



2024 STRATEGIC DOING

RESULTS



LETTER FROM MAYOR YEMI

I am delighted to share this report with our community. In it, you'll find highlights of the work completed through the City's 2024 Strategic Doing Framework, which is part of our 2024-2028 Strategic Plan. This framework turns long-term goals into yearly actions by focusing on measurable outcomes across five priority areas: public safety, infrastructure, housing solutions, economic vitality, and community activation.

I introduced Strategic Doing to the City at the beginning of 2024 as a way to funnel community feedback and plans into actions that drive tangible change, and that's exactly what we saw happen over the course of this year.

Our Strategic Doing Actions represent our annual contract with the community, and I'm pleased with the progress we made in our first year utilizing this focused approach. Through this work, we are moving the City forward, and we look forward to building on this success in years to come.

Through this framework, we are advancing the community's priorities, ensuring continued progress, and aligning with community needs, policies, and budgets.

This annual report also gives us a chance to keep you informed about our progress and our challenges. While not every action was fully achieved this first year, significant progress was made.

2024 Strategic Doing marks an important step in achieving the City's vision to make Colorado Springs a safe, culturally rich, economically prosperous, welcoming and vibrant worldclass American city on a hill that shines brightly.

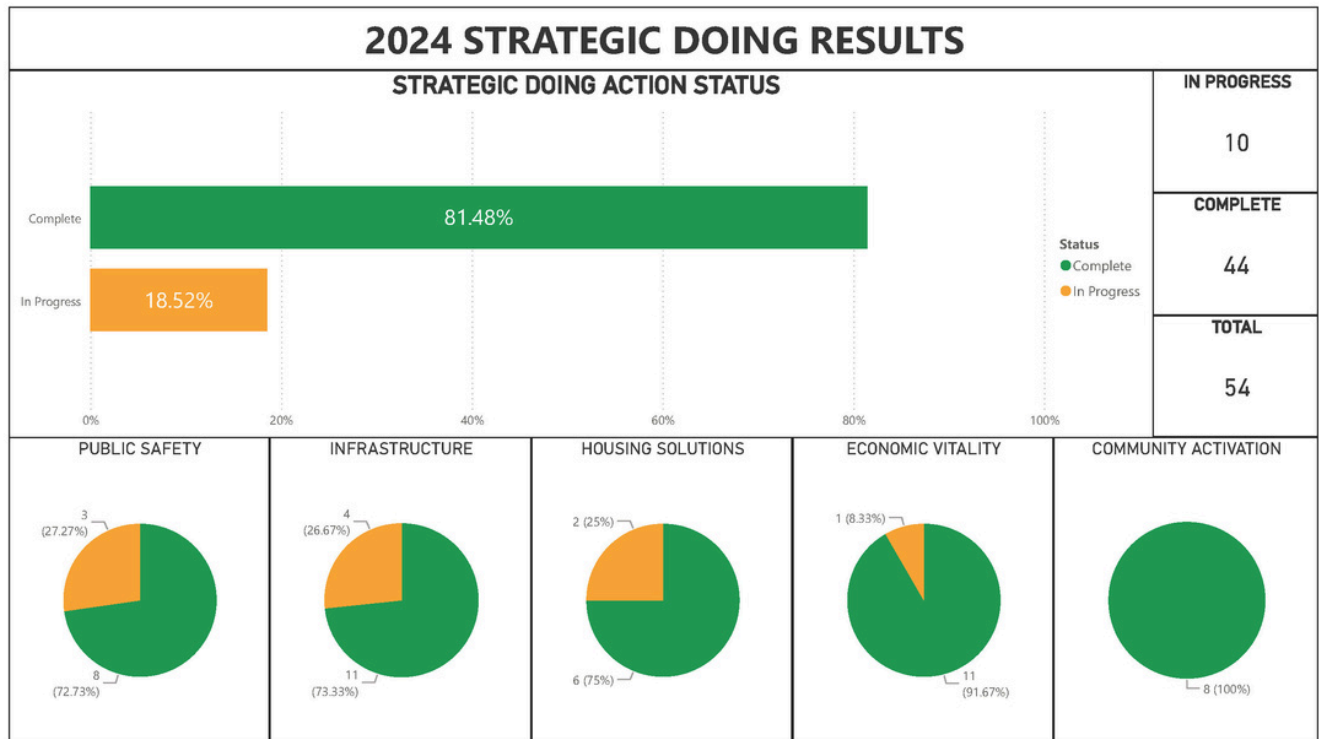
We are Colorado Springs.

Onward and upward!

A handwritten signature in black ink that reads "Blessing A. Mobolade".

Mayor Blessing "Yemi" Mobolade
42nd Mayor of the City of Colorado Springs

MEASURING PROGRESS



PUBLIC SAFETY

Colorado Springs is striving to become one of the safest, most prepared, and resilient cities in the nation.

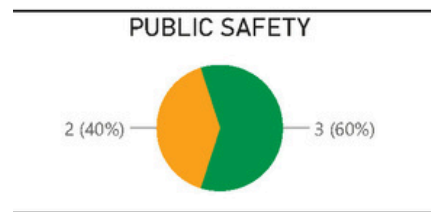
Objective

Enhance public safety by increasing community support, funding, innovative programming, and staffing to the City's first responders.

2024 Initiatives

Three of the **five** established initiatives were completed. **Two** remain in progress and will continue in 2025.

While there were many successes in 2024, the actions not completed were ambitious targets and were supplemented with other relative action items completed.



1 - Expand community and behavioral health public safety programs.

- ✔ Explore funding opportunities for additional community and behavioral health programs.
 - Applied for funding opportunities and were successfully awarded by the opioid counsel.
- ✔ Explore alternative modes of service delivery to the community.
 - The Police and Fire departments collaborated to improve utilization and outcomes of ART program.
 - Utilized the voucher program to obtain state ID and completed required background paperwork.
 - Hired new team members in support of initiatives.
- ✔ Improve community engagement around a unified message.
 - Completed guides on homeless outreach and created HelpCOS 2.0.

2 - Leverage and implement technology as a force multiplier to improve public safety efforts.

- 🔄 In the spirit of transparency, expand open data and dashboarding efforts around public safety.
 - While expanding open data and dashboarding efforts are still underway, one noteworthy success around transparency was the policy decision to release body worn camera footage of a significant event within 21 days without request.
- 🔄 Implement speed safety technology and deploy resources to assist with traffic and pedestrian safety.
 - City Council passed an ordinance allowing speed safety technology, funding was approved, and the Police Department is finalizing contracts and acquisitions for implementation in 2025.
 - Drone as a First Responder pilot program launched by Police Department and will expand in 2025.
 - Body Worn Cameras were upgraded, which will lead to efficiencies by leveraging new technology.

PUBLIC SAFETY

3- Establish an action plan to improve community public safety through employee retention and recruitment.



Hire additional police officers through continuous police academies.

- Hired additional police officers through continuous police academies and implemented continuous hiring. Began police academies on an 18-week cycle.



Prioritize morale improvement among first responders.

- The Police Department enhanced supplies and equipment.
- The Fire Department provided employee recognition and joined the Colorado Heart, Cancer and Behavioral Trust.
- Both public safety departments are actively engaged in communicating more transparently with the community.



Determine the location and prepare preliminary designs for the CSPD Training Academy.

- Created solutions teams, selected vendor for needs assessment and completed assessment.
- Work to secure funding streams is ongoing and has impacted the timeline for determining a location and preparing designs.

4 - Expand community outreach and engagement efforts.



Execute a regional public awareness campaign around wildfire safety.

- Established regular coordination of public campaign efforts, identified current wildland fire campaign plans amongst regional partners, and established unified regional messaging.
- Distributed wildland fire programs and materials throughout the region.
- Expanded use of PeakAlerts, implemented regional evacuation webpage, and provided incident specific outreach to communities. This work is expected to continue to evolve in 2025.



Improve community engagement strategies by partnering with community leaders and focusing on positive engagement.

- Worked with community leaders to reduce potential crime and with community leaders to plan and implement improved emergency services.
- Worked with City park visitors to address crime concerns, engaged with community expansion program, partnered with hotels/motels for crime prevention, and actively engaged homeowner leaders in crime prevention.

5 - Identify funding for two additional fire stations.



Identify funding for two additional fire stations.

- Explored certificate of participation for securing land.
- Continued to prioritize public safety needs during the annual budget process.

INFRASTRUCTURE

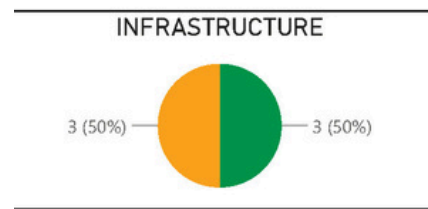
Colorado Springs is striving toward a future where community members understand and appreciate the City’s infrastructure and how it enhances the quality of their lives, while making the best use of taxpayer dollars.

Objective

As Colorado Springs continues to grow both in population and geography, the City must prepare and invest in core public infrastructure to meet the demands of the future, while improving the overall condition of existing assets.

2024 Initiatives

Three of **six** established initiatives were completed. **Three** remain in progress. Two of these are anticipated to be complete in 2025, however, the replacement of transit vehicles and implementing recommendations from the Transit Master Plan will take additional time to realize the full benefit for residents.



1 - Explore and implement “Smart Growth” policies.



Work with City Council to develop, complete and approve annexation master plan (AnnexCOS).

- The Planning Department, along with Colorado Springs Utilities, City Council and Planning Commission representatives, have selected a consultant for this work and adoption of AnnexCOS is pending. There has been one public engagement event and there will be future opportunities for input as this plan is finalized.



Develop and implement guidelines for annexation review.

- The Planning Department worked with City Council and other City agencies to implement updated annexation policy checkpoint guidelines for review of annexations. Policy approved by City Council.



Implement land use policies that support infill, redevelopment, and adaptive reuse of properties within existing developed areas of the City.

- The Planning Department began the process for a PlanCOS 5-year update, which will include review of the vision and implementation of PlanCOS strategies related to infill and redevelopment in context to growth.

2 - Reform the Lodger’s and Automobile Rental Tax (LART).



Launch LART Solutions Team and stakeholder engagement in partnership with City Council.

- A list of stakeholder groups was developed and public process was conducted.
- Consultant was hired and began facilitating the solution team and public input.
- LART Solutions Team launched in June and met four times between June and October.

INFRASTRUCTURE

3 - Enhance and expand mass transit and multi-modal transportation options.



Continue to aggressively pursue State and Federal grant opportunities.

- Mountain Metro Transit submitted several state and federal grant applications for hybrid vehicles to replace unleaded fuel vehicles for ADA Complementary Paratransit and Metro Rides Vanpool, ADA accessible vehicle replacements for ADA Complementary Paratransit, and a CDOT Office of Innovation and Mobility grant.
- Transit continues to pursue grants as applicable to projects in current development as well as any grants to assist in aligning future capital projects outlined through studies/plans, including the 2050 Regional Plan, Zero Electric Vehicle, Long Range Transportation Plan. Transit has received several awards for diesel hybrids as well as battery electric vehicles and received awards to complete a Comprehensive Operation Analysis as well as a Universal Road map studying our fare structure.
- Transit received 2 months of the Ozone Season Transit grant for July and August 2024, totaling \$1,071,015.



Develop plan to fund replacement vehicles and continue zero emission fleet diversification pilot integrations.

- Transit received 10 ADA paratransit cutaway vans in 2023 and seven diesel fixed-route buses in 2024. It will receive six hybrid fixed-route buses in 2025, and four minivans in 2024/2025.
- Transit secured funding to purchase more than 20 vehicles for fixed-route, ADA paratransit, and vanpool services over the next 3 years.



Explore the enhancement and expansion of efficient bus routes.

- Transit is finalizing its 2050 Regional Transit Plan and anticipates completion during the first quarter of 2025. This plan will provide short and long-term direction for future transit services for the next 25 years.
- Transit was awarded grant funding to conduct a comprehensive operations analysis that, among other things, will take a deep look into the fixed route transit system and develop recommendations for improved bus route efficiency.

4 - Preserve, enhance and upgrade aging City facilities.



Evaluate and implement City Auditorium Solutions Team recommendations.

- Recommendations have been evaluated and implementation has begun.



Begin implementing the City Facilities Master Plan.

- Working with Facilities, IT, Parks, and other City departments, the data in the Facilities Master Plan was used to introduce mapping technology to better review and prioritize City needs. The Facilities Committee will use this information to prioritize capital improvements each year based on the available budget.

INFRASTRUCTURE

5 - Pursue funding to support roadway and park improvement and maintenance.



Work with City Council to ensure 2C is on the ballot in November 2024 election.

- Created a comprehensive presentation detailing the history, requirements, and achievements of the 2C road maintenance program to enhance understanding and emphasize its importance to elected officials and residents. In August, presented proposed ballot language for City Council's consideration for 2C renewal in the November election. Residents approved 2C in November.



Produce public facing reports on capital transportation projects.

- Quarterly reports outlining accomplishments, project status and the use of public funds are included on the City's website and updated routinely (typically quarterly).



Explore additional funding options for critical park maintenance.

- The Parks, Recreation & Cultural Services Department identified critical park infrastructure that was included on the list for the 2C ballot initiative.
- Pursued over \$1M in private philanthropic support for Pioneers Museum exhibit and program space.
- Pursued grant funding to complete the Duck Lake restoration project in Monument Valley Park.
- Submitted a grant application for \$1.7 M in wildland fire mitigation in Garden of the Gods Park.

6 - Initiate the activation of our waterways.



Leverage grants and private partnership opportunities to fund CreekCOS vision.

- Located viable funding options for COS Creek vision.



Initiate inaugural CreekCOS project and solidify vision tenets.

- Revisioning of America the Beautiful Park is well into 10% conceptual design and a public input process will begin in Spring 2025.
- A 5-year plan has been established to include the beginning of construction for America the Beautiful Park and the beginnings of design for the next two project locations.



Explore and develop programmatic delivery approach for Water Resource Development Act funding considered by Congress.

- Series of meetings have taken place with the CORPS to discuss the P3 Delivery option. Drafting of agreement will follow appropriation.

HOUSING SOLUTIONS

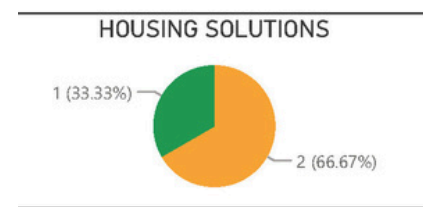
Colorado Springs is striving to become an inspiring example of a city where everyone has the ability to choose housing that is right for them.

Objective

Implement policies and foster community partnerships to increase housing options for people in all seasons of their life and make housing more affordable and attainable.

2024 Initiatives

One of the **three** established initiatives was completed. **Two** remain in progress. The City is seeking further opportunity to advocate for Proposition 123 awards to increase funding for affordable housing, as the awards, to date, are less than anticipated. The City has conducted research to start conversations with review entities on innovative construction techniques, and is now exploring how to bring forward innovative building techniques to expedite timelines and reduce cost. There are policy, legislative, and human resource constraints on the types of funding the City can receive and administer for the expansion of incentives and rebates for housing. With the expansion of technical knowledge on housing finance administration, the City can act as a conduit for additional funding opportunities.



1 - Maximize and leverage regional partnerships to improve housing affordability.

- ✓ Partner with the Pikes Peak Housing Network (PPHN) and other regional stakeholders to establish attainable housing goals.
 - Review team selected, defined scope of work for regional housing needs assessment (HNA) and participated in PPHN strategic planning day to establish lanes for PPHN and City.
- ✓ Support nonprofit efforts to expand housing opportunities for individuals and families experiencing homelessness in our community.
 - Assisted Homeward Pikes Peak with application to Colorado Housing and Finance Authority for award and received award for The Commons.
- ✓ Advocate for construction defect legislation reform by joining forces with legislators, advocates, and cities from across the state.
 - Advocated for construction defect legislation reform by joining forces with legislators, advocates, and cities from across the state. Although the bipartisan bill received overwhelming support in the Colorado Senate, it did not pass the House of Representatives in 2024.
- ✓ Engage with for-profit and nonprofit developers to maximize access to Proposition 123 funds.
 - Supported 15 developers in applying for Proposition 123 funds.
 - Community secured two awards: \$750,000 in pre-development funding for Trellis Partners and \$470,000 in land banking for WeFortify.

HOUSING SOLUTIONS

2 - Pursue innovative housing solutions.



Showcase innovative building technologies, such as 3D printing or panelized construction.

- Procured architect and obtained schematic design and pricing for a single family home and accessory dwelling unit (ADU).



Adopt program guidelines to encourage and incentivize the development of ADUs.

- Held public meetings and hearings, gathered stakeholder feedback, conducted surveys, and revised the ADU ordinance to align with HB-24-1152.
- Reviewed other examples of municipal ADU resources.
- Conducted regular reporting for Department of Local Affairs (DOLA) compliance.
- Shared progress with Community Development Advisory Committee (CDAC) and City Planning Commission (CPC).

3 - Stimulate the removal of barriers for affordable and attainable housing development.



Partner with City Council to expand incentives and rebates to include missing-middle housing and single-family homeownership, targeting households up to 120% area median income (AMI).

- Applied for funding through Congressionally Directed Spending to expand rebate program to homeownership opportunities.
- Explored potential funding sources to expand rebate program and other incentives.



Explore incentive-based programs to include entry level and workforce housing in mixed income developments and newly annexed land.

- Hired Logan Simpson and Tischler Bice to complete the AnnexCOS plan. This plan will guide future annexations and land uses, including those related to new housing.
- Conducted stakeholder meetings including utility districts, schools, the County, and property owners, and met with internal working groups to guide draft policy recommendations.

ECONOMIC VITALITY

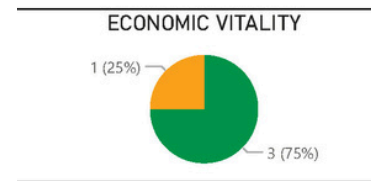
Creating an environment where economic vitality is generated through a diverse business ecosystem, entrepreneurial activity, cultural and recreational amenities, tourism and events, quality education, community engagement, and fierce resident pride.

Objective

Support the growth of new and existing businesses by fostering a business-friendly environment, attracting and retaining talent to support businesses, and promoting quality of life through Olympic City USA branding and the region's premier outdoor recreation.

2024 Initiatives

Three of the **four** established initiatives were completed. **One** remains in progress *and efforts continue in 2025.*



The city's vibrant economy continues to see improved quality of life for residents, job creation and GDP growth. Small businesses, however, continue to see challenges in supply chain, overhead costs, and workforce. Additionally, industry talent needs are continuously evolving, which requires constant support to ensure students are ready for the jobs of tomorrow. The City is committed to continued economic growth, thriving small businesses, and closing the gap between talent and industry.

1 - Bolster collaboration and resources to ensure a premier business friendly environment that supports new and existing businesses in Colorado Springs.

-  Establish virtual "Business Navigator" program.
 - Identified FAQs, knowledge gaps, and common issues from the business community.
 - Secured participation from community resource partners, designed digital content, created a marketing plan with community partners, and launched and promoted the Business Navigator program to provide information resources to businesses.
-  Spotlight industry innovation ecosystems and opportunities.
 - Included City messaging in industry ecosystems and opportunities.
 - Encouraged partners to highlight industry innovation ecosystems and opportunities.
 - Updated the economic development website and brought on more team members.
-  Broaden knowledge of licensing and sales tax processes to businesses through online tools and help-desk support.
 - Created a commercial on industry innovation ecosystems and opportunities. Added more team members and made more updates to the economic development website.
-  Increase number of business walks and visits to continue business education of City resources.
 - Onboarded new team members, secured community support for business walks, and developed business walk priority plan for crisis, construction, and new businesses.
-  Review and/or update business licensing, land use, and enforcement processes.
 - Updated City licensing, land use, and enforcement processes.

ECONOMIC VITALITY

2- Advance future workforce needs with education, workforce partners, employers and military.



Build school district K-12 partnership to emphasize “workforce for tomorrow” jobs and training focused on key sectors in the Pikes Peak Region.

- Hired and onboarded City Workforce Administrator and identified relevant state bills to support partnerships.



Promote veteran programs as business recruitment tool.

- Updated defense community overview and included updates in all city and Mayor talking points.
- Added verbiage to letter prospects and launched military welcome program.



Support cybersecurity and space education to become a direct feeder to higher education and industry.

- Presentations made to multiple middle and high school classes.
- Actively built relationships with and learned from area principals and Career and Technical Education leaders.
- The City's Workforce Administrator is serving on the Cyber Leaders Roundtable.



Partner with trade industries to promote career opportunities.

- Connected with Careers in Construction to promote construction careers to students and adult job seekers.
- Established relationships with local manufacturing companies to help connect them with local job seekers.

3- Celebrate the economic diversity of Colorado Springs by reimagining the Olympic City USA brand as a quality of life and talent attraction tool.



Partner with the Chamber & EDC “Find Your COS” program.

- Promoted Find Your COS on social media, through higher education, and through industry clusters programs.



Activate the Olympic City USA brand by connecting the city's diverse economy through shared values.

- Activated the Olympic City USA brand through connection to Colorado Springs' diverse economy.
- Developed strategic communication plan, campaign messages, spokespeople, campaign resources, and marketing content.

4 - Partner to promote our quality of life and outdoor recreation for talent attraction and retention.



Partner to promote our quality of life and outdoor recreation for talent attraction and retention.

- Identified partners to promote quality of life and outdoor recreation for talent attraction and retention.
- Secured funding to refresh economic benefits studies and secured national recognition for quality of life.

COMMUNITY ACTIVATION

Democracy is best served when residents engage in the decisions that affect their neighborhoods.

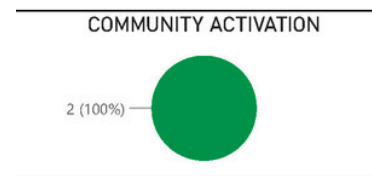
Objective

Enhance the City's work through community partnerships and engagement with a focus on mental health.

2024 Initiatives

Two of the **two** established initiatives were completed.

Significant progress was made and, yet, actionable opportunities remain across several initiatives that will roll into 2025.



1- Advance the City's mental health initiative.



- Establish collaborative partnerships and plans that increase access to mental health resources.
- Formed team and created a working partnership with Lyda Hill Institute.
 - Incorporated Colorado Mental Health Consortium's legislative review with Mayor's briefing.



- Establish a regionwide mental health campaign to raise awareness about current mental health providers and resources.
- Launched Pikes Peak Rising, a collaborative mental health Initiative with 40 local partners. Worked with El Paso County Public Health to launch Pikes Peak Rising 360, a first-in-the state pilot web portal that gives residents a free first step to navigate the often-confusing world of accessing mental health help.



- Collaborate with local and national mental health organizations to promote and provide workshops, programs, and tools for mental health.
- Held several industry-focused summits, such as Workplace Wellness and Military Installation Summits, to create new partnerships around mental health work and bolster resilience.
 - Created a Mental Health Legislative process to help review legislation affecting mental health.



- Promote ways residents can volunteer throughout the community as a key strategy in mental health wellness and community connectedness.
- Established a dedicated volunteer page on the City's website.



- Implement the '1,000 Neighborhood Parties' Initiative to overcome isolation by connecting neighbors through neighborhood gatherings.
- Launched the "1000 Neighborhood Gatherings" Initiative, resulting in 900+ gatherings held in 100% of Colorado Springs neighborhoods. It is estimated that more than 55,000 people attended a gathering throughout the campaign and more than 10,000 new connections were made between hosts and their neighbors, with 96% of hosts feeling more connected to their neighborhood after hosting a gathering and 95% saying their gathering had a positive impact on their neighborhood.

COMMUNITY ACTIVATION

2 - Leverage and implement technology to engage residents and improve quality of life.



Reboot the City's "smart city" program.

- The Smart City Committee was realigned under the Innovations and Technology department, with members from multiple departments.
- It is leveraging data, technology, and automation to address critical community needs and enhance quality of life.
- Collaboration continues with the Colorado Smart Cities Alliance, including participation in the Connected Colorado Challenge to find and test innovative solutions for our community.



Expand digital engagement tools to connect, share information, and access services across the community.

- Launched AskCOS, a new AI-powered chatbot that makes navigating ColoradoSprings.gov easier than ever.
- Added and enhanced tools for communicating with residents, including a nonemergency texting platform, a consolidated newsletter system, and a new community survey platform.
- Identified a new provider for the City's GoCOS app that will provide an enhanced customer experience.