an iconic identity for the community. It provides a connection to the region's history as well as the City's early identity and is envisioned to be the first of many small community stages or places to showcase special events and welcome visitors downtown. The plan will reduce the presence of the parking lot that dominates the landscape today and introduce a softer and greener image that frames the iconic architectural elevation of the depot.

The second and central node presents a strong civic and public identity on Bennett. This node consists of the County Court House, Police Department, Fire Station, Recreation Center, the Aspen Mine Center and potentially future City Hall. This node represents City pride and positive community investment in the downtown. This central civic node will also anchor and provide a major staging space to host many of the future downtown events. The development of the civic space will facilitate greater interaction and more efficient use of resources between the City and County offices and services. While Bennett Avenue is envisioned to be a vibrant business and entertainment district as a statement of private investment, the civic node should compete to represent the public investment vitality.

The third node is found at the west end of Bennett Avenue at C Street. Here, a community statement is made with the development of a large community park. While this property is not currently zoned for the park, nor does the City own this parcel, it should be recognized that this third node completes the long-range picture and vision for Bennett Avenue and provides the needed anchor to the community's corridor. It provides a planned and organized space for the larger community events. The largest of the non-commercial community events such as the 4th of July firework shows, youth athletic tournaments, Boy/Girl Scout Jamboree weekends, etc. are envisioned in this park. It also preserves the visual foreground connection to the valuable hillside landscape beyond.

Principle C: Promote Balanced Employment and Economic Development Opportunities

While Cripple Creek is a major economic factor in southern Teller County, the community still competes with Woodland Park for the majority of new home buyers and new commercial development. Cripple Creek also is challenged and isolated by its distance from the major regional thoroughfare of Highway 24. As an example, the smaller neighboring community of Divide is beginning to see the benefits of the Highway 24 and Highway 67 crossroads in their housing market. The issue of opportunities and growth will continue to be about everyday conveniences such as greater groceries, dining, medical, employment, commuting, and retail options. These services attract and maintain residents and employees, which will continue to be part of Cripple Creek's challenges.



Attracting and maintaining a skilled labor force is also at the heart of building stability in the community's long-term economic vision. The strategies in Chapter 3 promote economic development partnerships that create opportunities for a mix of flexible housing options for employees and continued education alternatives with local businesses, area colleges and trade schools. The plan recognizes the "*chicken or the egg*" situation and will work to further build and invest in an environment that promotes jobs, housing and local conveniences. The Master Plan recognizes that if the community is to grow and improve community services it will need to capture jobs and maintain an environment that retains employees in the community. This means that at a minimum it will need to continue strong support for education and other social and medical programs in support of the employees.

The community also recognizes the importance of the visitor's experience and creating an environment that increases tourism. This will require strengthening the public and private partnerships to promote events, services and amenities within downtown, Gold Mine District and in the region. This also includes the improvements in the community infrastructure such as water, safe streets, parks, schools, community signage and parking options to mention a few.

Figure 28: Grocery stores can be built into the urban fabric by locating a pedestrian entrance on to the street with additional exterior entrances for ancillary uses such as coffee shops, delis, and video stores typically found in grocery stores. The typical auto-oriented entrance can be accommodated on the alley side by utilizing the alley as the drive aisle in front of the store.

It is also suggested that a system of data collection and analysis be implemented on a wide scale that would draw from all of the businesses to track market demands, market needs, and analyze liabilities and assets to maintain and attract new businesses. This should be done through a strong partnership program to work with local and regional businesses. The mix of businesses should also reach beyond the services, recreation and tourism segments to understand manufacturing and ranching.

Finally, the community will re-establish a small incubator program to support new business and innovation in the current market. The initial program should seek to fill vacant buildings on Bennett Avenue with a variety of limited leases to bring additional activity to the downtown. The smaller, lower rent buildings can create great vitality to the streets by introducing new incubator businesses in proximity to existing successful businesses.

Principle D: Promote a Range of Attainable Housing Opportunities for all Citizens



Figure 29: Townhouse opportunities in Cripple Creek.

One of the fundamental obligations of a local government is to ensure that all citizens have access to safe housing alternatives. While the housing market is usually determined or driven by private investment and development, the City of Cripple Creek plans play an important role in defining the future of housing for its citizens. While this section does not outline specific housing numbers or specific programs as an end-all solution, it does lay down a foundation for future goals, strategies, programs and partners.

While the issue of affordable housing reaches beyond the City limits, the Teller County Housing Needs Assessment Task Force has completed a great deal of work on the subject and has offered partnering opportunities. The County Task Force seeks partnerships that explore public and private funding and development opportunities. The objective would be to further support and create new local housing and rental options in Cripple Creek.

Housing in Cripple Creek should not only be diverse, but also be in proximity to jobs, schools and public services. It should support the diverse gaming, recreation and retirement market. The objective is to provide a flexible and mixed housing market allowing more people to live and work in the community, participate in civic events and contribute to the overall economic stability of the City. In addition to the convenience aspect of housing mixed in with

other land uses, the diversity of land uses creates maximum awareness on the streets, thus creating safer neighborhoods. The City shall seek out partnership opportunities to better meet long-term needs of Cripple Creek. The housing typologies in Cripple Creek should include conventional detached single-family homes, attached single-family townhouses, apartments, upper story lofts and condos above office/retail space downtown and in the transition areas, and accessory dwelling units across the neighborhood sector.

“**Accessory Dwelling Units**”⁸ are one of the simplest tools for a City to achieve affordable rental housing. They include a separate carriage home or in-law quarters above garages or even a separated portion of a larger home with a separate entrance. Allowing for the accessory units will provide added value to the existing residential properties, while allowing owners a second source of income from the units.

Senior or retirement housing is also a growing market in Teller County. While this market depends heavily on daily conveniences, Cripple Creek does offer a unique and affordable environment that should not be overlooked in the future market. The Teller County Housing Needs Assessments projected a 66% percent increase in the 65+ age group by 2015. This is estimated to account for approximately 938 new people in the County.

Almost as important to the availability of housing types is how the housing types are integrated into the community. It will be a true service to the community when considerations are given to a mix of affordable housing types and densities are provided within all areas of the core, transition and neighborhood sectors. This would include owner and rental occupied options at all levels.

Housing plays an important role in supporting efforts to re-energize the heart of the community. Housing helps keep the downtown areas active, vibrant and supplies regular users to dining, shopping and entertainment establishments. For Cripple Creek, the desire to expand economic development, preservation and diversification of the business district, means bringing and maintaining people in the business neighborhoods. The building types in these areas should include rental and loft units on the second and third floors, as well as live/work units that bring life to the streets.

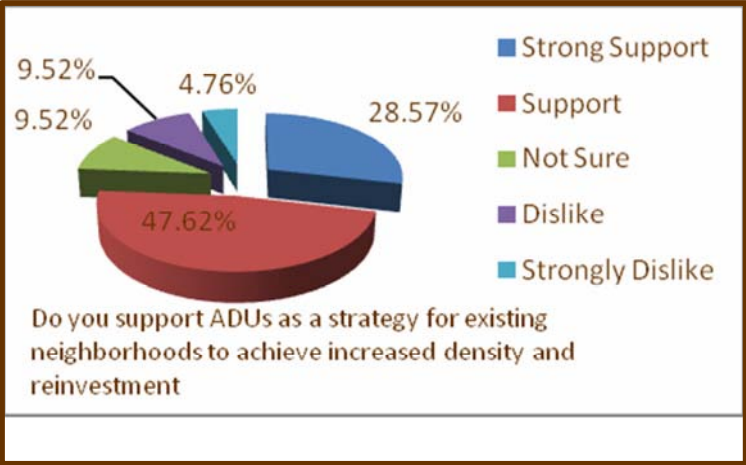


Figure 30: Survey showing the support levels for accessory dwelling units in Cripple Creek.



Figure 31: Cripple Creek is located in a beautiful setting with many outdoor recreation activity opportunities such as mountain biking.

Principle E: Support and Promote Tourism and Cripple Creek as a Regional Recreation Destination

Cripple Creek, the “Gold Mining District” and Teller County have played a large role in the development and economic history of the region. Today, that history plays a big role in the future of Cripple Creeks’ tourism and heritage industry. In addition, there is a healthy gaming/entertainment industry that is rooted in Cripple Creek that brings approximately four to six thousand visitors to the community most weekends.

An overriding idea of the Master Plan is to build on the existing entertainment and heritage industries to strengthen the recreation opportunities and broaden the visitor’s experience. Over the past few years, the community has made a large investment in the Heritage Center. This facility, envisioned as a regional resource, overlooks the community and acts as one of the major gateways and introduction to the community for many first time visitors to the area. While the Center is not on “Main Street,” it does introduce the visitor to the characters, places and milestones of the community’s history that do bring visitors to the downtown streets. This introduction lays the foundation for the walking tours and highlights the many unique places to live and visit. The community will make it a priority to continue to update and maintain the creation of a strong legacy framework of cultural and historical places in the community, while partnering with the local schools, churches and the City of Victor as part of the plan.

The community recognizes the value that historic preservation plays in this mountain community and will continue to commit resources to preserving historic structures as well as revising the Historic Preservation standards and guidelines that preserve the community’s character as it grows.

Principle F: Support a Walkable Community through Planned Neighborhood Connections and Amenities

Walkability can mean several things to different people. For the purpose of this Master Plan, walkability is the ability for citizens to comfortably attain the basic necessities of day-to-day living without reliance on an automobile and visitors the ability to walk or use the public transportation system to reach all of the recreation and entertainment services once they arrive. The Master Plan highlights several important aspects, such as mid-block connections in the core, broader walks and streetscape improvements, a framework of off-street trail connections and on-street bike lane improvements and street extensions. The plan creates options for the pedestrian, disperses traffic flows and protects the pedestrian walking environments. Also, the Master Plan suggests a different look at the land use mix and form that better supports the walkable community goal.

One of the aspects of walkability involves the feeling of safety. On-street parking is a great tool to achieve a necessary buffer between the pedestrian and faster moving automobiles. Another tool to improve safe walkability is to maintain tighter radii at intersections for shorter pedestrian crossings. This is consistent with maintaining existing street intersection conditions. In the downtown and mixed-use areas, “shared parking” is highly encouraged which helps maximize parking lot usage by pairing business, office and residential uses that have different peak parking times, while providing a sense of convenience.

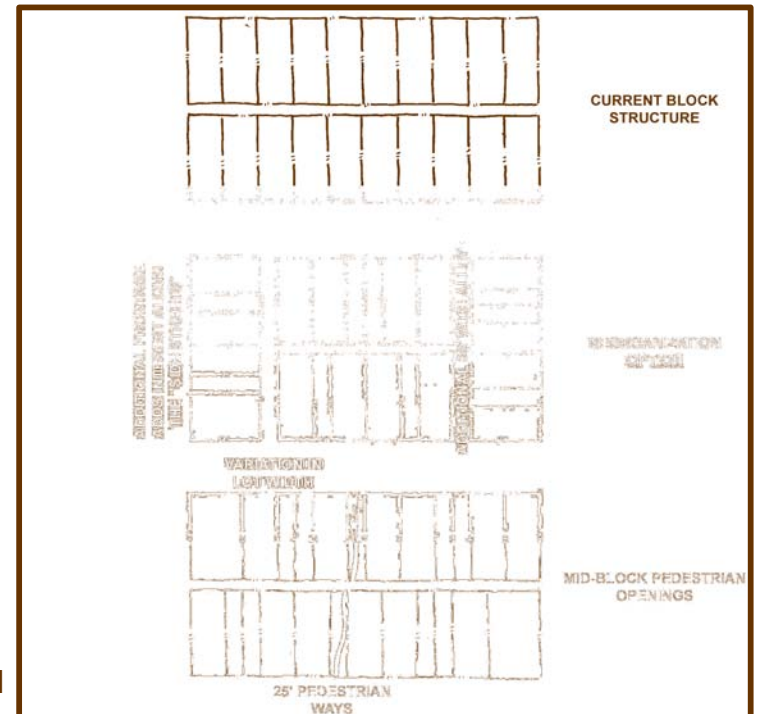
Maximizing shared parking will also provide full parking lots, and along with on-street parking, gives the visitors the impression that this is a place where they want to be. It is the idea that if the venue has a full parking lot then it must be interesting enough to visit. On the contrary, an empty parking lot (current conditions) reduces the appeal. At the same time, there needs to be a balance, and it is always crucial to provide enough parking to sustain the business demand.

The mid-block connections, both in the downtown core and within the neighborhood areas, support accessibility and convenience. The current 500’ grid of the City block is larger than a typical 300’ block, and coupled with the community’s topographic challenges, the proposed breaks do provide benefits to the user and the businesses that are found along them.






Figure 32 (Top): An example of a pedestrian-oriented street in the Prospect New Town neighborhood in Longmont, CO.

Figure 33 (Bottom): Block structure opportunities to encourage additional pedestrian circulation.



The community supports a rich mix of uses in the land use make-up as reflected in the three tiers of the core, transition and neighborhood sectors. The land uses and proposed neighborhood centers are all linked together by the natural systems of drainages, parks, walks and streets. Planned traffic calming elements are suggested and are aimed at improving the pedestrian environment and slowing the cars down within the City's limits. The Master Plan recommends utilizing a 5-minute walk or ¼ mile walking distance standard when planning or evaluating the locations of neighborhood services and centers and a network of sidewalks and trails that connect visitors/residents to the downtown area, post office, grocery stores, city parks, entertainment, etc.

-  HIGHWAYS
-  CONNECTOR STREETS
-  GREEN STREETS

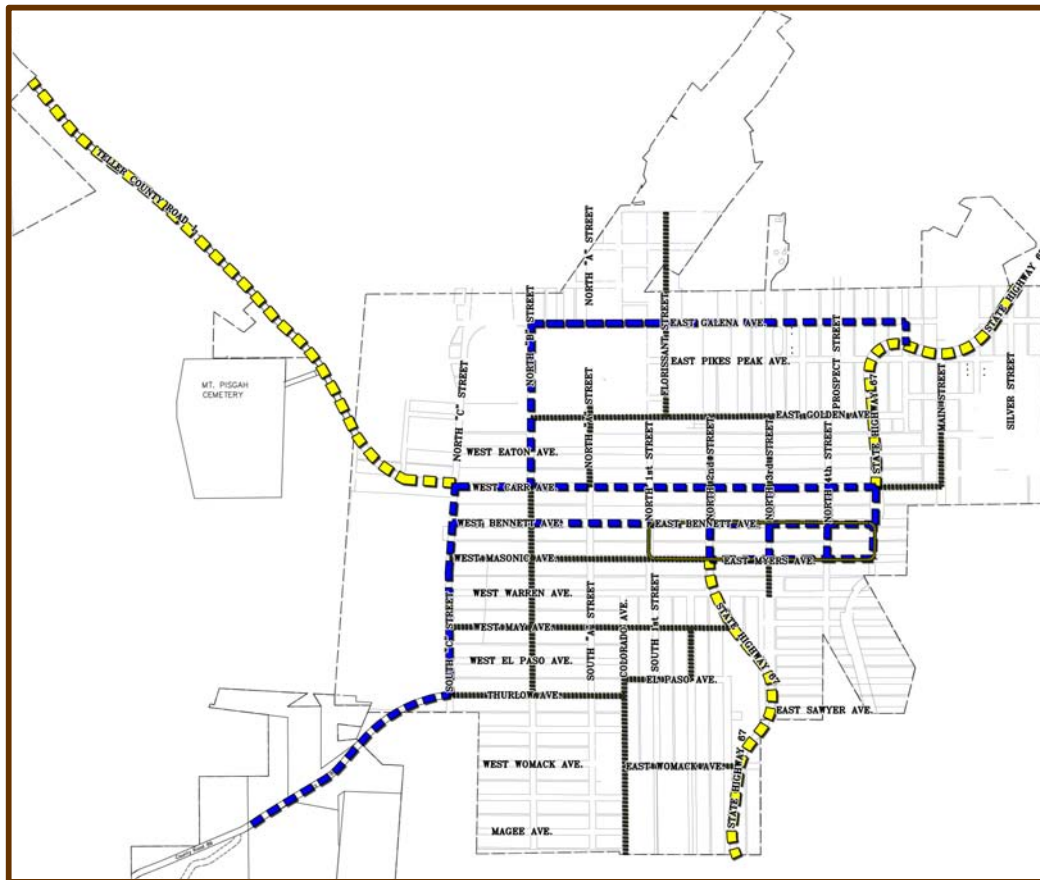


Figure 34: Diagram illustrating the various street types and hierarchy in Cripple Creek. Streets without an additional symbol are neighborhood streets.

The Master Plan also recognizes the role that the street infrastructure plays on the walkability and experience for the pedestrian. The following transportation framework diagram identifies four street types. Each are defined by approximate traffic volumes and the role they play in walkability.

Highways: The highway street classification is reserved for portions of the state highway and County Road-1 that are within the City limits and where the predominant user and emphasis is on regional and visitor vehicular circulation. Regionally, Bennett Avenue between 5th and 2nd Street is identified as Highway 67. Locally, it should not be identified as “highway,” but as a connector street. The focus will be on local and visitor traffic, while regular service and truck traffic will be directed outside of the Bennett corridor.

On-street parking may be desired in certain locations with the highway designation and it should be encouraged with considerations for proper widths based on vehicular design speeds. The 2nd Street/Highway section south of Bennett and south to Victor should have a scale that functions and supports the downtown character and activities.

Connector Streets: The connector streets are envisioned to carry the highest volume of local vehicular traffic within the City. The function and design of the connector streets should also give a great deal of attention to pedestrian/bicycle users in the way of on-street bike lanes, detached walks and bike ways. Careful emphasis should be given with the design of connector streets utilizing traffic calming devices such as narrow traffic lanes (10-ft to 11-ft in width) and on-street parking. Full access connectivity should be maintained for all intersections with this designation.

Green Streets: The green street designation is given to streets in Cripple Creek that give the pedestrian the highest priority. The proposed right-of-way design provides for a 8' to 12' wide paved walk separated by street lawn and trees. The future improvements will consider maintaining on-street parking on both sides and reducing the traffic lanes to 9' to 10' in width.

Neighborhood Streets: Neighborhood streets, which have the lowest classification, are not designated on the plan as they are all the remaining streets not delineated with color. These streets should remain as narrow traffic lanes and include on-street parking on one or both sides of the street. The right-of-way will provide standard sidewalks and will not provide for bike ways or lanes.

As part of the transportation objectives and to improve the existing transportation network further, there are two additional recommendations for the downtown area. The first is the east extension of Carr Avenue to Highway 67. While this is a large undertaking due to the topography and geology of the project area, it becomes an important part of the downtown's success as it matures and traffic increases. Much of the growth of the downtown will come with the increase of visitor traffic, parking demand and circulation in the core. The Carr extension will complete a natural east/west route for local traffic, while opening up an important downtown access point relieving growing pressure on the Bennett Avenue and 5th Street intersection. Currently, the Golden Avenue access point provides some relief for the local traffic, but it does not provide the direct across town benefits. Directing the increased traffic to Carr will help protect the neighborhood qualities and walkability of the north downtown neighborhood area. The second network modification includes the extension of May Street south to Highway 67. This extension will help reduce residential traffic on Masonic and Myer Streets as the southwest neighborhoods develop and grow.

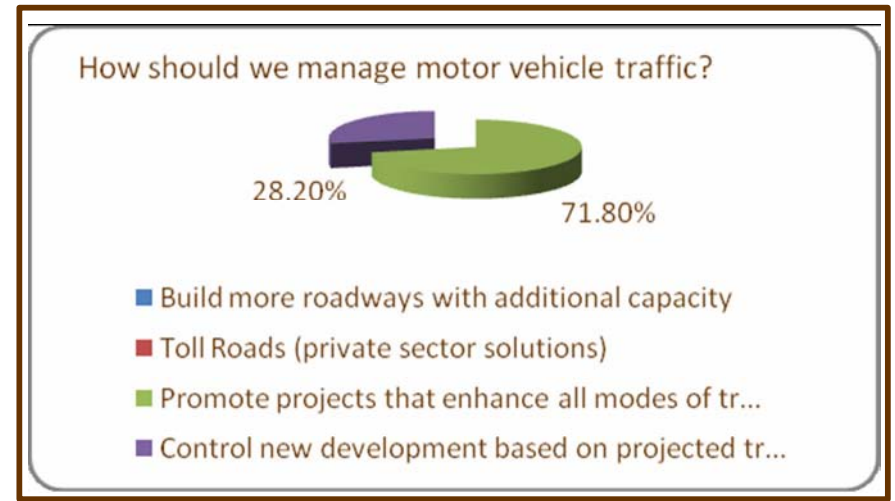


Figure 35: Results on traffic management.

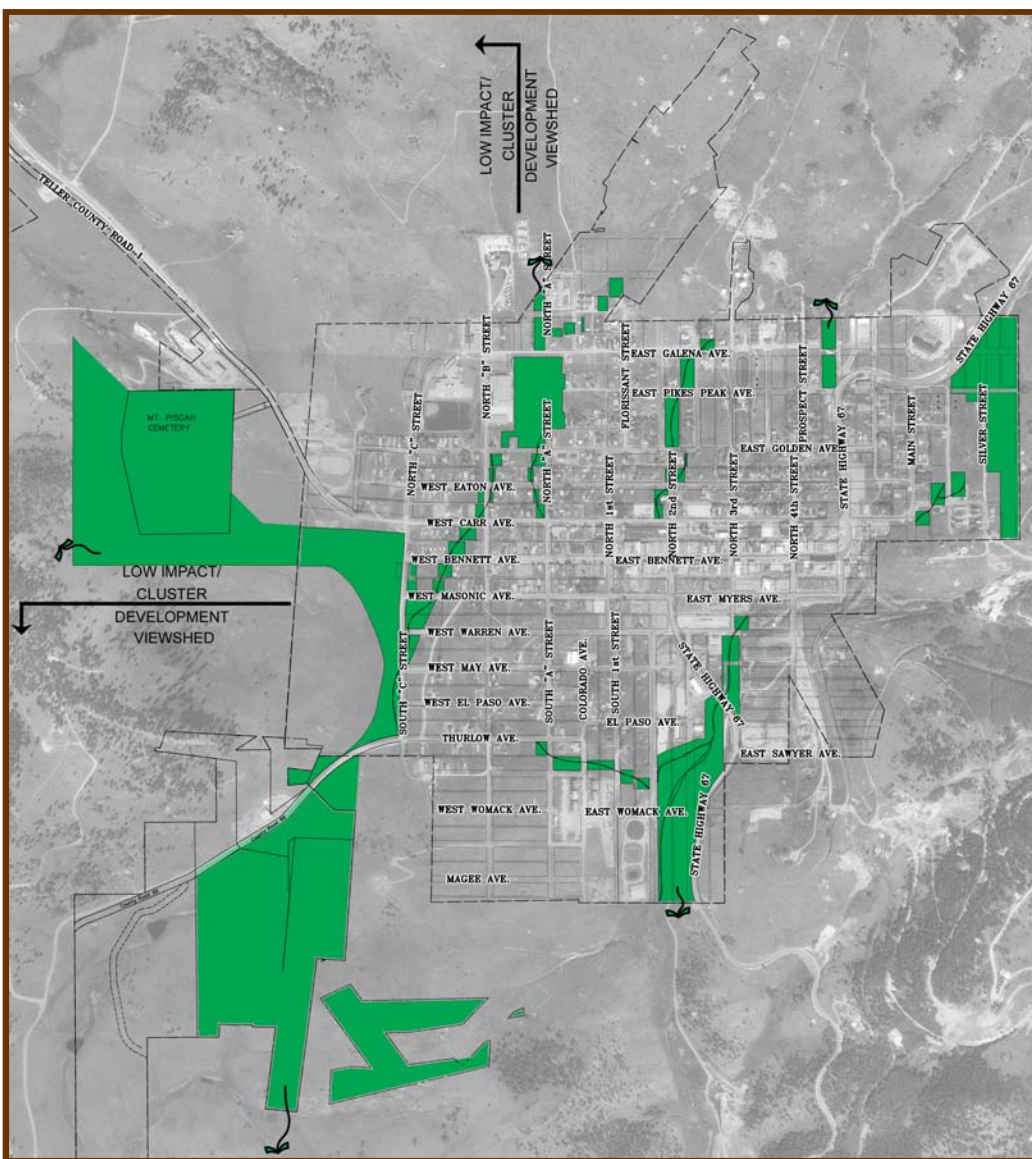


Figure 36: Natural drainage ways in Cripple Creek and trail connection opportunities.

Principle G: Protect the Community's Viewshed, Environmental and Recreational Resources

Views of and from Cripple Creek remain an important asset to the Cripple Creek visitor experience and mountain town image. The plan seeks to protect the vistas from downtown while maintaining a great overall view of the community. The first and strongest view of the community comes from the northeast overlook along Highway-67. This overlook introduces the visitor with an outstanding view of the community and its surrounding mountain landscape. While the City does not control the land development beyond its boundaries, it will continue to work with its neighbors to protect the long-term views of the mountains and surrounding landscape. The community will engage the County in all future County master planning processes to encourage Low Impact Development and Cluster development patterns on the surrounding hillsides outside the City.

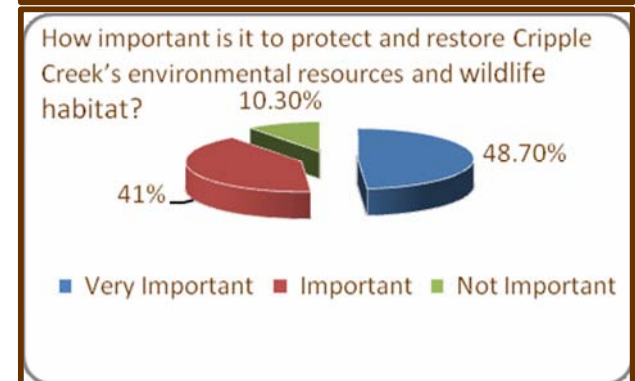
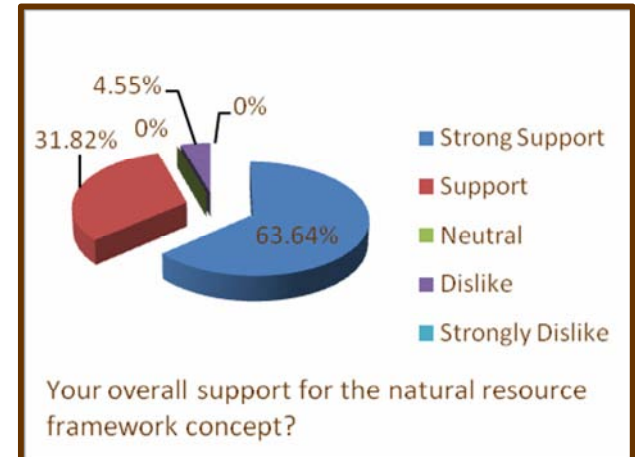
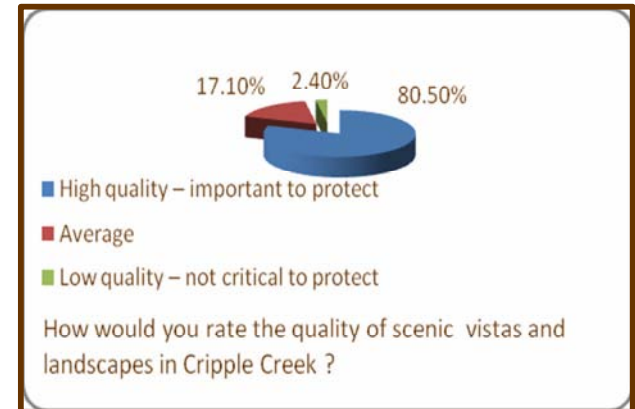
Throughout the public process, the evolution of an environmental or natural system framework was identified. The framework is based on the existing floodplain data and mapping and was identified as an important recreation opportunity. The natural system also offers an important foundation in long term planning of new "green" storm water improvement system options as development accrues and the community grows. The drainages are envisioned to include landscape and storm water buffers and trails. The framework shown in figure 36 is provided to assure the discussion of the natural system linkages are not lost in future planning and development efforts. On both public and private land, the framework and green designation is viewed as an asset and every effort should be made to integrate the trail, recreation, stormwater management and natural features into future development of the properties.

The future revisions to the zoning and sub division regulation and the completion of the community-wide park and recreation master plan will better define the framework implementation standards and character. The planning processes will be supported with additional stormwater management master planning and public engagement.

The proposed natural system framework will also provide opportunities for local and regional trail connections to existing and proposed parks and facilities. The Master Plan identifies the expansion and promotion of the downtown recreation center, the development of a large community park, and future neighborhood centers along the natural systems. It also identifies the development of long term partnerships in the development of regional on-street bicycle routes and cross country trails that will tie into the local framework and offer trailhead amenities. Cripple Creek seeks to be an important recreation destination in the region.

CHAPTER II DEFINITIONS:

- ¹ **SECTORS:** Geographic areas defining areas of density and design character in the recommended form-based code.
- ² **CORE SECTOR:** Sector of the City having the greatest densities and highest level of architectural preservation and guidelines.
- ³ **TRANSITION SECTOR:** Sector of the City with the greatest flexibility in terms of land use. It is envisioned to have less density than the Core Sector.
- ⁴ **NEIGHBORHOOD SECTOR:** Sector of the City with the lowest densities and building heights. Primary uses in this sector are residential uses, however, opportunities are available for small neighborhood centers which may include a coffee shop, general store, school or church, as examples.
- ⁵ **ROAD DIET:** Narrowing of the road widths and dedication to the automobiles. Greater emphasis on pedestrian mobility is given when additional space is created not only for pedestrian mobility, but also as a buffer from automobile traffic.



Figures 37, 38 & 39: Survey results regarding natural resources and environment.

⁶ PEDESTRIAN MALL: Street without vehicular movement with entire right-of-way dedication given to the pedestrian. Successes have been found in areas of high density or in proximity to large masses of people such as college campuses. Generally, pedestrian malls fail because of the loss of automobile access and visibility of the businesses along the pedestrian malls.

⁷ PUBLIC STAGE: Location along a street or building where performers can perform. May be an actual stage, pedestrian node or a raised landscape planter.

⁸ ACCESSORY DWELLING UNIT: A structure, or unit with separate entry, separate from the primary place of residence.

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CHAPTER iii: goals & strategies

Economic Development

GOAL: Provide balance and stability in the existing economic and business development environment.

Land Use

GOAL: Cripple Creek will encourage a broad range of development that supports jobs, services and housing alternatives in the community, while promoting efficient infill growth.

Public Infrastructure

GOAL: Take efficient and pro-active steps to assure that the utility systems are maintained, improved and extended to support the current and future growth of the community.

Transportation

GOAL: To provide a comprehensive and safe multi-modal transportation system that supports community and neighborhood development, while addressing the demands of a growing recreation and entertainment market.

Community Services

GOAL: To enhance access and the level of services to all community programs for the citizens and visitors of Cripple Creek.

Housing

GOAL: Promote a range of attainable housing choices for all citizens in Cripple Creek.

Culture and Heritage Framework

GOAL: Continue to enhance the unique community characteristics and historic resources within the City and region.

Environmental and Natural Features

GOAL: Promote the protection of the natural landscape features in and around the community for their recreational values and for the protection of the City's environmental and mountain identity.

Parks, Recreation and Trails

GOAL: Maintain a broad range of community recreational opportunities for citizens and visitors, while creating a connected system of parks and trails.

Downtown

GOAL: Promote the development and redevelopment of the community from the "inside-out" and protect the downtown business vitality.

ECONOMIC DEVELOPMENT

Note: **Bold** identified strategies ranked high in the community's priority survey.

The community of Cripple Creek seeks to promote a vibrant and diverse economic business environment by promoting a strong commercial core and capitalizing on the entertainment, heritage and recreation markets. At the same time, the objective is to see growth and opportunities in all areas of business that create opportunities for existing and future employees, expand current industries and create a market that fosters new supporting businesses, provide incentives and stability.

GOAL: *Provide balance and stability in the existing economic and business development environment.*

Strategies/Actions:

Figure 40: Educational programs in the community to support the gaming and other service industries in Cripple Creek.



E1. Provide a full time Economic Development Director or consultant for the City, who will work closely with Chamber of Commerce, Historic Preservation, City Planning, Public Finance and community events to provide continuity in the community's image, to promote economic goals, and to attract jobs, employees and families.

E2. Conduct a market analysis of demands, market needs, assets and liabilities to maintaining existing businesses and attract new business. Make collecting data a regular priority and engage local stakeholders regularly.

E3. Develop a strong partnership program to work with local and regional business to strengthen existing business and help establish supporting services, such as with the recreation and tourism segments.

E4. Establish a small incubator program to support new business and innovation in the current market. Seek a variety of limited leases of vacant buildings on Bennett Ave to support the incubator program and bring activities to the core business area in the short-term.

E5. Partner with the gaming industry to promote supporting business and education opportunities for local residents and employees.

-
- E6. **Seek to promote community college/junior college programs in the community in the field of food services, gaming, hotel services, property management, law enforcement and EMS, history, computer technology and education.**
 - E7. Promote live/work and mixed-use flexibility in the zoning code to further support the incubator program.
 - E8. Conduct a long range study of economic impacts of various funding options for the City's economic development programs.
 - E9. Determine a new focused economic development investment program.
 - E10. Implement a long-range plan to expand the historic preservation boundaries to enhance the Cripple Creek image in all areas of the City.
 - E11. Continue to implement infrastructure improvements and replacements in support of future development within the City limits.

Potential strategy leaders

Local Chamber (Reestablish)
Tourism Interest
Non-Profit (Partnerships)
Local Government, Cripple Creek
Gaming Interest (Partnerships)

LAND USE

Figure 41: Current Zoning and Subdivision Regulations in Cripple Creek create obstacles to construct buildings such as this one. The codes should be revised so that future buildings may have the vitality of the buildings currently in town.



The community vision and following strategies do not indicate a future trend of annexation. The existing community boundaries are more than adequate to meet the near and long term anticipated growth. The first of two primary recommendations that have come out of the public process is to limit future annexations to the west along the County Road 1 corridor between the fairgrounds and the existing hardware store. The second is to define a pattern of growth and redevelopment that is efficient and effective and that starts at the core and works its way out.

It should also be noted that the following strategies do not exclude any of the current land use rights. The community has said that the historic character, patterns and environmental factors that are “Cripple Creek” are important to maintaining the unique mountain town image. As a result of the public workshops, the majority of the following strategies recommended the City revise the existing zoning codes and subdivision regulations to capture the historic form and patterns threatened by the current planning documents.

GOAL: *Cripple Creek will encourage a broad range of development that supports jobs, services and housing alternatives in the community, while promoting efficient infill growth.*

Strategies/Actions:

- Lu1. Direct investment to improve the downtown core area first to build in value for private development and downtown programs.
- Lu2. Revise the existing Zoning Code and process to encourage a more efficient and effective development.
- Lu3. Revise maximum building coverage to allow for greater use of existing land development options. Suggesting revised setback regulations as such that buildings could be sited into more of what was historically built.
- Lu4. Allow accessory dwelling units on all residential properties within the City. Add additional level of detail in the code to ensure accessory dwelling units are implemented in a way that complements adjacent land uses (Apartments, Granny Flats, Studio Lofts, etc.)

- Lu5. Create an incentive program for infill and redevelopment within the downtown core.
- Lu6. Create a code where it is easier and more economical to have mixed-use buildings to help encourage downtown residential loft, apartments, condos and live/work units.
- Lu7. Re-examine the boundaries for the historic preservation districts in Cripple Creek.
- Lu8. Explore a temporary moratorium to annexations in Cripple Creek allowing the City to infill under-utilized City services within the current boundaries of the City, except for the long-range expansion of Light Industrial/Business land use proposed along County Road-1.
- Lu9. Introduce future Light Industrial/Business Center along County Road-1 to support future light manufacturing, auto/gas service and large footprint grocery.
- Lu10. Work with Teller County to preserve/control the visual qualities of the surrounding landscape.
- Lu11. Revise the zoning code and enforcement policies to address aesthetically challenged landscape and private properties that are used to store junk cars, trailers and other unsightly debris.
- Lu12. Require and provide archeological assessments prior to new construction on old building sites. (Reasoning: As a National Historic District, in keeping with State Historical Society guidelines and in order to acquire future grants, this is strongly recommended.)

Potential strategy leaders

Local Government, Planning

EXISTING

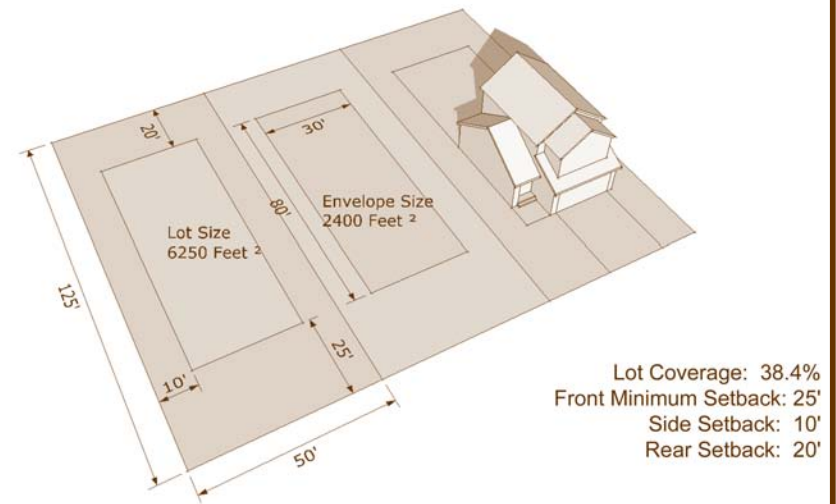
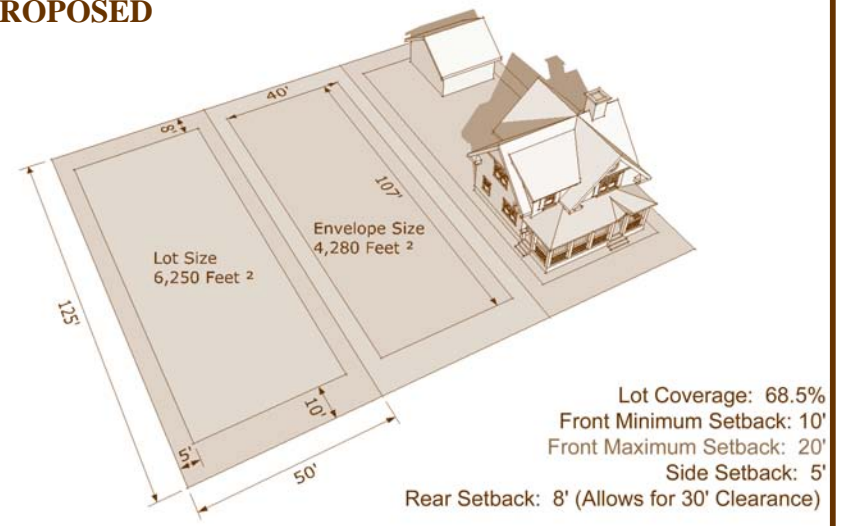


Figure 42 (Top): Current development setbacks do not allow for the historic pattern of building continuity.

Figure 43 (Bottom): Future setback requirements would provide more diversity in housing options and greater buildable area with each lot.

PROPOSED



PUBLIC INFRASTRUCTURE

A critical and important element of the Master Plan for Cripple Creek is the community's infrastructure, particularly water, wastewater and storm water management systems. The citizens wish to promote efficient development, repair and replace infrastructure systems, and encourage infill as an objective of maximizing investment and managing projected community growth. The need for additional supplies, treatment and management will be a priority, and the anticipated cost will be shared with future development.

Electric, gas, cable and telephone services are provided by private companies and the service providers have confirmed that they see no limitation to maintaining services for the project planning horizon.

GOAL: take efficient and pro-active steps to assure that the utility systems are maintained, improved and extended to support the current and future growth of the community.

Figure 44: Low Impact Development Principles, Storm-water management using natural plantings to filtrate water run-off.



WATER Strategies/Actions:

- I1. Improve the source by installing a pipe between the upper and lower reservoir (1.5-2 miles) providing the ability to transmit water to the pump station and treatment plant directly from the upper lake.
- I2. Clean the lower reservoir to maximize its storage capacity. Consider installation of sediment control measures to facilitate preservation of the storage volume.
- I3. Design and obtain right of way (if necessary) from private property owners, seek funding for and construct a new 12-inch water transmission main from the source to the treatment plant.
- I4. Conduct a formal study to program for the expansion of the current water treatment plant and storage tanks for future growth of average and peak demands.

-
15. Continue implementation of the current 10 year plan for improvements to the distribution and fire protection systems.
 16. Continue the installation of the remote readout metering system through completion and begin monthly readings for all customers.
 17. Conduct a study of revenues vs. expenses on a monthly basis for water and sewer for a minimum period of one-year to determine seasonal impacts and accuracy of current rates.
 18. Investigate and pursue additional funding sources that may be available to the City in support of the infrastructure improvements recommendations.
 19. Continue implementation of the current 10-year plan for improvements to the collection system.
 110. Consider implementing into the City's Standards and Specifications a requirement for installation of a properly designed groundwater sub-drain system with all new wastewater construction to minimize infiltration.
 111. Update system criteria to include a multi-chamber grease interceptor system as part of Wastewater Standards and Specifications for all new and remodel building permits containing a restaurant or food service facility.

WASTEWATER Strategies/Actions:

112. Conduct a formal study and prepare plans for the expansion of the current treatment plant for future growth of average and peak demands.

STORM WATER Strategies/Actions:

113. Update the current Master Drainage Plan to reflect current conditions, prioritize improvements based on need/convenience and identify potential funding opportunities.
114. Update the FEMA/CWCB Floodplain Map exhibit(s) to reflect changes to the floodplain limits as a result of implementation of the Drainage Master Plan recommendations.
115. Design and install the proposed Bennett Avenue system to accommodate runoff volumes and create a safer pedestrian corridor.

Potential strategy leaders

Local Government, Public Works

Private Development (Partnerships)

TRANSPORTATION

The City will continue to actively participate in regional county, state and multi-modal transportation planning programs. It is key that regional access and transportation options are protected as Cripple Creek seeks to grow. Locally, the City will continue to maintain a shuttle system, promote trails, sidewalk expansion and explore the future benefits of a downtown trolley.

Today, Cripple Creek is blessed with a grid of platted properties and streets with a high level of connectivity. Although the town has not fully developed the platted streets, it seeks to be ready for the day that the community grows into the network. The amount of connectivity, or intersections, allow for a multitude of circulation options as there is an increase in residents and visitors. This is extremely beneficial to emergency services, when a police, fire or ambulance vehicle needs to move through a busy town.

Figure 45: Narrow streets create a safe pedestrian environment and is generally the most effective method of traffic calming.



To maximize the development opportunities in the downtown area, shared parking, on-street parking and parking garages will be encouraged in support of infill and redevelopment opportunities. The goal is to remain flexible during peak business periods.

GOAL: *To provide a comprehensive and safe multi-modal transportation system that supports community and neighborhood development, while addressing the demands of a growing recreation and entertainment market.*

TRANSPORTATION Strategies/Actions:

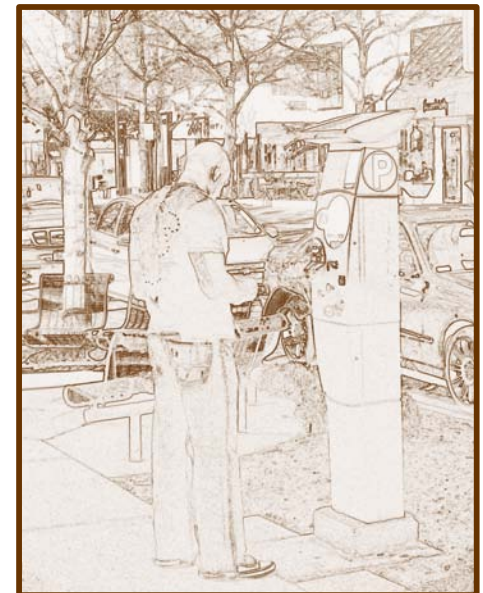
- T1. Reinvest in the “gateway” concept to strengthen the entry points into the City, while improving the overall community way-finding program.
- T2. Conduct a formal transportation and parking study to detail street sections, map road extensions, remove dead-end streets where possible and conduct a study of long range parking demands and distribution needs.
- T3. Perform a streetcar (electric rail or non-rail trolley) feasibility study to investigate the economic benefits and demands required for an electric trolley in the downtown. The historic route of the electric trolley is encouraged as the route for such a trolley which would encompass the core areas of Bennett and Myers Avenues.

- T4. Prepare a long-range traffic calming plan to protect the pedestrian environment as the population and business district grows. The plan should avoid the installation of traffic lights and maintain the current friendly walking conditions.**
- T5. Provide a centrally located transit hub connecting the various methods of transit (buses, shuttles and electric trolley) at a central location, encourage every day land uses such as grocers, etc.
- T6. Examine opportunities to re-connect Colorado Springs to Cripple Creek and Cripple Creek to Victor via rail line.**
- T7. Extend Carr Avenue to Highway 67 and into the “Hayden Placer” neighborhood east of Highway 67.
- T8. Provide a plan to establish an alternative truck and bus route outside of Bennett Ave.
- T9. Improve the intersection of Highway 67, 5th Street and Bennett Ave. Introduce safe runaway truck options.
- T10. Continue to play a strong role in the assessment and planning of the regional highway and County road systems and partner with the Teller County Transportation Task Force.
- T11. Take an active role in promoting and establishing regional road/touring bike lanes in and out of Cripple Creek.
- T12. Investigate a regional airport.

OTHER STRATEGY CONSIDERATIONS:

- T13. Promote on-street parking throughout Cripple Creek on all classifications of roads.
- T14. Install parking meters to give some presence to an active downtown and generate revenue for the City. Parking meters can come in various forms. One option is to have the conventional meters at each parking stall with a 2-hour parking maximum time limit. A newer version is to have a couple of ATM-like machines on each block where patrons can use credit/debit cards to pay for their time and simply put a receipt in their windows. This is an option that is not as limiting on time for downtown patrons.
- T15. Encourage shared parking rather than privatizing parking lots.
- T16. Decrease the parking requirements when an alternative method of transit is available, such as a shuttle or bus.
- T17. Revise the current Zoning Ordinance to decrease parking requirements in areas such as downtown where users park once, but centrally, to a verity of stops with one trip.
- T18. Residential parking requirements should be clarified to include individual garage parking.

Figure 46: Automated Parking Meters are an alternative capable of serving longer periods of time can utilize cash and credit/debit cards.



TRANSPORTATION



Figure 47: Potential signage emphasizing shared parking downtown.

- T19. Mixed-use buildings/facilities currently require a total of all the uses. This should be re-examined to see if shared parking could decrease the needs for parking stalls. For example, if a casino were to have second/third story office uses, separate from the casino, leniency should be given on parking since peak parking times for both uses are at different times. A shared parking analysis should take place in the core of downtown surveying existing parking demands.
- T20. Conduct a study to improve parking efficiencies. An example, parking stall dimensions in Cripple Creek should be decreased for the following:
- Parallel Parking: Width decreased from 9' to 8'.
 - 45 Degree Parking: Depth decreased from 19' to 18'
 - 60 Degree Parking: Depth decreased from 20' to 18'

Potential strategy leaders

Local Chamber (reestablished)
Gaming Interest (Partnerships)
Cripple Creek, Public Works/Planning

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COMMUNITY SERVICES

Note: **Bold** identified strategies ranked high in the community's priority survey.

In general, the community desires to promote and protect the daily public and social services including EMS, fire, police, education, senior services, youth services and day care programs. Currently, the emergency services are found to be above average for a community this size and current response times well exceed the national average. The City will continue to protect these services in the future.

Another important asset to maintain is the Aspen Mine Center. The Center provides "An Open Door...A Helping Hand...A Listening Ear..." in the community and provides the majority of the local social, senior and youth services. In Teller County, all residents can find help with food, clothing, health care, employment assistance and personal counseling. It is funded through several sources including a 0.03% sales tax that is in place until 2019 along with other funding sources. In 2007, the center reported more than 12,000 cases where they provided support for individuals in the community. The Aspen Mine Center is an irreplaceable resource, which over the last six years has created 30 new jobs in the community and is a key partner.

Community services will be built on strong public and private partnerships, such as Gold Belt Build a Generation organization, local schools and churches.

Figure 48: Aspen Mine Center



GOAL: *To enhance access and the level of services to all community programs for the citizens and visitors of Cripple Creek.*

Strategies/Actions:

- Cs1.** Partner with the **Gold Belt Build a Generation** program to further assess and plan for the long-range needs of the community.
- Cs2.** Continue to promote and finance the long-term needs of medical services in the community, including emergency medical transport.
- Cs3.** Continue to promote the collaboration and integration of medical services in support of the community and southern Teller County.
- Cs4.** Continue to support the Aspen Mine Center and to work with leaders to explore stable funding options, while maintaining the broad range of public services.

-
- Cs5. Work with the schools and churches to find partnering opportunities for shared facilities and programs, such as childcare, housing and health programs for a growing population.**
 - Cs6. Seek to strengthen the financial position of the community services and promote the use of regional expertise of the emergency services through shared training programs in Teller County and within the surrounding Counties.**
 - Cs7. Investigate and pursue additional funding sources that may be available to the City in support of program and facility improvements.

OTHER STRATEGY CONSIDERATIONS:

- Cs8. Create a City and County partnership to develop a regional training center for fire and police departments for regular exercises. Currently, the City and County send their staff out of town to receive new training and maintain certifications at an annual expense. This would create a profit and training center to help create additional opportunities for current staff and reduce turnover.

Potential strategy leaders

Local Chamber (Reestablished)
Gaming Interest (Partnerships)
Local Government, Cripple Creek
Non-Profits (Partnerships)
Re-1 School District

HOUSING

The community of Cripple Creek recognizes the direct relationship between employment, growth, business and readily available housing. All types of affordable and market-rate housing should be in close proximity to jobs, schools and public services. Housing should support all adjacent uses and be interwoven into the overall fabric of the City. A wide variety of housing options and types should be encouraged in Cripple Creek including dense options such as apartments, condos, upper floor lofts, townhouses, attached single-family homes and accessory dwelling units.

The City will work with local and regional public and private partners to improve the housing options. The Teller County Housing Task Force will be at the center of the community's efforts.

Figure 49: An accessory dwelling units above the garage along an alley.



GOAL: *P r o m o t e a r a n g e o f a t t a i n a b l e h o u s i n g c h o i c e s f o r a l l c i t i z e n s i n C r i p p l e C r e e k .*

Strategies/Actions:

- H1. Partner with the Teller County Housing Task Force to establish, foster and promote public/private funding for affordable housing.**
- H2. Update the codes for Cripple Creek to allow for accessory dwelling units in a way that they fit into the surrounding neighborhood.
- H3. Decrease the minimum requirement for home sizes from 900 square feet to 500 square feet.
- H4. Encourage and support the results of the Teller County Housing Needs Assessment for a variety of housing types and range of costs to support the seasonal, full-time and employee housing needs.**
- H5. Develop an employee housing program (units or fee) to be part of new large scale commercial developments.

Potential strategy leaders

Local Government (Cripple Creek)

Non-Profits

Gaming (Partnerships)

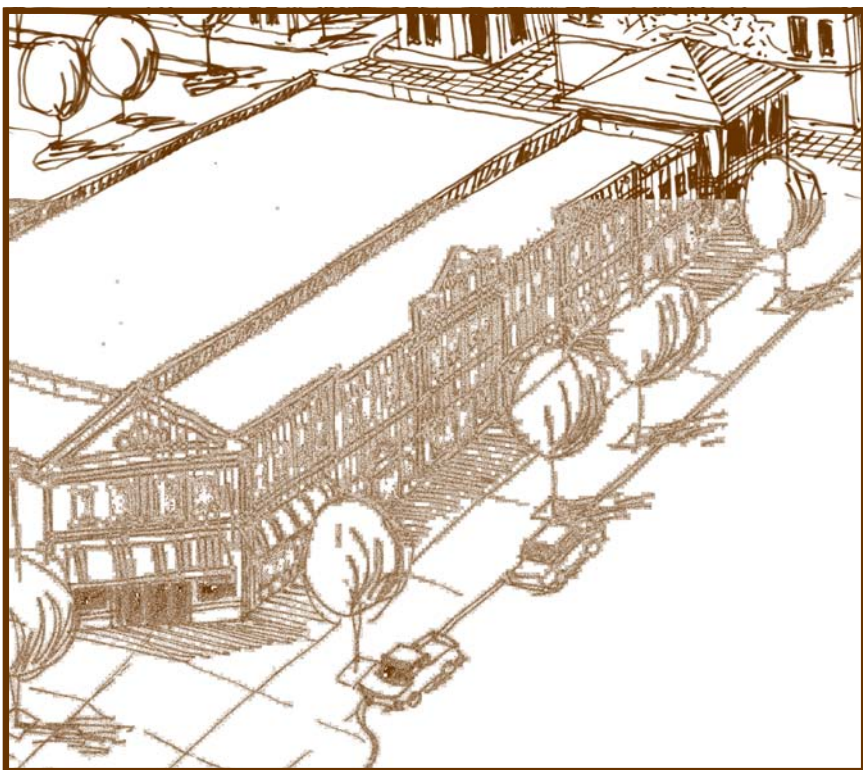
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CULTURAL AND HERITAGE FRAMEWORK

The Cultural and Heritage Framework is a new concept that builds on the existing programs and resources in the community. The concept is also an extension of the physical environment and recreation framework that facilitates a series of new trails and connections that reach out across the community linking the core downtown to the neighborhood centers and historical site and resources. The concept builds momentum around the shared framework that provides a place for all programs to plug-in and benefit from a clearly defined system. The intention is to better facilitate greater partnerships between the existing public and private programs and resources. It will also foster new ideas, further strengthening the vision and enhancing the community and economic assets of the overall framework.

The framework will also recognize the City's continued investment in the Mt. Pisgah Cemetery property and services and the Butte Opera House partnership.

Figure 50: Historic Guidelines will be revised to protect the historical integrity of Cripple Creek. This example shows an emphasis on the historic 25' facades based on the property lines.



GOAL: *Continue to enhance the unique community characteristics and historic resources within the city and region.*

Strategies/Actions:

- Cf1.** **Revise the historic design guidelines to better meet the objective of promoting and protecting the historic character, framework and image of the community, while providing a unique place to live and work.**
- Cf2.** Continue to update and maintain the creation of a Legacy Framework of cultural and historical places and facilities, such as the Cripple Creek District Museum, Aspen Mine Center, local churches and other museums and attractions. The Framework should also recognize the "Cripple Creek Mining District" including Victor as part of the resources.

- Cf3. Work closely with the Pikes Peak Heritage Center and the Cripple Creek District Museum on continued programs to orientate visitors to the regional “cultural and heritage framework,” stories and resources. Encourage walking tours throughout town and broader educational programs in partnership with businesses and schools.
- Cf4. Consider expanding the heritage framework and resources with the development of each of the future neighborhood centers. Each center should seek to tell a piece of the local history in some form or fashion through their development.
- Cf5. The City will provide maintenance and treatment of historic buildings utilizing the Secretary of the Interior’s “fifty year” rule. (Reasoning: This is the standard on which almost all historic districts base their guidelines. It is used by the State Historical Society, the National Trust and other influential organizations.)
- Cf6. Revisit implementation of signage kiosks for points of interest, attractions and landmarks, while expanding the public art program.

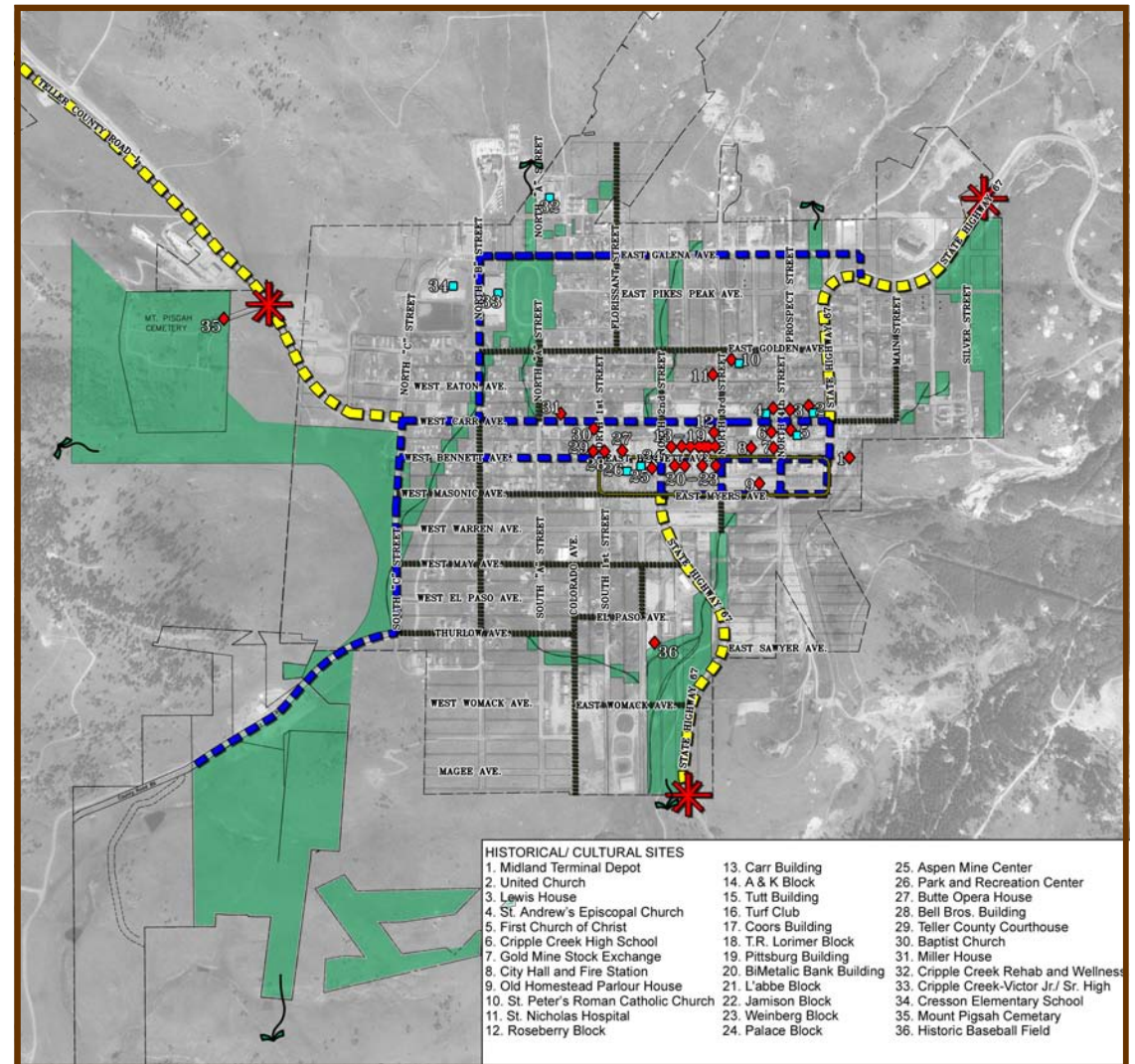


Figure 51: Cultural and Community Heritage diagram illustrating the important features in Cripple Creek as well as opportunities for trail connections.

Potential strategy leaders
 Local Government, City
 Non-Profits

ENVIRONMENTAL & NATURAL FEATURES

Cripple Creek has an ideal natural setting nestled in a valley and nearly surrounded by steep slopes that remain undeveloped. An exception to the natural mountain views are the nearly abandoned mines. The majority of visitors approach Cripple Creek on State Highway 67 which provides a fantastic overview of Cripple Creek and its rich mining history. The historic context of the mining activity is well described in the Visitors Center. The setting has contributed to compact growth of Cripple Creek, leaving mountain vistas in the foreground and mountain ranges in the distant view.

This natural landscape and its wildlife habitat was identified as a valuable asset to the community's character. Through the planning process, the natural drainages and the 100-year floodplain were used to define the foundation of the proposed natural resource framework. The framework provides the basis for land use buffers and the proposed neighborhood trail linkages. The Master Plan also recognized that the "name-sake" of Cripple Creek deserved special attention and care would be taken to preserve the open channel and include it in the urban fabric.

Figure 52: View from North to South on 2nd Street.



GOAL: Promote the protection of the natural landscape features in and around the community for their recreational values and for the protection of the city's environmental and mountain identity.

Strategies/Actions:

- Ef1. Integrate the natural features into the Park and Recreation Master Plan.
- Ef2. Complete the revised mapping for the floodplains and introduce a preservation framework for the floodplain, creek edges and buffers.
- Ef3. Conduct a specific study to map and protect the community namesake creek "Cripple Creek." The creek will be given special consideration and exposure within future development plans.

- Ef4. Work with Teller County to manage the viewshed and the outlying county properties to the benefit of the community's image and vistas.**
- Ef5. Proactively work with Cripple Creek and Victor Mine to minimize visual impacts and future development considerations, while recognizing the mining district's role in the City's history.**
- Ef6. Revise the zoning code and enforcement policies to address esthetically challenged landscapes and private properties that are used to store junk cars, trailers and other unsightly debris.

Potential strategy leaders

Local Government, City
 Park & Recreation Department and Private Interests
 Non-profits
 Tourism Interest

Who would you see as viable partners for mentoring the Environment?

(Results from workshop #3)

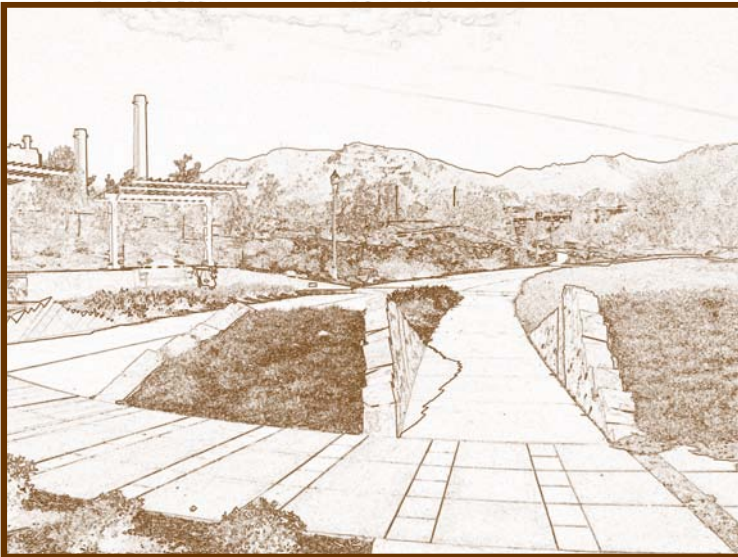
	Responses	
	(percent)	(count)
Recreation Interests	29.23%	19
Local Government (Cripple Creek)	24.62%	16
Local Chamber / Gaming Interests	10.77%	7
Public Land Owners (NF/BLM/CSU)	15.38%	10
Regional Tourism Interests	18.46%	12
CDOT (Col. Dept. of Transportation)	1.54%	1
Totals	100%	65

PARKS, RECREATION & TRAILS

The City will continue to implement the recommendations of the 2008 Recreation Assessment Study and will conduct a community wide Park and Recreation Master Plan in the near future to better define long-range parks and trails plans. Currently, the City consists of very few recreation facilities and no neighborhood parks. It will continue to collaborate with the schools to meet current athletic field and near-term indoor facility needs. As the community continues to grow it will seek to add parks as part of desired neighborhood amenities. Parks should be designed and located in high visibility locations so that they may be easily accessed by residents and visitors. A new expanded recreation center is also a priority for the community and this Master Plan has recommended that the improved center remain in the downtown core. It is believed that the downtown will benefit from the added diversity and uses and will create vitality in the downtown area. A recreation center would maintain a high level of convenience for downtown stakeholders, residents and visitors.

GOAL: *Maintain a broad range of community recreational opportunities for citizens and visitors, while creating a connected system of parks and trails.*

Figure 53: Introduce opportunities for park and trail interfaces with downtown and natural landscape features.



Strategies/Actions:

- Pr1. Continue to implement the priorities of the 2008 Recreation Assessment study.
- Pr2. Conduct a community wide park and recreation Master Plan and identify a framework of local parks and trails.**
- Pr3. Require a proportional amount of park space planned for residential, while recognizing a walking distance (1/4 mile) to the recreation center and future pocket parks.
- Pr4. Conduct a regional trail study of on-road systems for road bike touring as part of the Master Plan and in support of eco-tourism.
- Pr5. Define a Community Park within the Master Plan and locate it as a western anchor of the Bennett Ave framework. The park will provide a large event space for 4th of July celebrations, boy and girl-scout jamborees, ball fields, large playground, etc.

- Pr6. Redevelop the Downtown Recreation Center to support community downtown development, while providing shared facilities, offices, indoor pool/spray park, gymnasium, classrooms and fitness center for public employees, residents and visitors. An interim pool and fitness center alternative may be found through partnerships with the Gold King Mountain Inn.**

Potential strategy leaders

Local Government, City
Park and Recreation Interest
Tourism Interest

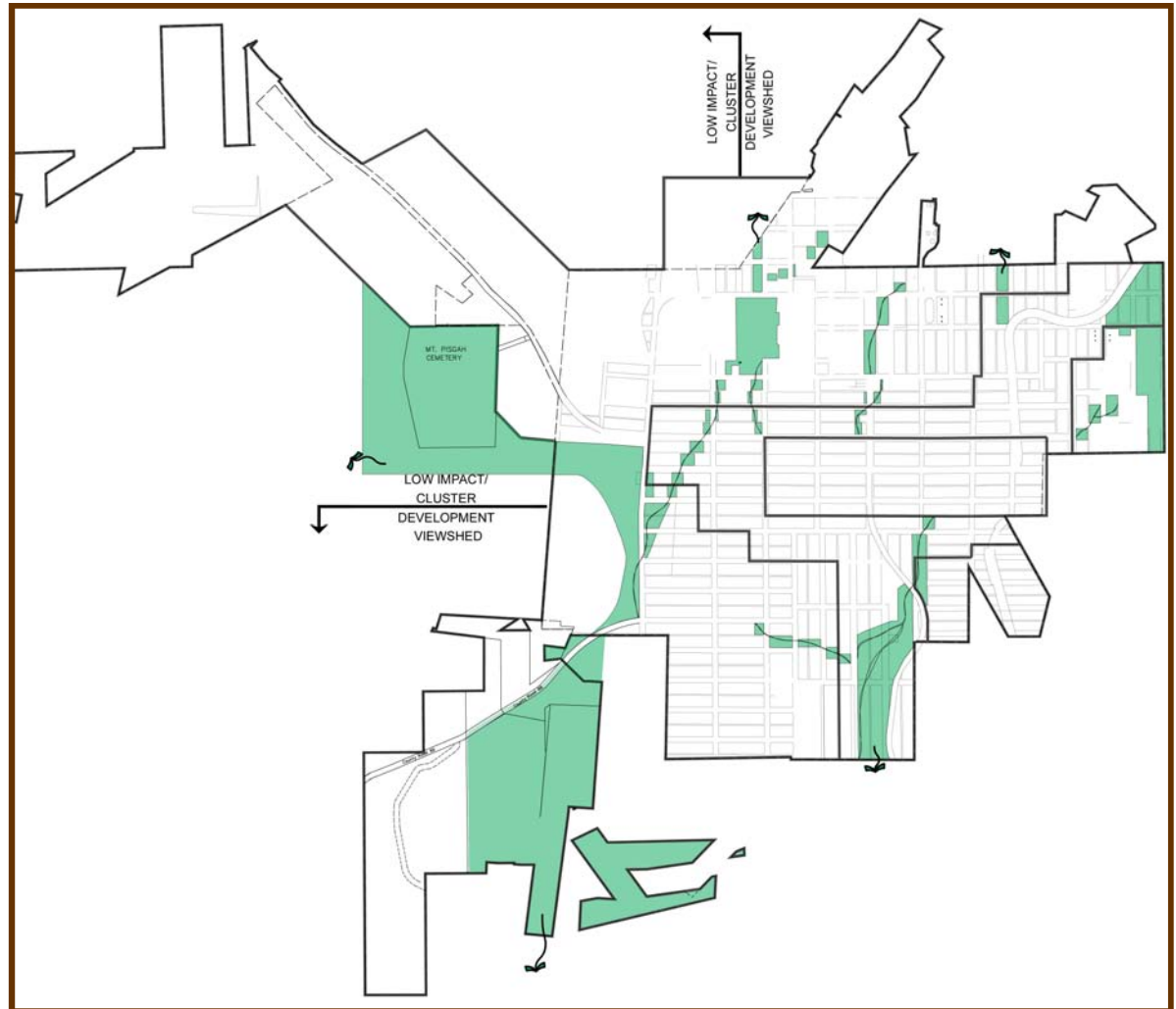
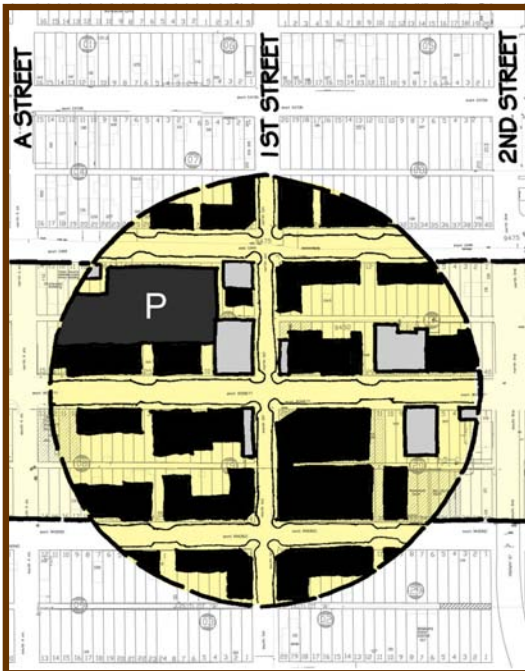


Figure 54: Green corridors or park space defined by floodplains and natural areas.

DOWNTOWN

Note: **Bold** identified strategies ranked high in the community's priority survey.

Figure 55: This image illustrates a location where there is currently a lot of municipally-owned land. Future municipal projects should look in the Core area first to set an example for private developments to build downtown.



Downtown Cripple Creek is the heart of the town. It is the single location in town that the majority of people think about when the name Cripple Creek is brought up in conversation. It is a district of beautiful historic buildings delicately interspersed with new buildings, built with architectural styles that reflect the living traditions of Cripple Creek. It is the harmony of old and new buildings that makes downtown a special place. The casinos have been a welcome presence to Cripple Creek since their conception in 1991. They have added much vitality to the downtown environment and will continue to be an important part of the economy in the future.

Emphasis is given to the downtown streets and enabling the opportunity to have a variety of uses. The diversity of uses is as important or more important to the life of downtown as the architectural styles of the buildings; by providing a variety of uses, downtown can have a dispersed presence of people throughout the day. To further add to the life of the downtown, the Master Plan seeks to encourage additional residential and office uses. Hand-in-hand, the City will continue to maintain City offices and other public/civic uses on Bennett Ave. The downtown is also envisioned to be developed to further support the staging of major community events, such as the art and wine festivals and Derby Days.

GOAL: *P r o m o t e t h e d e v e l o p m e n t a n d r e d e v e l o p m e n t o f t h e c o m m u n i t y f r o m t h e “ i n s i d e - o u t ” a n d p r o t e c t t h e d o w n t o w n b u s i n e s s v i t a l i t y .*

Strategies/Actions:

- Dt1.** All future municipal projects shall look at the feasibility of building within the downtown core. The energy created by a post office, court house, park, school, police station, recreation center, clinical facility, etc. is vital to the downtown core. The objectives are to enhance conveniences in downtown and increase the value of the transitional surrounding land and uses. Municipal projects will set an example for private projects downtown and will give a greater incentive for others to build downtown.
- Dt2.** Seek to increase the variety of businesses, entertainment and events in the downtown core.
- Dt3.** Continue the promotion, protection and re-use of existing historic buildings.

- Dt4. Improve pedestrian access and walkability within the downtown core by creating mid-block pedestrian connections with the use of paseos, staircases and elevators between Bennett, Myers and Carr Avenues. The mid block connections should also open up valuable north/south vistas, while bringing additional light onto the streets.
- Dt5. Create a business improvement district (BID) for the core area, namely Bennett Avenue, to assist in funding consistent improvements such as drainage and street improvements, heated walks, landscape, maintenance etc.
- Dt6. Provide incentives to encourage start up businesses that support existing activities.
- Dt7. Reintroduce and assess a public trolley line back into the downtown core, providing convenience and historic street character, either railed or rubber-tire trolley.
- Dt8. Redevelop the intersection of Hwy 67 and Bennett Ave., the Historic Midland Station frontage, to better anchor the core business area and offer a public stage and identity to the entry of the downtown district.
- Dt9. To ensure a continued environment of safety as the community grows, provide an increased police presence on the street with foot patrol police officers.
- Dt10. Invest in the public right-of-way and introduce grander sidewalks, colorful plantings, small gathering and performance places, dining and seating options.
- Dt11. Revisit a consistent logo and sign program that is carried throughout downtown.
- Dt12. Develop a long-term public/private approach to shared parking in downtown, which includes visitor, employees, buses, garages, surface lots and on-street programs.
- Dt13. Encourage more public art and murals in the downtown district.
- Dt14. Extend the boundaries of the historic preservation overlay to the north “gateway” to assure that the community’s historic identity is reinforced with the future development and architecture.



Figure 56: An example of a small downtown building in Cripple Creek converted into a casino.

Potential strategy leaders

Local Chamber
Gaming Interest
Local Government (Cripple Creek)
Tourism

PRIORITIES

The following is a summary of the Priority Survey. The analysis consists of 22 responses. The analysis tracked each “vote” for each strategy, in each plan element category and in each of the three proposed phases of implementation. 66% of the “votes” were reflected in the first phase (1 to 4 years) of implementation, while 28% were shown in phase 2, and 6% in phase 3. While each respondent did not consistently vote in every category or rank each strategy in every case, a weighted analysis was applied to better reflect the overall trend captured by the group as a whole. With that in mind, the individual strategies and their ranking in the following sections reflect the overall preferences of the findings according to the percent ratios noted.

Below you will find the top ranked strategies followed by preliminary priority recommendations.

The following are the top 8 rated strategies from the survey:

- Cf1.** Revise the historic design guidelines to better meet the objective of promoting and protecting the historic character, framework and image of the community, while providing a unique place to live and work. *(The number one ranked priority)*
- Cs1.** Partner with the *Gold Belt Build a Generation* program to further assess and plan for the long-range needs of the community.
- H4.** Encourage and support the results of the Teller County Housing Needs Assessment for a variety of housing types and range of costs to support the seasonal, full-time and employee housing needs.
- H1.** Partner with the Teller County Housing Task Force to establish, foster and promote public/private funding for affordable housing.
- Pr2.** Conduct a community wide park and recreation Master Plan and identify a framework of local parks and trails.

-
- Pr6.** Redevelop the Downtown Recreation Center to support community downtown development, while providing shared facilities, offices, indoor pool/spray park, gymnasium, classrooms and fitness center for public employees, residents and visitors. An interim pool and fitness center alternative may be found through partnerships with the Gold King Mountain Inn.
 - Dt1.** All future municipal projects shall look at the feasibility of building within the downtown core. The energy created by a post office, court house, park, school, police station, recreation center, clinical facility, etc. is vital to the downtown core. The objectives are to enhance conveniences in the downtown and increase the value of the transitional surrounding land and uses. Municipal projects will set an example for private projects downtown and will give a greater incentive for others to build downtown.
 - Dt3.** Continue the promotion, protection and re-use of existing historic buildings.

The following are the next 11 ranked strategies :

- E1.** Provide a full time Economic Development Director or consultant for the City, who will work closely with the Chamber of Commerce, Historic Preservation, City Planning, Public Finance and community events to provide continuity in the community's image, to promote economic goals, and to attract jobs, employees and families.
- E6.** Seek to promote community college/junior college programs in the community in the field of food services, gaming, hotel services, property management, law enforcement, EMS, history, computer technology and education.
- T4.** Prepare a long-range traffic calming plan to protect the pedestrian environment as the population and business district grows. The plan should avoid the installation of traffic lights and maintain the current friendly walking conditions.
- T6.** Examine opportunities to re-connect Colorado Springs to Cripple Creek and Cripple Creek to Victor via rail line.
- Cs2.** Continue to promote and finance the long-term needs of medical services in the community, including emergency medical transport.

- Cs3.** Continue to promote the collaboration and integration of medical services in support of the community and southern Teller County.
- Cs4.** Continue to support the Aspen Mine Center and to work with leaders to explore stable funding options, while maintaining the broad range of public services.
- Cs5.** Work with the schools and churches to find partnering opportunities for shared facilities and programs, such as childcare, housing and health programs for a growing population.
- Cs6.** Seek to strengthen the financial position of the community services and promote the use of regional expertise of the emergency services through shared training programs in Teller County and within the surrounding counties.
- Cs7.** Investigate and pursue additional funding sources that may be available to the City in support of program and facility improvements.
- Ef4.** Work with Teller County to manage the viewshed and the outlying county properties to the benefit of the community's image and vistas.
- Ef5.** The community will proactively work with Cripple Creek and Victor Mine to minimize visual impacts and future development considerations, while recognizing the mining district's role in the City's history.

Recommendations:

The following recommendations have taken into account the findings of the weighted analysis, the full scope of goals and strategies, Master Plan planning objectives, and the indicated priorities. With every community, the resources are limited and every decision must be evaluated for its effectiveness and efficient use of the community's dollars. It is also important to note that in all cases there are a series of strategies that have overlapping benefits. Ultimately, the overlapping benefits can be addressed with more than one approach.

An example can be found with strategies Cf1 and Dt3.

- Cf1.** *Revise the historic design guidelines to better meet the objective of promoting and protecting the historic character and image of the community, while providing a unique place to live and work. (The number one ranked priority)*
- Dt3.** *Continue the promotion, protection and re-use of existing historic buildings.*

Both strategies meet more than one of the community's principles. Objectives such as economic development, stabilizing the "Core" and protecting the community's image may be efficiently commenced by implementing strategy Cf1 first. This would assure the existing buildings of historic importance are protected in the revised Historic Guidelines. The approach would be to not implement both strategies separately, but implement the strategy that provided the best means of addressing a broader number of strategies simultaneously. Going further with that understanding and looking further into the surveyed priorities, we find that while strategy Ls2: *"Revise the existing Zoning Code and process to encourage a more efficient and effective development,"* is found in the mid range of the priorities, it too has far reaching benefits. Moving this strategy up on the priority list allows the community to address in full or in part as many as 17 of the listed priorities in the survey, such as historic image, flexible housing options, downtown form and street design.

The following Priority Matrix has been developed from the results of the public workshop, feedback from the (CAC) Community Advisory Committee, priority survey, and from the development expertise of the consulting team. The recommendations seek to capture the community's top priorities while identifying strategies that effectively meet the majority of the key priorities and community vision. Second, the matrix also attempts to give consideration to the phasing of strategies because some strategies, programs and policies need to be in place before others can be

implemented. The matrix seeks to provide a foundation for effective action and investment. The recommendations are listed by year of priority and note the strategies and combination of strategies that are associated with each of the recommendations.

The matrix provides the framework for the City's future capital improvement and budgeting programs. Each year, the recommendation and strategies should be reviewed and priorities clarified to assure that the Master Plan vision is on track with current development and planning conditions.

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Priority matrix

Priority Matrix YEAR 1:

Cf1, Ls2, E7, E10, Ls3, Ls4, Ls6, Ls11, H2, H3, Pr3, Cf4, Ef6, Dt3, Dt4, Dt12, Dt13, Dt14	Revise the land development ordinance and subdivision regulations to better meet the community's vision for an "easy-to-use" process and code, while protecting the community's historic character, form and values. The City will develop a "Form-Based" code type of document that combines existing historic preservation standards and guidelines, zoning ordinances, subdivision regulations, signage standards and transportation Master Plans.
Pr2, Pr4, Pr5, T11, Ef1, Ef3	Conduct a comprehensive community park and recreation Master Plan that defines the locations and standards for new parks, local and regional trails while master planning the proposed large community park at the west end of Bennett Ave. The plan should also conduct a preliminary study of the regional connections and develop a strategy to facilitate the implementation of a regional trail system with the County and CDOT.
H1, H4	Formalize a partnership and appoint a Cripple Creek Housing representative to take a leading role with the Teller County Housing Needs Assessment Task Force. The objective is to promote public and private funding for a broad range of housing needs in the community and surrounding area.
E1, E3, E4, Ls1, T1, E5, Dt2, Dt6, Dt11, Dt13, Cs7	Provide a full-time/part-time Economic Development Director. Clearly define the responsibility and focus to include the creation and maintenance of a comprehensive community funding database that tracks funding and grants options in support of all public programs, such as transportation, redevelopment, recreation and heritage tourism. The responsibilities will also include, but will not be limited to, taking a lead role in developing and maintaining public and private local and regional partnerships that support Historic Preservation, community events, new jobs, existing jobs, and downtown business goals.
Cs1, Cs2, Cs3	Partner with <i>Gold Belt Build a Generation</i> process to assess, prioritize, implement, and support effective resources, programs, and services addressing the medical, housing, education, childcare, and transportation needs of the community.
Cs4,Cs5	Continue to strategically support the Aspen Mine Center, the school district, and faith-based organizations to promote collaboration and integration of resources and programs to build a strong, vibrant, healthy community.
T10	Strengthen the City's role in the planning and assessment of regional County and State Highway planning efforts through the Teller County Transportation Task Force and Front Range Transportation Planning Region.

Priority Matrix YEAR 1:

I4	Continue to update and implement the tasks of the existing 10 year community infrastructure Master Facility Plan.
----	---

Priority Matrix YEAR 2:

Pr6	Redevelop the Downtown Recreation Center to support community downtown development, while providing shared facilities, offices, indoor pool/spray park, gymnasium, classrooms and fitness center for public employees, residents and visitors.
E2, E4, E8, E9	Conduct a long-range economic assessment of market demands, needs, liabilities and projections through the Economic Development office the City. The assessment will also be used to establish a comprehensive baseline for community/market wide data collection systems.
E5, E6	Pursue education, training and business partners in support of local and regional hospitality, recreation, entertainment and service industries through the Economic Development office.
Ls8	Place a moratorium on annexation to allow the City to develop focus on infill and efficient use of existing infrastructure.

Priority Matrix YEAR 3:

Dt3,Dt8,Dt1,I15	Develop a capital improvement plan to establish new streetscape standards within the Core. Address needed drainage, utility and access improvements and develop a preliminary Master Plan for the improvements associated with the Midland Depot “front yard,” mid-block connections and the civic node at 1 st Street and Bennett.
T8,T9	Provide a plan to improve the Hwy 67/ Bennett and 5 th Street intersection to better meet the vision of the downtown core plan and to better address an alternative truck route and “run-away” truck concerns.
Cs6	Conduct a preliminary feasibility study to determine if the City should invest in a training facility and become a regional leader in the emergency services training and education. The object is to maintain a high level of service in the community while helping the community promote, strengthen and diversify its economic future.

PRIORITIES

Priority Matrix YEAR 4:

Cf2, Cf3	Continue to update and strengthen the Legacy Framework of cultural and historic places and facilities. The plan is to build strong public and private partnerships within the region and with the Gold Mining District, the City of Victor, local schools, churches and museums. The framework will build a network of shared facilities and programs.
Ls 5	Create an incentive program for infill and redevelopment within the downtown core.
Dt5	Revisit the development of a Downtown Business Improvement District (BID) for the implementation, management and maintenance of the Core improvements.
Ls10, Ef4, Ef5	Continue a long-term discussion with the County and Cripple Creek & Victor Mine to Master Plan and protect the quality of the surrounding views outside of the City limits. The community seeks to promote Low Impact Developments and cluster development.
I1, I2	Improve the water supply system and source by installing a pipe between the upper and lower reservoir and at the same time clean and install sediment control measures to maximize the capacity of the lower reservoir.
I7	Conduct a study of revenue vs. expense for water and wastewater rates and adopt a plan for future rate pricing and monitoring.
T6	Conduct a preliminary feasibility study to determine opportunities to re-connect the City to Colorado Springs and Victor via the historic rail line. The goals would be to determine limitations, potential partners, and funding sources.

Priority Matrix YEAR 5:

I14, Ef2	Update the FEMA/CWCB floodplain mapping for the community and outlying areas.
T2, T4, T5, T7	Conduct a comprehensive traffic and parking study that defines improvement projects for the implementation of traffic calming features, street extension, parking programs, intersection upgrades and identifies a plan for the establishment of a central transit hub to serve the growing visitor and business traffic.

Priority Matrix YEAR 6:

I3, I10, I11, I12, I13	Conduct a Master Water and Wastewater study and implementation plan in the wake of projected community build out. The plan will define new development standards and policies and should also include a strategy plan to obtain necessary funding and ROW to provide redundant water supply and water and wastewater treatment.
Ls 9	Explore the introduction of light industrial land use along County Road-1 and the annexation impacts and fees.

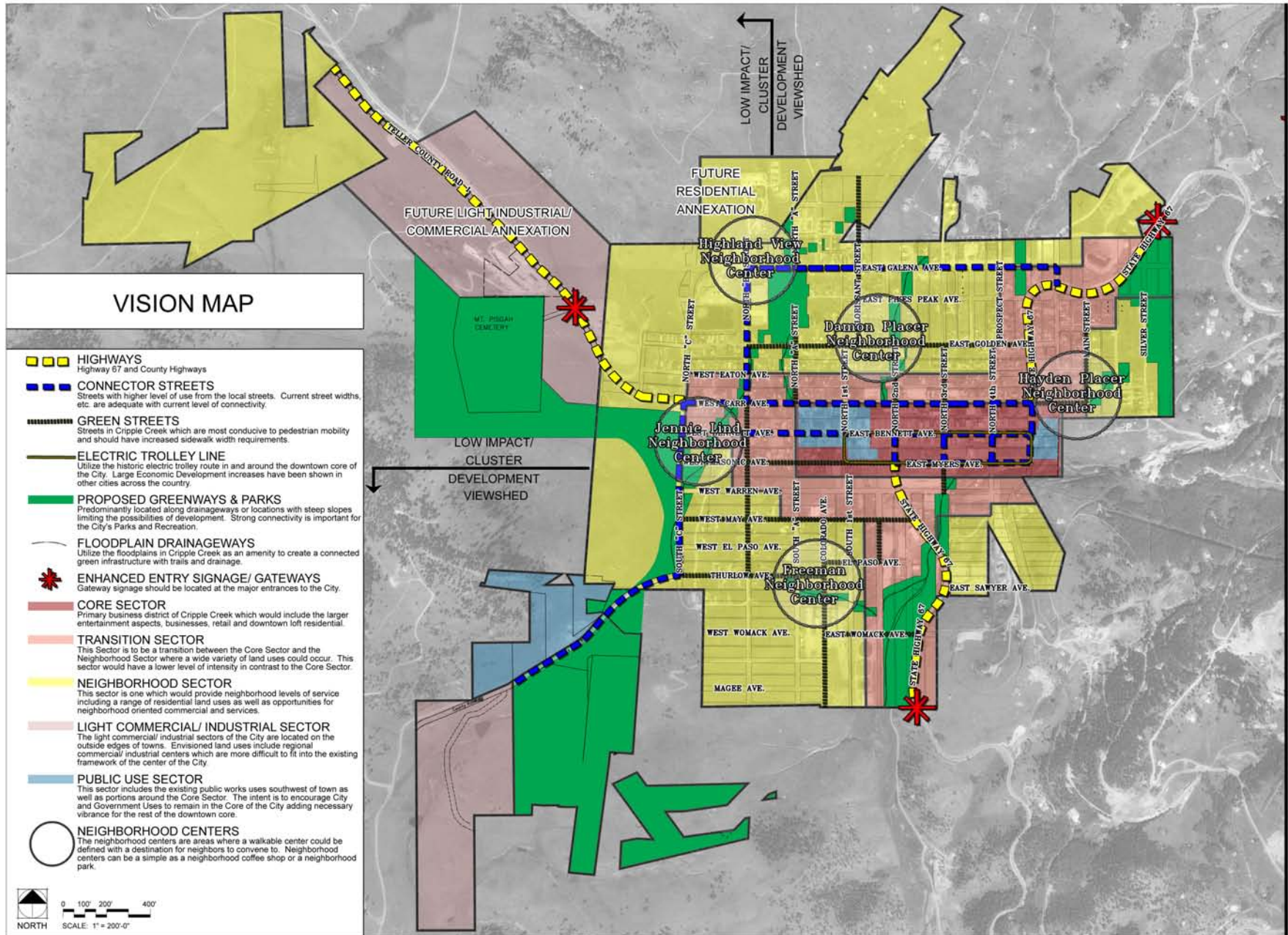
Priority Matrix YEAR 7:

Dt9	Explore the implementation of a public outreach and safety program that provides foot/horseback police patrol on the streets in the downtown.
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Priority Matrix YEAR 8:

T3, Dt7	Conduct a feasibility study to investigate the economic benefits and demands of an electric trolley system/program within the Bennett Ave/Business core area.
T12	Conduct community airport feasibility study to determine benefits, impacts and partnering opportunities within the basin or in Gillette Flats.

APPENDIX A: VISION MAP



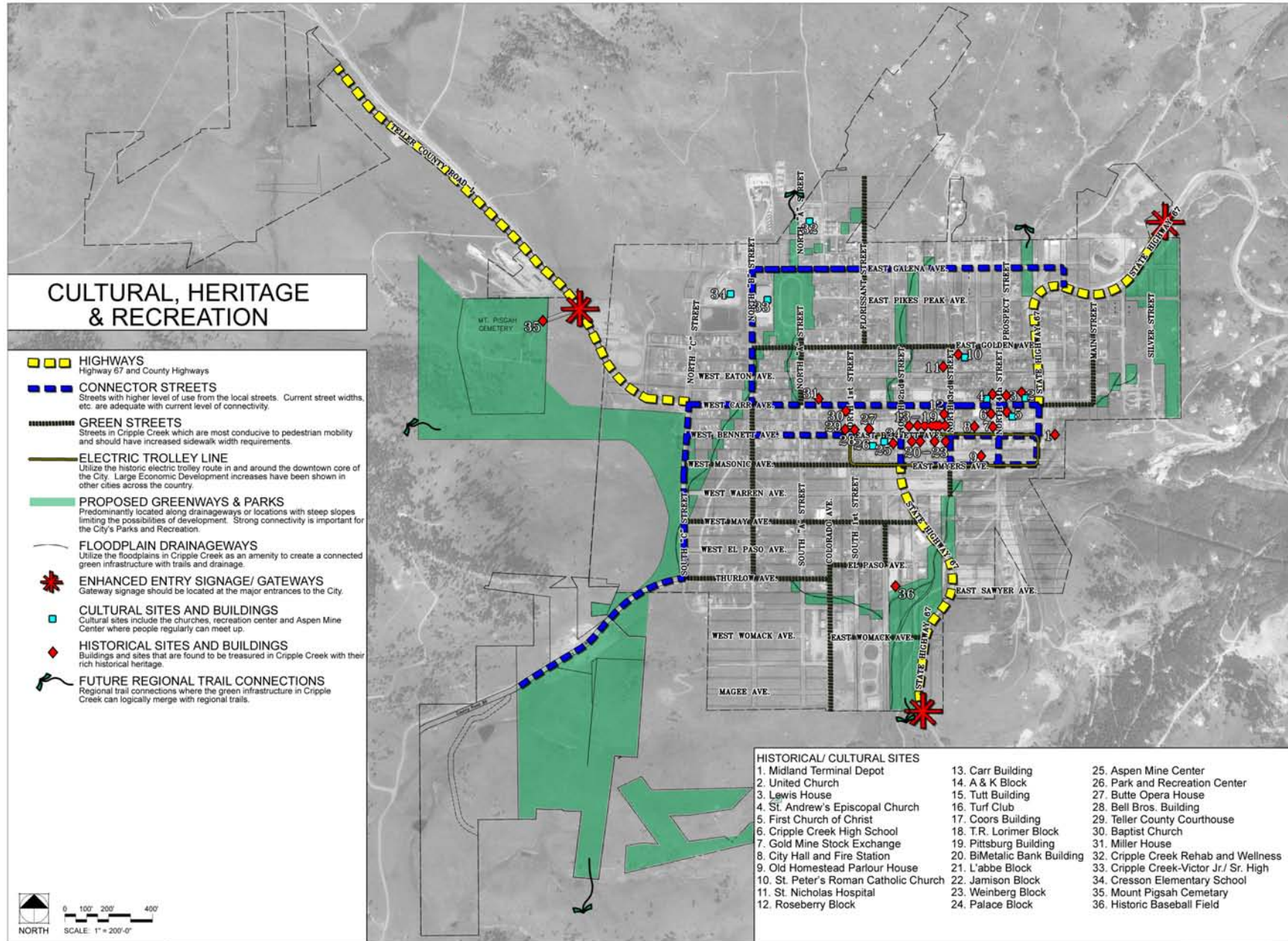
THOMAS & THOMAS
Consulting, Inc.
Planning
Engineering
Landscaping
Architecture
614 North Tejon
Boulder, CO 80502
Phone: (303) 440-8977
Fax: (303) 440-8978

4C
Consulting, Inc.

CRIPPLE CREEK
CRIPPLE CREEK, CO

CRIPPLE CREEK MASTER PLAN
CRIPPLE CREEK, CO

APPENDIX b: Environmental, Heritage & Recreation Framework Map



THOMAS THOMAS
Planning
Architecture
Landscape Architecture
814 North Main
Cripple Creek, CO 80603
Colorado (303) 518-5277

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CRIPPLE CREEK
In the heart of history

CRIPPLE CREEK MASTER PLAN
CRIPPLE CREEK, CO

APPENDIX c: VISION SKETCHES

THE CITY OF CRIPPLE CREEK, COMMUNITY MASTER PLAN



THOMAS  THOMAS

The Community's Vision Statement

"Preserve and promote the Cripple Creek historical, cultural and entertainment experience through diverse development opportunities, while protecting community services and the existing quality of life."

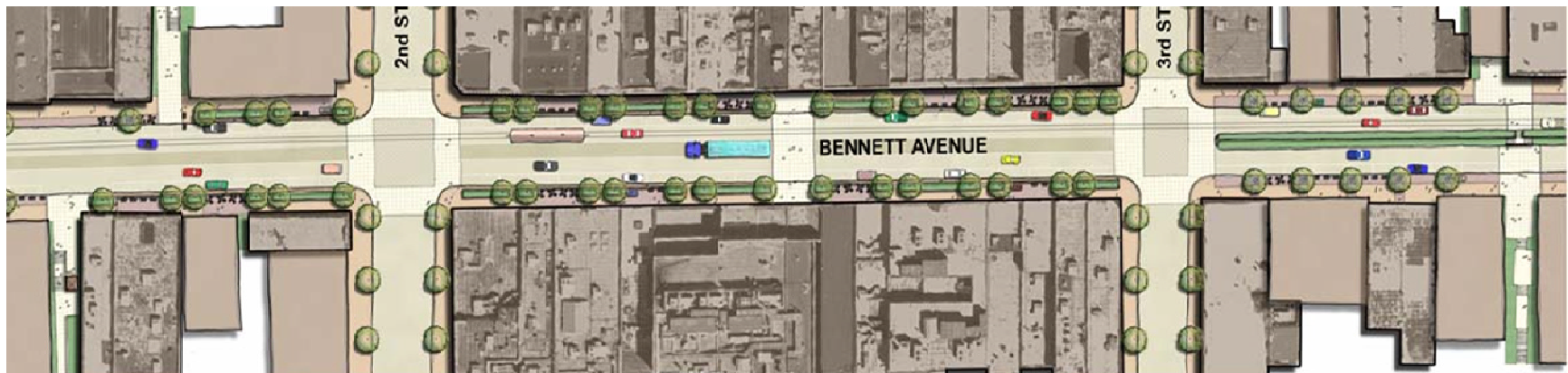
2009



Existing Downtown 3-D Massing Study



20-Year Build-Out Downtown 3-D Massing Study



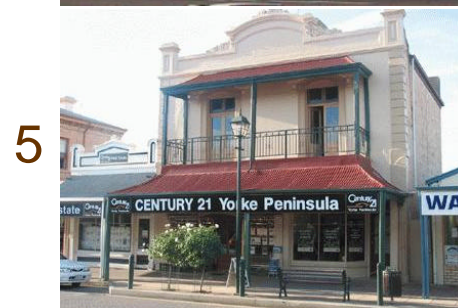
Downtown Streetscape Study

APPENDIX d: PUBLIC WORKSHOP #1

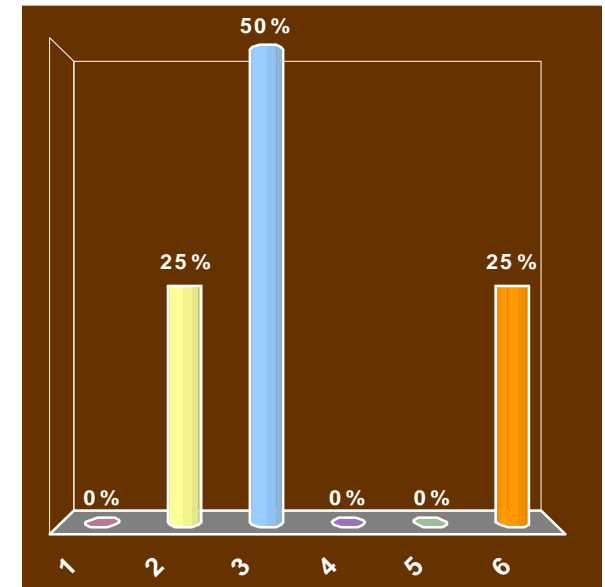
The first public workshop for the Community Master Plan was conducted on August 5th at 6:00 at the Butte Opera House. All concerned citizens were invited to participate in this kick-off meeting. The meeting's agenda provided an overview of the planning process, ask participants to complete a community attitude survey, critical issues were discussed, collected and surveyed and participates were ask to identify sacred places and places that needed improvement.

SAMPLE QUESTION:

Which of these images **best** supports the community character you would like to see in Cripple Creek's future?



RESULTS:

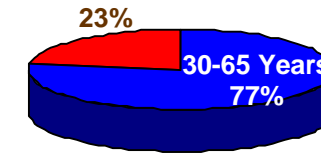


1.) Are you ...**Responses**

Male	18	51.43%
Female	17	48.57%
Totals	35	100%

2.) What is your age?**Responses**

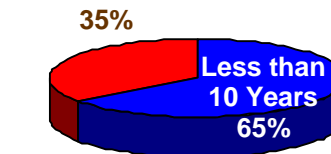
Under 18	0	0%
19-29 years	0	0%
30-44 years	4	10.26%
45-65 years	26	66.67%
Over 65 years	9	23.08%
Totals	39	100%

Over 65 Years**3.) How do you identify yourself?****Responses**

American Indian/Indigenous	0	0%
Asia/Pacific Islander	0	0%
Black or African American	0	0%
Latino/Hispanic	0	0%
Multiracial	2	5.41%
White or Caucasian	34	91.89%
Other	1	2.70%
"Would rather not say"	0	0%
Totals	37	100%

4.) How long have you lived in Cripple Creek?**Responses**

Less than one year	3	8.11%
Between 1 and 5 years	14	37.84%
Between 6 and 10 years	7	18.92%
Between 11 and 20 years	3	8.11%
More than 20 years	10	27.03%
Totals	37	100%

Over 10 Years

5.) In what field do you work?**Responses**

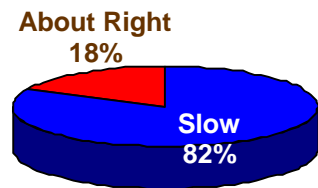
Local, State, Federal government	4	10.81%
Education or Healthcare	0	0%
Construction	4	10.81%
Agriculture/Ranching	1	2.70%
Service, Retail or Recreation	13	35.14%
Mining/Energy Sector	1	2.70%
At Home Caregiver	1	2.70%
Gaming Industry	5	13.51%
Retired	7	18.92%
Not Currently Employed	1	2.70%
Totals	37	100%

6.) Where do you live?**Responses**

Inside the city limits	25	62.50%
Outside the city limits, in Teller County	11	27.50%
Victor	3	7.50%
Other	1	2.50%
Totals	40	100%

7.) How would you rate Cripple Creek's growth over the past five years?**Responses**

Too slow	11	28.21%
Slow	21	53.85%
About right	7	17.95%
Fast	0	0%
Too fast	0	0%
Totals	39	100%



8.) Assuming Cripple Creek continues to grow, how would you generally prefer to see growth happen?

Responses

Compact (inside®out) Downtown out	13	34.21%
Satellite Communities (Hamlets) Outside City ...	3	7.89%
Crossroads	2	5.26%
Some Combination	20	52.63%
Totals	38	100%

10.) In order to achieve the desired future for Cripple Creek, how strongly should Staff and Elected Officials interpret the Plan ?

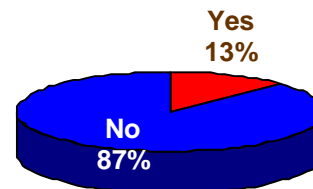
Responses

They should honor the plan and stick to it du...	4	10.53%
They should use the plan as a guide and depar...	24	63.16%
The governments should use the plan only as a...	9	23.68%
The plan is not necessary	1	2.63%
Totals	38	100%

11.) If future development results in a reduced level of service to existing residents, would you support it?

Responses

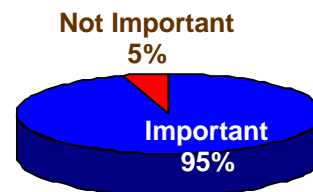
Yes	5	12.82%
No	34	87.18%
Totals	39	100%



12.) How important is protecting the City's small town and historic character?

Responses

Very Important	30	76.92%
Important	7	17.95%
Not Important	2	5.13%
Totals	39	100%



13.) Should Cripple Creek improve the appearance of the Highway 67 and Bennet Ave. Corridor by requiring quality architecture and landscaping for new development?

Responses

Yes	33	84.62%
No	6	15.38%
Totals	39	100%

14.) Should Cripple Creek consider providing protection for visually sensitive hillsides?

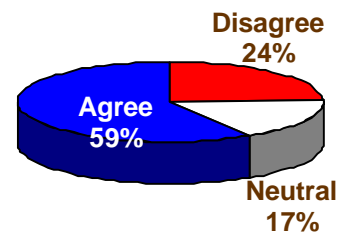
Responses

Yes	31	79.49%
No	8	20.51%
Totals	39	100%

15.) Should Cripple Creek develop a landscape improvement plan to improve the appearance of roads, streets & downtown?

Responses

Yes	35	89.74%
No	4	10.26%
Totals	39	100%



16.) Do you agree with the following statement? Affordable housing is a significant issue we need to address with this comprehensive plan?

Responses

Strongly Disagree	7	17.07%
Disagree	3	7.32%
Neutral	7	17.07%
Agree	11	26.83%
Strongly Agree	13	31.71%
Totals	41	100%

17.) Do you agree with the following statement? This comprehensive Plan needs to address the 'Junk Car/Lot Cleanup' issues?

Responses

Strongly Disagree	2	5%
Disagree	4	10%
Neutral	2	5%
Agree	9	22.50%
Strongly Agree	23	57.50%
Totals	40	100%

18.) What method might be best for providing affordable housing in Cripple Creek?

Responses

Have the City develop a very active affordabl...	6	15.38%
Regulate that a certain percent of each housi...	7	17.95%
Have employers provide a percentage of housin...	6	15.38%
Leave this to the private sector – government...	20	51.28%
Totals	39	100%

19.) What type of housing is needed in Cripple Creek?

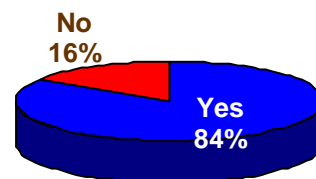
Responses

Apartments / Town homes	2	5.13%
Lofts	0	0%
Luxury homes	1	2.56%
Affordable homes	11	28.21%
Patio homes (small)	2	5.13%
All of the above	23	58.97%
Totals	39	100%

20.) Should Cripple Creek provide more economic development incentives to attract new businesses?

Responses

Yes	32	84.21%
No	6	15.79%
Totals	38	100%



21.) To what extent do you agree with the following statement: The Tourism Potential of the Pikes Peak Region remains underdeveloped!	Responses	
Strongly Disagree	0	0%
Disagree	5	13.51%
Neutral	4	10.81%
Agree	12	32.43%
Strongly Agree	16	43.24%
Totals	37	100%

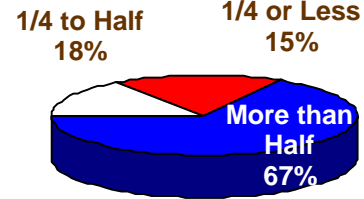
22.) To what extent do you agree with the following statement: Cripple Creek has many natural & historic qualities that should be used to promote growth and economic diversity!	Responses	
Strongly Disagree	0	0%
Disagree	0	0%
Neutral	4	10.26%
Agree	9	23.08%
Strongly Agree	26	66.67%
Totals	39	100%

23.) Does Cripple Creek currently have adequate emergency service response times?	Responses	
Yes, very adequate	25	65.79%
Somewhat adequate	10	26.32%
Inadequate	3	7.89%
Totals	38	100%

24.) What percentage of your day-to-day shopping (grocery, household goods etc.) do you acquire from outside of Cripple Creek?

Responses

0 to 25%	6	15.38%
26 to 50%	7	17.95%
Greater than 50%	26	66.67%
Totals	39	100%



25.) What retail/commercial businesses are missing today in Cripple Creek?

Responses

Destination / Big Box Retail (e.g. Circuit Ci...	2	5%
More variety in restaurants	4	10%
Grocery stores	0	0%
Clothing stores	4	10%
Farm and ranch supplies	1	2.50%
All of the above	24	60%
Other	5	12.50%
Totals	40	100%

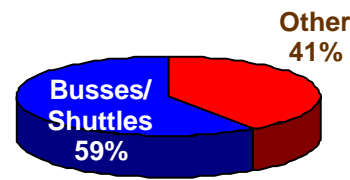
26.) What would encourage you to shop locally more often?

Responses

Additional parking and marked crosswalks	1	2.63%
More stores	30	78.95%
Amenities such as street trees, benches, art,...	3	7.89%
More community events	0	0%
Nothing, I like downtown as it is	4	10.53%
Totals	38	100%

27.) Who needs improved mobility?**Responses**

Children	4	11.43%
Teenagers	6	17.14%
Young Adults	0	0%
Adults	2	5.71%
Seniors	23	65.71%
Totals	35	100%

28.) What mode of transportation is most important to the future of Cripple Creek?**Responses**

Walking	3	8.11%
Bicycling	1	2.70%
Buses – Shuttles – Call & Ride	22	59.46%
Light Motorized Vehicles (scooters, mopeds, w...	3	8.11%
Motorized Vehicles (cars, pickups, SUV, & van...	7	18.92%
Heavy Duty Vehicles (semi trucks & tractors)	0	0%
Greyhound	1	2.70%
Totals	37	100%

29.) How should we manage motor vehicle traffic?**Responses**

Build more roadways with additional capacity	0	0%
Toll Roads (private sector solutions)	0	0%
Promote projects that enhance all modes of tr...	28	71.79%
Control new development based on projected tr...	11	28.21%
Totals	39	100%

30.) What is most important to Cripple Creek's future?

Responses

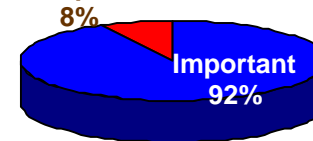
US Highway I-25	0	0%
State Highway 67	14	35%
State Highway 24	2	5%
Bennett Avenue	15	37.50%
Walkways for Pedestrians	1	2.50%
Narrow Gauge Rail Corridor	8	20%
Totals	40	100%

31.) How important is it to provide vanpools or other senior transportation services?

Responses

Very Important	14	36.84%
Important	21	55.26%
Not Important	3	7.89%
Totals	38	100%

Not Important



32.) How important is it to provide Gaming Shuttles?

Responses

Very Important	18	45%
Important	13	32.50%
Not Important	9	22.50%
Totals	40	100%

33.) Cripple Creek's future growth will strain public service delivery systems (e.g. police, utilities, roads)?

Responses

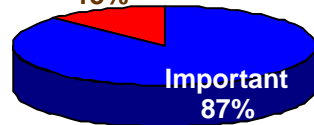
Strongly disagree	3	7.50%
Disagree	7	17.50%
Tend to disagree	8	20%
Tend to agree	10	25%
Agree	8	20%
Strongly agree	4	10%
Totals	40	100%

34.) What public services do you feel are needed 'sooner than later' here in Cripple Creek?

Responses

Sewer System improvements	11	9.82%
Water System improvements	16	14.29%
Emergency Response (police, fire & medical)	8	7.14%
Drainage System improvements/Flood Control	14	12.50%
Park System enhancements	14	12.50%
Trail System enhancements	4	3.57%
Local Government (city hall) expansion	7	6.25%
Transportation improvements	17	15.18%
Social Services (seniors / housing)	15	13.39%
School System expansion	6	5.36%
Totals	112	100%

Not Important
13%

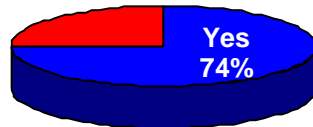


35.) How important is it to provide parks and trails?

Responses

Very Important	9	23.68%
Important	24	63.16%
Not Important	5	13.16%
Totals	38	100%

No
26%



36.) Would you like to see art in public places?

Responses

Yes	19	52.78%
No	17	47.22%
Totals	36	100%

37.) As the City grows, should it be active in preserving Open Space?

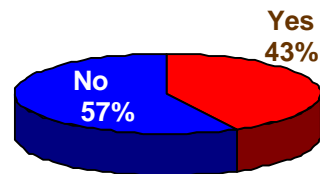
Responses

Yes	29	74.36%
No	10	25.64%
Totals	39	100%

38.) Would you be willing to increase your taxes to provide funds for open space protection?

Responses

Yes	17	42.50%
No	23	57.50%
Totals	40	100%



39.) How important is it to protect Cripple Creek's air and water quality?

Responses

Very Important	35	87.50%
Important	5	12.50%
Not Important	0	0%
Totals	40	100%

40.) How would you rate the quality of scenic vistas and landscapes in Cripple Creek ?

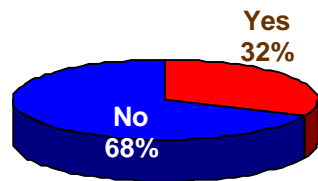
Responses

High quality – important to protect	33	80.49%
Average	7	17.07%
Low quality – not critical to protect	1	2.44%
Totals	41	100%

41.) How important is it to protect and restore Cripple Creek's environmental resources and wildlife habitat?

Responses

Very Important	19	48.72%
Important	16	41.03%
Not Important	4	10.26%
Totals	39	100%



42.) Does Cripple Creek have enough access to cultural and recreational opportunities?

Responses

Yes	12	31.58%
No	26	68.42%
Totals	38	100%

43.) Do you feel that enforcement of existing codes and regulations is adequate today?

Responses

Very adequate	6	15%
Adequate	9	22.50%
Neutral	5	12.50%
Inadequate	11	27.50%
Very inadequate	9	22.50%
Totals	40	100%

44.) Which of the following is your biggest concern about the City today?

Responses

Traffic congestion	0	0%
Loss of rural character	2	5%
Loss of agricultural lands/open space	1	2.50%
Lack of affordable housing	9	22.50%
Insufficient recreational opportunities	4	10%
Environmental degradation	1	2.50%
Strained infrastructure (water, sewer)	1	2.50%
Increased crime	0	0%
School overcrowding/quality of education	2	5%
Future expansion of the Mine	20	50%
Totals	40	100%

45.) What do you see as the biggest opportunity for Cripple Creek over the next ten years ?

Responses

Strengthen downtown Cripple Creek	5	12.20%
Enhance city image with landscape, signs, etc...	1	2.44%
Preserve ranching and the history of Cripple ...	1	2.44%
Provide more parks, trails, art and community...	1	2.44%
Expand range of housing types available	2	4.88%
Encourage a mix of land uses (homes/stores/of...	7	17.07%
Attract tourism and employers to diversify th...	20	48.78%
Adopt new development standards	0	0%
Preserve open space and wildlife habitat	0	0%
Provide economic development incentives	4	9.76%
Totals	41	100%

APPENDIX e: PUBLIC WORKSHOP #2



The second public workshop for the Community Master Plan was held on Sept 9th at the Park and Recreation center at 5:30 p.m. Citizens were given a chance to be "King for a Day," and design a future for the community of Cripple Creek.

This was again an input meeting for the Master Plan. The participants played a "Chip Game" which allowed them to use land-use chips to locate where they thought businesses, open space, housing, jobs and development should be in the future and how much should be planned for. Eight planning teams were created from the 90+ participants. The teams each identified their vision for the future and listed areas of priorities.



The City provided hot dogs and hamburgers on the grill, chips and drinks to get the workshop off to a great start!

The results of the mapping exercise were the identification of a preliminary preferred pattern of growth and change. This does not reflect the final plan, but one more building block in the planning process. The preliminary composite plan will allow the planning to focus in on important priorities and test plan alternative that better fit the community's vision of growth and change. The results of the continued analysis will be built into the models and scenarios that will be presented at the next public workshop.

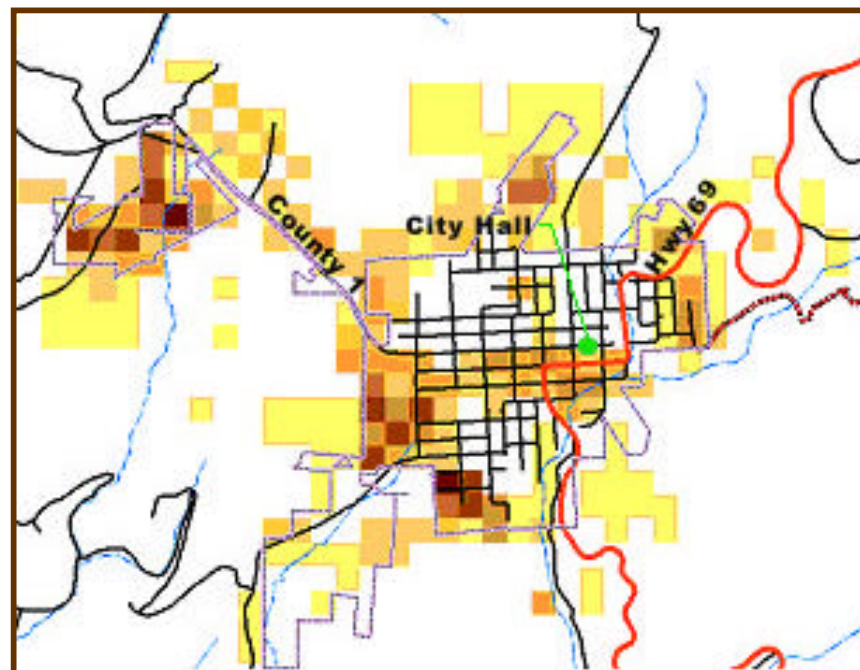


The results of the second workshop included a composite of the eight planning ideas and a list of the most important plan priorities. The following maps illustrate a composite of all of the housing and job ideas and locations collected during the workshop. Each of the individual eight plans were collected and the information was then introduced into a computer model of the town for a composite analysis of land-use patterns and density.



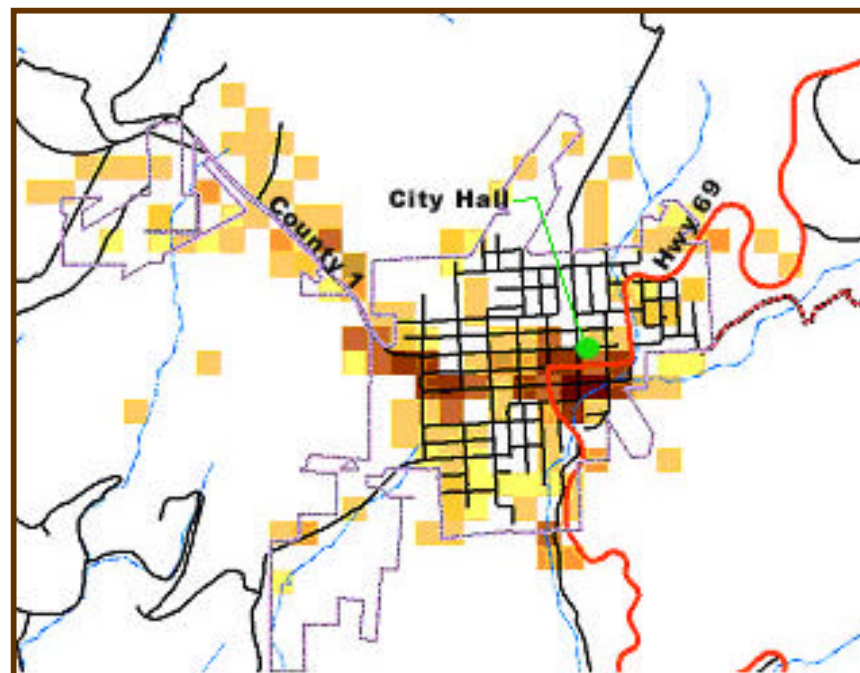
Map A: Composite of “Workshop” Housing

The map reflects the total number of future housing types placed on the maps by each group at meeting two. The darker brown areas indicate the areas that received the most number of houses and the lighter areas indicate fewer numbers of houses placed. From the brief analysis, it would appear that most people would like to focus new housing opportunities within city limits and in the south and west neighborhoods. This again does not reflect the type of housing, but the areas in which participants thought housing should be directed toward.



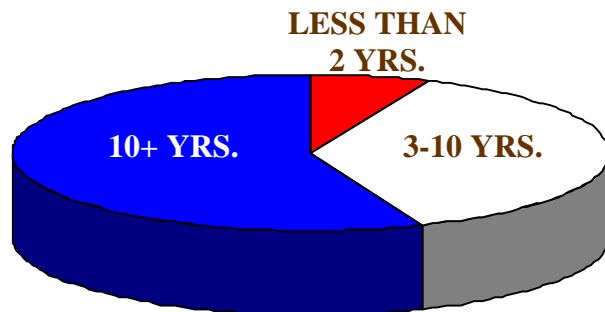
Map B: Composite of “Workshop” Jobs

The map reflects the total number of future job types placed on the maps by each group at meeting two. The darker brown areas indicate the areas that received the most number of jobs. From the analysis, it would appear that most people would like to focus new job opportunities within city limits and within the downtown core along Bennett Ave and west heading out County road 1. This again does not reflect the type of jobs, but areas that could support a long-term vision for jobs in the community’s master



APPENDIX f: PUBLIC WORKSHOP #3

Workshop #3 provided a recap of the planning process to date and reviewed the planning concepts that were generated with workshop #2. The last round of values surveys were completed and each element of the proposed concept plan were evaluated. The following graphs and stats reflect the final evaluation.



1.) What is your favorite Number?

	Responses (percent)	(count)
1	6.25%	1
2	0%	0
3	31.25%	5
4	6.25%	1
5	12.50%	2
6	6.25%	1
7	31.25%	5
8	0%	0
9	0%	0
0	6.25%	1
	100%	16

2.) How long have you lived and/or owned property in Cripple Creek?

	Responses (percent)	(count)
Less than one year	6.25%	1
1-2 years	0%	0
3-5 years	18.75%	3
6-10 years	18.75%	3
11-20 years	25%	4
20+ years	31.25%	5
	100%	16

3.) What is your age?

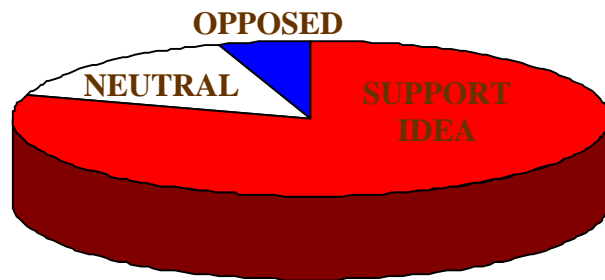
	Responses (percent)	(count)
Under 18	0%	0
19-29 years	0%	0
30-44 years	0%	0
45-65 years	88.89%	16
Over 65 years	11.11%	2
	100%	18

4.) In what field do you work?

	Responses (percent)	(count)
Local, State, Federal government	5%	1
Education or Healthcare	5%	1
Construction	25%	5
Agriculture/Ranching	0%	0
Service, Retail or Recreation	35%	7
Mining/Energy Sector	5%	1
At Home Caregiver	0%	0
Gaming Industry	0%	0
Retired	25%	5
Not Currently Employed	0%	0
	100%	20

5.) Where do you live?

	Responses (percent)	(count)
Inside the city limits	68.18%	15
Outside the city limits, in Teller County	18.18%	4
Victor	9.09%	2
Other	4.55%	1
	100%	22

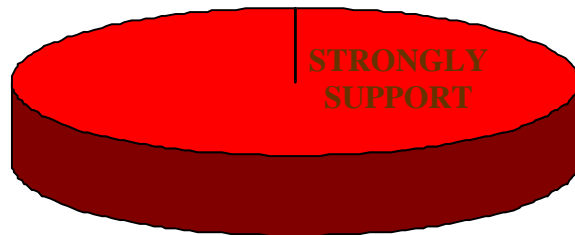


6.) The Identity Framework: Continuity between Pikes Peak Region/City/Recreation/Etc. to orient visitors & express our values – Do you Support the Idea?

	Responses (percent)	(count)
I Strongly Support this concept	65%	13
Somewhat support	15%	3
Neutral to the idea	15%	3
Somewhat opposed	5%	1
Strongly opposed!	0%	0
	100%	20

7.) Who would you see as viable partners for mentoring this concept? (Pick 3)

	Responses (percent)	(count)
Economic Development Interests	21.67%	13
Local Chamber of Commerce	15%	9
Gaming Interests	20%	12
Real Estate Interests	1.67%	1
Local Government (town)	30%	18
CDOT (Col. Dept. of Transportation)	11.67%	7
	100%	60



8.) The History of this region is so significant that it should be a major theme for Visitor Orientation. Should it be made clear to visitors how to access these resources?

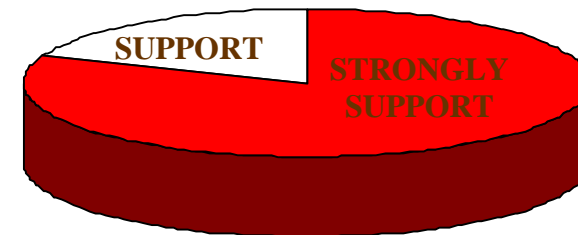
	Responses (percent)	(count)
I Strongly Support this concept	100%	21
Somewhat support	0%	0
Neutral to the idea	0%	0
Somewhat opposed	0%	0
Strongly opposed!	0%	0
	100%	21

9.) Who would you see as viable partners for mentoring this concept? (Pick 2)

	Responses (percent)	(count)
Historic Interests	32.61%	15
Tourism Interests	23.91%	11
Recreation Interests	4.35%	2
Gaming Interests	13.04%	6
Local Government (town)	26.09%	12
	100%	46

10.) The notion of 'Scenic Connectors' and recruiting promotional support from surrounding towns – is this a worthy concept?

	Responses (percent)	(count)
I Strongly Support this concept	80.95%	17
Somewhat support	19.05%	4
Neutral to the idea	0%	0
Somewhat opposed	0%	0
Strongly opposed!	0%	0
	100%	21



11.) Who would you see as viable partners for mentoring these Scenic Loops? (Pick 3)

	Responses (percent)	(count)
Regional Economic Development	27.69%	18
Local Towns along Routes	29.23%	19
Gaming Interests	6.15%	4
Public Land Owners (NF/BLM/CSU)	9.23%	6
Colorado Tourism Association	23.08%	15
CDOT (Col. Dept. of Transportation)	4.62%	3
	100%	65

12.) Should Public Lands be included in the Natural Resource Framework?

	Responses (percent)	(count)
Yes	82.61%	19
No	17.39%	4
	100%	23

13.) Should flood plains be included in the Natural Resource Framework?

	Responses (percent)	(count)
Yes	87.50%	21
No	12.50%	3
	100%	24

14.) Should Creek Buffers be included in the Natural Resource Framework?

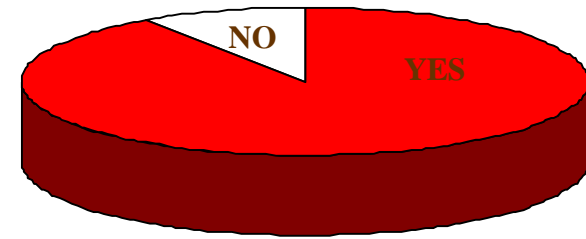
	Responses (percent)	(count)
Yes	81.82%	18
No	18.18%	4
	100%	22

15.) Should Riparian Zones (rare habitat) be included in the Natural Resource Framework?

	Responses (percent)	(count)
Yes	77.27%	17
No	22.73%	5
	100%	22

16.) Should Visually Sensitive Areas be included in the Natural Resource Framework?

	Responses (percent)	(count)
Yes	90.48%	19
No	9.52%	2
	100%	21



17.) Should Steep Slopes be included in the Natural Resource Framework?

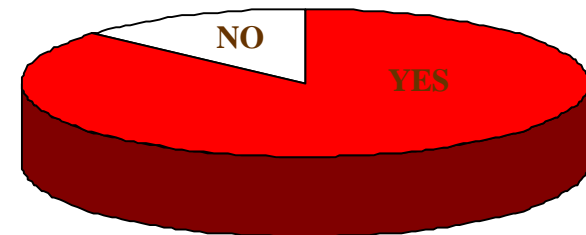
	Responses (percent)	(count)
Yes	52.63%	10
No	47.37%	9
	100%	19

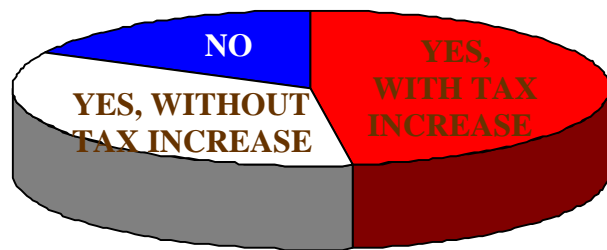
18.) Your overall support for NRF concept?

	Responses (percent)	(count)
Strong Support	63.64%	14
Support	31.82%	7
Neutral	0%	0
Dislike	4.55%	1
Strongly Dislike	0%	0
	100%	22

**19.) Do you support the implementation Strategy?
(shift density / density bonus)**

	Responses (percent)	(count)
Yes	86.36%	19
No	13.64%	3
	100%	22





20.) Would you be willing to pay for protected open space?

	Responses (percent)	(count)
Yes, even if taxes go up noticeably	13.04%	3
Yes, if taxes only go up slightly	34.78%	8
Yes, only if taxes do not rise	34.78%	8
No	17.39%	4
	100%	23

21.) Your support for Trail & Recreation Framework?

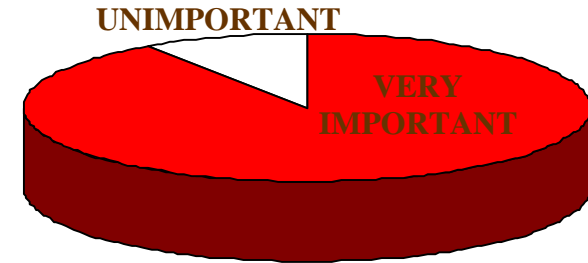
	Responses (percent)	(count)
Strong Support	54.55%	12
Support	27.27%	6
Neutral	13.64%	3
Dislike	0%	0
Strongly Dislike	4.55%	1
	100%	22

22.) Who would you see as viable partners for mentoring this Trail Concept? (Pick 3)

	Responses (percent)	(count)
Recreation Interests (Trail advocates)	29.23%	19
Local Government (Cripple Creek)	24.62%	16
Local Chamber / Gaming Interests	10.77%	7
Public Land Owners (NF/BLM/CSU)	15.38%	10
Regional Tourism Interests	18.46%	12
CDOT (Col. Dept. of Transportation)	1.54%	1
	100%	65

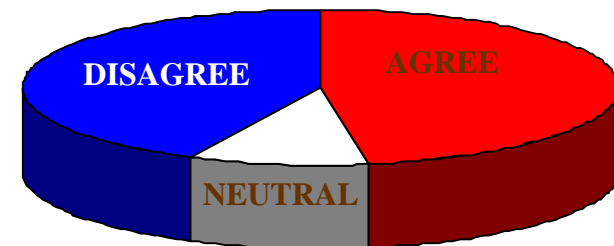
23.) How important is it to Cripple Creek that we have a Vital Downtown?

	Responses (percent)	(count)
Very Important!	90.48%	19
Important	0%	0
Neutral	0%	0
Unimportant	9.52%	2
Very unimportant	0%	0
	100%	21



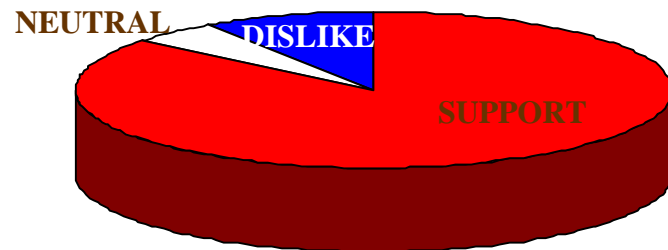
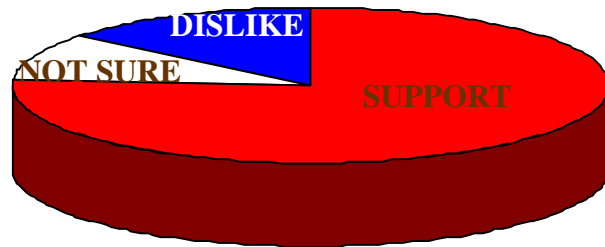
24.) Do you agree with the following Statement?
"The Downtown is so important to Cripple Creek that all citizens should partner in the development of the Downtown!"

	Responses (percent)	(count)
Strongly Agree	19.05%	4
Agree	28.57%	6
Neutral	9.52%	2
Disagree	38.10%	8
Strongly Disagree	4.76%	1
	100%	21



25.) Do you think the city should revisit the need for 2 lots (rather than just 1) to construct a single family home, assuming some design guidelines are followed during design and construction?

	Responses (percent)	(count)
Yes	50%	11
No	40.91%	9
Not sure	9.09%	2
	100%	22



26.) Do you support ADUs as a strategy for existing neighborhoods to achieve increased density, reinvestment incentives, retain character and ‘feed’ downtown?

	Responses (percent)	(count)
Strong Support	28.57%	6
Support	47.62%	10
Not Sure	9.52%	2
Dislike	9.52%	2
Strongly Dislike	4.76%	1
	100%	21

27.) Your support for the Growth Framework?

	Responses (percent)	(count)
Strong Support	19.05%	4
Support	66.67%	14
Neutral	4.76%	1
Dislike	0%	0
Strongly Dislike	9.52%	2
	100%	21

28.) Priority Areas for Future Development?

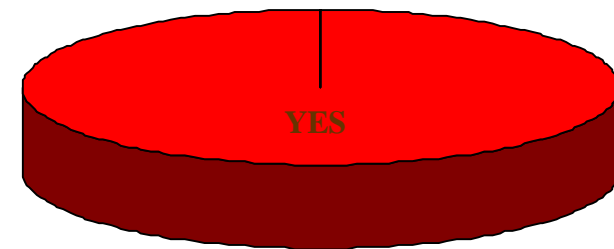
	Responses (percent)	(count)
West End	25.58%	11
South Town	4.65%	2
Down Town	32.56%	14
Infill Vacant Central	25.58%	11
School Node	4.65%	2
North End	4.65%	2
North West Area	2.33%	1
	100%	43

29.) Regarding Alternative Energy Generation, should homeowners be allowed to install these types of devices (solar panels, wind turbines)?

	Responses (percent)	(count)
Yes	95%	19
No	5%	1
	100%	20

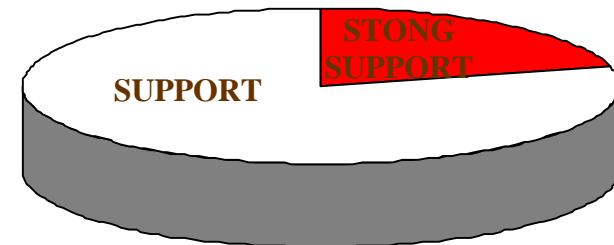
30.) If alternative energy devices had a significant negative impact on historic character do you think we should have design controls to minimize that impact?

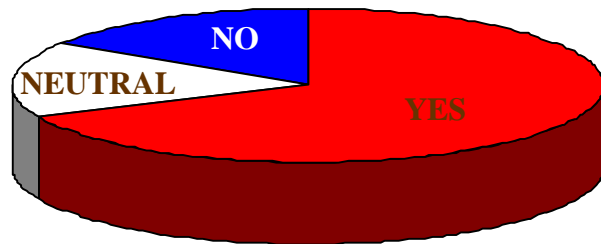
	Responses (percent)	(count)
Yes	100%	20
No	0%	0
	100%	20



31.) Your Support for the Land Use Concept Plan?

	Responses (percent)	(count)
Strong Support	21.05%	4
Support	78.95%	15
Not Sure	0%	0
Dislike	0%	0
Strongly Dislike	0%	0
	100%	19





32.) Do you think this plan is representative of all the public input collected in this process?

	Responses (percent)	(count)
Very much so	15.79%	3
Yes	52.63%	10
Neutral	15.79%	3
No	15.79%	3
Not representative	0%	0
	100%	19

