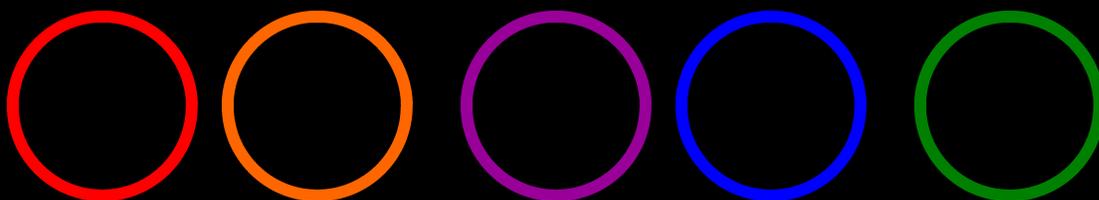


The Evans Story



A Strategic
Economic
Development Plan
for the
City of Evans

Excite People about Evans!

Value and Invest in Our
Regional Assets

Align with Our Customers

Nurture Our Business
Opportunities

Strengthen Our Strengths





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**As a regional leader, Evans is poised to build on our reputation of dedicated business service and quick response—we know our businesses value our working relationships.
Mayor Lyle Achziger**

Riverside Park in the Winter

Letter from the Mayor

To All of Our Residents, Business Owners and Customers,

For the past several months, your Evans City Council and City Staff have been working diligently on a visioning process that will help guide the growth and prosperity of the City of Evans for many years to come. This vision will take into consideration not only our City specifically, but will address how we will be a part of the region of which we are such a vital part. In order to best inform all of you, we present the beginning of "The Evans Story."

Within our current economic challenges, those of us charged with managing your city are discovering extraordinary opportunities. Capitalizing on those opportunities requires planning and coordination through regional collaboration, strategic investment of time and resources, and a city government characterized by innovation, speed, agility, trust and commitment. Paramount to everything is communication, both within the government and with you, the people that this government serves. Your City Council and City Staff have made the commitment. We are the City of Evans and we are here; right now, today and we are the organization that can realize the opportunities afforded us all. If you've been looking to relocate your business, buy a home, expand your services or encourage your friends and family to move, Evans is the place to do it and this is our story.

No one among us is as effective alone as all of us are working together. Similarly, no one agency working alone can realize what we all can do working together. We will take responsibility for helping to accelerate, foster, and support the teamwork and collaborations that are absolutely necessary to achieve success. Even in the midst of a challenging national economic downturn, the volume and pace of our economic development projects and transactions are unprecedented; so is the rate and volume of our successes. We also understand that our daily work must be done in the context of a larger strategic framework that ensures we are focusing and targeting our scarce resources in a way that changes the path of our future; we must be both effective and efficient.

Our plan will have a focus that is simple and concise with small steps that lead to bigger ones; telling the story of Evans, capitalizing on our strengths, leveraging our regional resources and meeting the needs of you, our customers. In a sense, our plan *is* The Evans Story and will be told years from now to our children and our grandchildren. The Evans Story, our plan, is a living document that will require constant attention and adjusting as necessary to adapt to your changing needs.

For more information, please visit: www.cityofevans.org/ or contact Sheryl Trent, Community and Economic Development Manager at (970) 475-1112 or strent@ci.evans.co.us.

We welcome your feedback and input. We look forward to working with you as, together, we develop The Evans Story.

Sincerely,

Lyle Achziger, Mayor
City of Evans





Acknowledgements

Our thanks to the following:

City of Evans City Council

Lyle Achziger, Mayor
Fred Burmont, Mayor Pro Tem
Laura Brown
John Morris
Tom Hamblen
David Carrier
Debbie Lambert

City of Evans Staff

Aden Hogan, City Manager
Earl Smith, Public Works/Planning
Andy McRoberts, Parks/ Recreation
Jessica Gonifas, Finance
Warren Jones, Fire Chief
Rick Brandt, Police Chief
Julie Roederer, Human Resources
Judith Eaton, Management Intern
Sheryl Trent, Community/Economic Development

City of Evans Mission, Vision and Values



Our **mission** is to provide positive and progressive leadership that promotes smart growth, economic prosperity and cultural diversity while preserving core and family values and a high quality of life that preserves our small town atmosphere.

The Story Begins with the End: Results

Why are we focused on economic development? The answers are simple:

We want more for our citizens. More opportunities, more amenities, better jobs, safer roadways, better schools—we want to improve the way you live your lives every single day.

Our outcomes for the City of Evans Economic Strategy - **The Evans Story**—are to improve the quality of life for our residents, increase the available revenues within the City, and invest in the future of our economy.

What does that mean for you? It means that you will have better service. Your experiences with the City such as paying a water bill or playing softball in your parks or driving down the road—they will all improve. Your business will increase its profits, your home will grow in value, and your kids will be healthy and safe.

If you need help from the City, no matter what it is, that help will be responsive and customized to your needs. For example, if you call us asking about how to build a fence, we'll call you back with information, suggestions and thoughts that you can understand and use. If your business is looking to expand and build an addition, our staff will come and visit with you, at your convenience to answer your questions and get you started.

In order to accomplish those objectives,

we will undertake the following activities:

- * helping businesses with expansion, site selection and development;
- * creating capital investment opportunities;
- * attracting new opportunities through infrastructure; and
- * enhancing the foundations of education, transportation and workforce.



Evans will focus on the following five areas to accomplish our outcomes:

1. **Marketing – telling the world the benefits of living, visiting, and investing in Evans;**
2. **Collaborating – building and supporting functioning regional partnerships that provide economic advantage;**
3. **Deal-making – getting the daily business retention, expansion, and attraction work done at the speed of business;**

The Story Begins with the End: Results

4. Innovating – assessing and revamping our services and policies to meet the changing needs of the economy; and

5. Investing – making investments in our staff, partners, and physical assets. Both our systems and our attitudes need constant attention.

There is hard work to be done, there are difficult challenges to face, and huge possibilities for return on all of our investments. The future is here, and Evans is ready!



Old Chapters and New

We are focused on expanding the best of whom we are and the best of who we will become. Our history will become a part of this plan as surely as our future will influence us. We must believe in ourselves and our potential, and believe in our vision and our dreams.

We Are Evans! The second largest city in Weld County - the fastest growing Metropolitan Statistic Area in the United States.

We Are Evans! Strategically located between US 85 and US 34, immediate rail access, within scant miles of I 25, and a short drive to Denver International Airport.

We Are Evans! Home to over 300 acres of park land (including a dog park), host to the annual EvansFest, and lots of sunshine.

We Are Evans! Customer service at the speed of business, with a professional staff and City Council.



We Are Evans! A growing sales tax base, current and future development plans underway, new student housing...our economy is growing.

We Are Evans! Known statewide for our friendly and fast development review services, our staff is eager to help new businesses locate and grow in Evans.



Foundations

Our history, our location, our past successes and our key guiding principles give us the foundation to build to the future. **Who are we?**

- We are transparent.
- We believe in conducting business with an open door.
- We believe in sharing information (good or bad) with the people who depend on that information to make decisions that affect their lives and the lives of their families, friends, and employees.

Old Chapters and New

- We DO NOT believe in doing things the way they have always been done.



Future

That's why Evans is the place to be. That's why Evans is emerging as a regional leader in the state of Colorado in areas like partnering, collaborating, and crafting regional agreements across governments. We're the City that's going to make northern Colorado THE place to be, and Evans is the THE City in which to be.

Come explore our story with us!

Guiding Principles

Our guiding principles of the plan allow us to not only focus on the right things, but to focus on doing the right things in the right way. They'll require us to evaluate our effectiveness and change to meet the changing needs of the economy and our customers.

Here's our key question: **who are our customers?** The answer is not easy to see....but we believe our customers are the people who depend on us to provide their quality of life—the people who live, work and play in the City of Evans.

The principles that we will follow are to:

- ◆ Be the creator and innovator with new, more effective solutions, instead of simply reacting to events.
- ◆ Work in collaboration with public, nonprofit, and private sector parties locally, regionally and state wide.
- ◆ Invest in what will make a difference.
- ◆ Focus on the long term benefits and solutions, instead of the quick fix.
- ◆ Create a culture where each staff member is an advocate for our customers, has personal accountability, and advocates full transparency.
- ◆ Use 360 degree feedback and a check and balance system to monitor our results.

We realize that there are several critical success factors that will allow us to achieve our dreams and complete our actions. Our goals will focus on those success factors and weave them into the fabric of our every day activities as a City. We think these success factors drive the goals and actions that we take now and in the future, and we make the commitment to execute, follow through and evaluate our actions to make sure we're doing the job.



Factors for Success



We recognize the following critical success factors:

- A culture of innovation and service.
- A pro-investment business climate.
- A focus on leveraging key growth opportunities based on current and future assets.
- Enhanced connectivity – face to face communications and technologies.
- Strategic leadership development throughout the region.
- Creating a sense of place (promoting and investing in quality of life and community amenities).
- Foresight and constant attention to the changing needs of our customers and the environment around us.

1

Excite People About Evans!

2

Value and Invest in Our
Regional Assets

3

Align with Our Customers

4

Nurture Our Business
Opportunities

5

Strengthen Our Strengths

Goals at a Glance

GOAL	ACTION	STRATEGIES
Excite People About Evans!	Share the Evans Story through a wide range of tools and tactics to engage citizens and business owners.	<ul style="list-style-type: none"> ◆ Create marketing tools ◆ Engage in personalized promotion ◆ Develop consistent and accurate strategic information
Value and Invest In Our Regional Assets	Enhance cooperation and communication among all our partners, working collaboratively.	<ul style="list-style-type: none"> ◆ Collaborate on agreements designed to improve the region ◆ Support teams that focus on regional growth ◆ Utilize our untapped resources
Align with Our Customers	Initiate a positive and rewarding experience for our customers by building on our customer service focused organization.	<ul style="list-style-type: none"> ◆ Implement a business sense daily ◆ Operate at the speed of business ◆ Consistently improve our services
Nurture Our Business Opportunities	Invigorate our commercial, industrial and historical areas to sustain the economy for years to come.	<ul style="list-style-type: none"> ◆ Apply tools to revitalize the City ◆ Enhance and expand retail services ◆ Update the Comprehensive Plan
Strengthen Our Strengths	Capitalize on our existing and future assets by inventorying, valuing and strategically investing.	<ul style="list-style-type: none"> ◆ List what we have ◆ Allocate long range funding ◆ Conduct top to bottom reviews of codes and regulations

Goals and Action Strategies

Excite People About Evans!

Share **The Evans Story** through a wide range of tools and tactics to engage citizens and business owners. We want to convey our mission and our values to encourage building and locating new opportunities in the City.

Action Strategies

Creating marketing tools - Strengthen Evans' overall image by supporting consistent branding and marketing initiatives that tell the Evans Story. That would include the website and our Community Profile.

Community Profile: Complete and update the Community Profile and ensure posting on appropriate websites such as Upstate Colorado and OEDIT. Share that information with other websites such as Weld County School District 6 and Wikipedia.

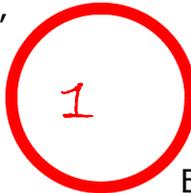


Website: Support development of a city-wide, user-friendly, Web-based, economic development information system which would provide current strategic information to Evans existing and potential businesses. This website would encourage and support informed city and regional economic strategy and policy development. It would include land data bases that could be in conjunction with local real estate

owners and brokers to develop a locator service for developable land.

Staff: Ensure staff are well informed, enthusiastic and good salespeople for the City of Evans.

Strategic Plan: Implement the strategic plan as a marketing tool, using regular updates and handouts to further share the information.



Engaging in personalized promotion - Position Evans as an ideal location for capital investment in the minds of company executives and site selection consultants. Evans will be represented at conferences, trade shows, and retail shows and will host on site visits and tours as needed.

Face to Face Marketing: Attend international (ICSC) as well as national (IEDC) and state wide (CCRA) conferences that will promote Evans to a wide range of businesses. Make personal contact via letter, email, phone and visits to targeted businesses and industries; including brokers, tenants and developers.

Marketing Materials: Based on a consistent message, develop targeted marketing materials for specialized retail and industrial clients.

Outreach to existing partners: Regularly attend meetings of various local development organizations including the Chamber, HBA, AGC, Upstate, and NCEDC as well as other public and non profit agencies.

Offer expertise to regional partners: Position the City of Evans as an expert in the area of economic development, increasing our visibility and word of mouth reputa-

Goals and Action Strategies

tion.

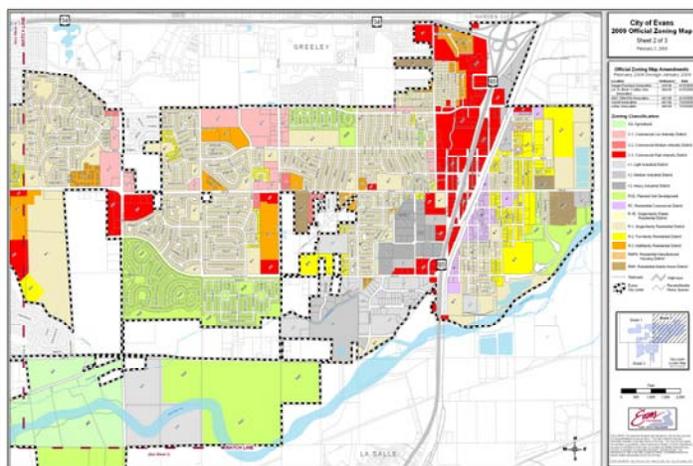
Developing consistent and accurate strategic information – research, create and publicize a wide range of information that is focused on implementing the strategic plan.

Work toward the development and implementation of a five year strategic economic plan that ties in with the Comprehensive Plan.

Continuously update the economic profile for the City of Evans with specific data of interest to a wide range of commercial and retail clients, as well as manufacturing and industrial clients. Ensure the information is consistent across data bases.

Complete and publicize the Vision of the City of Evans.

Provide updated information and analysis about demographics including wage, households, spending, education, and age.



Goals and Action Strategies

Value and Invest in our Regional Assets

Enhance cooperation and communication with our partners

We want to enhance cooperation and communication because increased collaboration among all of our partners will help us achieve the goals and strategies set forth in our plan. Working collaboratively will support decision-making, improve our efficiencies, decrease redundancies and impediments, and increase accountability at all levels.

Action Strategies

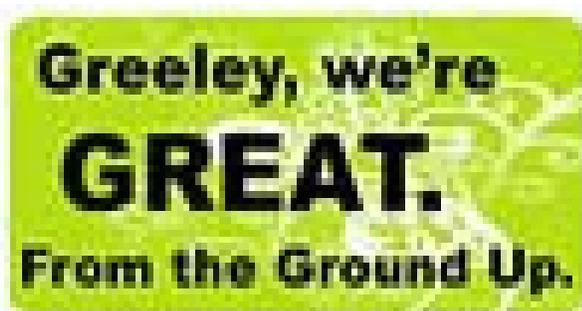
Creating specific agreements designed to collaborate – Adopting Inter-Governmental Agreements with other regional governments regarding revenue and cost sharing.



**EVANS AREA
CHAMBER OF COMMERCE**

Established 1984

Bridge organizational and political boundaries by creating opportunities that will not only benefit the region, but also individual



entities.

Collaborate with AIMS, UNC, FRCC, CSU, CU, District 6 and others such as the Workforce Development Board to link the education of our workforce with the employment needs in the region.

Discuss a long range plan for cooperation and collaboration that may involve imple-



menting new state wide statutes.

Staffing and supporting regional efforts - Regions with open networks of collaboration will be more competitive, learn faster, spot opportunities more quickly and align resources faster. In turn, their regional economies will grow faster.



Lead a Regional Economic Development Team.

Continue to serve as a regional educational leader through our seminars and workshops on a wide range of issues.

Offer assistance to smaller communities in the area to help with economic development efforts not in direct competition with the City of Evans.

Goals and Action Strategies

Utilizing our untapped regional resources to encourage economic development – Enhancing regional use of natural resources and regional needs that may lead to more jobs, investment opportunities, tourism and destination oriented travel.

Continue to work with the local school district to support Evans high quality public education system, and provide shared facilities

that
serve
both
commu-
nity
members
and
students.



Greeley-Evans
WELD COUNTY SCHOOL DISTRICT 6



Work with regional partners on shared facilities. Examples might include libraries, museums, sports and recreational facilities, and theaters.

Focus on our workforce as a regional as-

Department of Local Affairs

Strengthening Colorado Communities



set, recognizing our large student population and other demographic data to help us in that effort.

Office of Economic Development
and International Trade



Goals and Action Strategies

Align with Our Customers

Initiate a positive and rewarding experience for our customers

Initiate a positive and rewarding experience for our customers by building on our customer service focused organization.

Action Strategies

Implementing a business sense in our activities - Businesses looking to make investments have multiple choices and require fast answers and customized solutions that cannot wait for the results of a strategic planning process.

Promote a culture of business support among our staff. City employees should be well-informed and eager to assist firms with their con-



parent and timely based on the needs of the business, not the needs of the City. Staff should “walk a mile” in the shoes of the client.

Improving our customer responsive organization to operate at the speed of business with clear accountability and responsibility— By streamlining our process and information sharing, we will improve our customers ability to make decisions and commit to projects.

Train all of our staff to serve as “salespeople” for the City of Evans, taking the initiative and responsibility to address needs and solve issues as they arise.

Identify opportunities to streamline the City’s permitting process to make it efficient and user friendly.

Implement simple procedures to ensure accountability and responsibility in the decision making process, so the client has a “one stop” experience with a staff member



cerns and needs, particularly staff that interface with the public for licenses, permits, planning, and other business services.

Recognize that regulations often serve as guidelines and common sense and good judgment will provide a business oriented environment.

Ensure that our review process is trans-



Goals and Action Strategies

“assigned” to their project.

Evaluating our performance – Consistently reviewing and improving performance based on customer feedback and staff suggestions will ensure we are responding to the changing needs of the economic situations.

Hold immediate reviews of customer service performance at all levels as a continuous process.

Regularly outreach to clients for feedback on our process and customer service.

Develop performance measures from the



client’s perspective that are reviewed quarterly, with annual reports.

Goals and Action Strategies

Nurture Our Business Opportunities

Invigorate our commercial, industrial, and historical areas

We need a balanced and diversified economy within Evans that will sustain us for generations to come.

Action Strategies

Implement Tools to Revitalize the City – The many tools available to assist in the creation of opportunities are boundless. We will evaluate the best way to utilize those tools to encourage development ready sites and aesthetic improvements in the major entryways into the City.

Gain assistance from professionals to become educated regarding the tools available to the City of Evans.

4



players. (e.g., through special meetings with City staff, an annual summit, or both). The Chamber of Commerce, Upstate Colorado and other business leaders should play an active role in this process.

Continue to work with the existing network of business services in Evans and the region. Each of these groups should cross-market their respective training programs.

Conduct a survey of small businesses in Evans to understand their needs and how the City can support their growth.

Complete and distribute an Evans Business Resource Guide, containing information on educational and training programs, financing resources, and local government contacts for new and existing firms.

Department of Local Affairs
Strengthening Colorado Communities



Determine which tools are most appropriate for Evans – some tools may be used only in certain areas of the City.

Develop a success plan to implement those tools and evaluate their benefit to economic development.

Improve and Expand Evans's Retail and Industrial Services - Working with partners such as the Upstate Colorado and the Evans Area Chamber of Commerce, we will assist existing businesses in the expansion of their retail services, and encourage new retail to locate in Evans through a combination of marketing and incentives.

Establish ongoing communication with existing businesses, particularly larger em-

Goals and Action Strategies

Updating our Comprehensive Plan – a useful and used Comprehensive Plan with specifically designed neighborhood and area plans can focus on the unique attributes of various areas throughout the City. Not only do we want to encourage business development but also respect unique neighborhood development and cultural value.

Focus on creating a social center in Evans that is pedestrian oriented with smaller local shops and areas for residents to gather with friends and family.

Encourage the unique aspects of areas of the community through zoning overlays, less restrictive regulations, and matching fund programs.

Ensure the growth of Evans is well planned with commercial, retail, industrial and residential in the most appropriate locations.



Goals and Action Strategies

Strengthen our Strengths

Capitalize on our existing and future assets

Target resources to industries identified as best suited to our core strengths, building from our existing businesses. It's time we plan for our future by inventorying, valuing, and strategically investing in our assets.

Action Strategies

Inventory what we have – develop and expand our inventories of land, existing businesses, buildings, opportunities, railroad access, and entryways.



PROUD HERITAGE. POWERFUL FUTURE. BUILDING AMERICA.

Develop a long-term industrial/commercial land and facilities development plan to create capacity including:



Identifying and securing future industrial land for economic development purposes, forming a public private partnership to develop market ready sites and facilities, and a Certified Sites (shovel ready) program for all qualifying The City of Evans sites (link to state program).

Research and write a comprehensive list of all businesses in the City of Evans in order to understand their needs and how we can help them be successful.

Use GIS as a tool to track all types of information that would be useful to a new client: buildings, access points, fiber optic, and other information.

Allocate long range funding – within our Capital Improvement Plan and budget process, we will focus on creating economic development opportunities with infrastructure development, incentives, transportation services, and other tools.

Accelerate investment in key infrastructure and infrastructure-related industries and activities required for long-term economic growth across Evans.

Leverage that funding with partnerships, agreements and grants.

Based on evaluations and surveys, respond to the needs of local and potential businesses by investing in what matters most to them.

Conduct top-to-bottom review of Evans' codes and regulations - We will assess our economic development initiatives, incentives and guidelines. We will make our programs more responsive to business needs, more transparent to citizens, more cost effective to administer, and more competitive with other municipalities.

Review and assess our development incentive programs, keeping flexibility, the long range sustainability of the project, and the benefit to our citizens as the key factors for success.

Goals and Action Strategies

Implement an infill and redevelopment policy for the City to address not only currently vacant land sites, but also sites prime for redevelopment.

Continue to update the City's zoning regulations to encourage progressive and sustainable practices such as green initiatives and common sense improvements.

Reform the code and regulatory systems to accelerate investment.



Tactical Accomplishments

We Are Evans! The goals and action strategies listed above are some examples of where we will focus and improve our business service. However, we don't want to forget what we have done – and we've accomplished a lot! A few of the highlights in the last few years (and some soon to be completed) include:

The formation of the **Customer Service Unit** – an innovative and unique way to provide our businesses and citizens what they need when they need it.

Freedom Park – the newest park in Evans and the only dog park in the region!

The hiring of a staff member to **focus on Economic Development**.

The concept of a **Neighborhood Services Team** to assist existing residents.

Leadership and management courses offered by Evans staff to the region.

A City **budget** that's clear, easy to understand and focused on accountability.

A **Multi Family Crime Prevention Program** that focuses on the needs of our families and students.

Offering a **mail in ballot** for residents that saves everyone time and money—and increased voting to 22%!

Community involvement that is positive and supports growth and expansion. The Sam's Club was embraced by the citizens and staff alike.

A business focus on **tangible results** in areas such as code education and compliance, development review efficiency, building inspections and customer service.

New **financial software** that will streamline the process and allow not only more transparency, but more meaningful data and information.

Success Plan

Our implementation and execution will be guided by four basic concepts:

- ⇒ We have to conduct business in a way that meets the specific needs of our customers. Speed, agility, transparency, accountability, collaboration and common sense will be our hallmarks that will guide our customer service. Performance targets and measures will ensure that we keep our focus and meet our goals
- ⇒ Every City department is our partner in reaching our economic development goals.
- ⇒ Every resident, industry and business is our customer. We will actively reach out to engage existing and new businesses and employers to strengthen partnerships and develop new relationships.
- ⇒ We will remain flexible, remove unnecessary requirements, and be clear about expectations and outcomes



The implementation plan will require

- Coordinating the actions of city departments to ensure that all economic development activities are consistent with the goals and objectives

of **The Evans Story**;

- Communicating openly and regularly with all facets of our staff and our partners;
- Working to identify and secure the resources necessary to support the plan's initiatives;
- Monitoring the implementation process by setting milestones, using indicators, debriefing regularly and reporting performance;
- Adjusting and/or developing new economic development initiatives that will meet needs not adequately addressed by the current plan; and
- Engaging local leaders to keep moving forward and provide a real world perspective on how the plan is working.

Measures at a Glance

		Lead Measures
Grow Our Income, Jobs and Revenue		
	Per Capita Income Growth Rate	3%
	Base Sales Tax Revenue Growth Rate	2%
	Job Growth Rate	1.5%
Excite People About Evans!	Increase in residential growth	3% over 2008
	Announcements of private investment projects	2 rank in region
	Perception of Evans among target market	8.0 out of 10
Value and Invest In Our Regional Assets	Sign agreements with regional governments	100%
	Invest in our existing staff to build their skills	All staff trained
	Development ready sites supported by public investments	100 acres
Align with Our Customers	Complete the Balanced Scorecard project for internal and external use	2009
	Conduct survey, improve results annually	8.0 out of 10
	Speed of our response times	
Nurture Our Business Opportunities	Adopt and implement an economic development tool for redevelopment	2009
	Attract major retailer within the next 3 years	One
Strengthen Our Strengths	Adopt budgets that reflect the strategies	2010 and future
	Conduct quarterly reviews of our business processes	Continuous improvement

Happy Ending

We strongly feel that our Story will have a happy ending—but the Story never really ends at all. As we implement our Story through our actions, watch for the budget and how we allocate resources such as staff and funding to projects that will raise your standard of living. One of our next major financial projects will be a long range Capital Improvement Plan that will address needs such as roads, water, sewer, parks and other major improvements to the community.

As a part of our ongoing effort, partnerships will be critically important. From the national level to our next door neighbors, working cooperatively on projects will always give us the best results for the lowest cost to you, our citizens.

We hope you enjoyed reading our Story! If you have any questions or comments, please see our web site at www.cityofevans.org or call any one of us at any time. The City Council can be reached at (970) 475-1170 or if you would like to speak with any of our staff members please do so at your convenience.

Thank you for your time and help as we move forward and continue to prove that Evans is the best place to live and work.

Implementation and Measurement

Excite People About Evans!

Strategy	Leadership	Measurements	Report Card
<p>SHORT TERM</p> <p>Adopt The Evans Story</p> <p>Approve the Community Profile</p> <p>Design targeted marketing materials for specific clients</p> <p>Improve website</p> <p>Meet with all local business owners</p> <p>Create Welcome Packet for residents and businesses</p>	<p>City Council, Staff</p> <p>Staff</p> <p>Staff (budget)</p> <p>Staff, Chamber</p> <p>Staff, Chamber</p>	<p>Perception of Evans in target markets</p> <p>Completed by April 27</p> <p>Design process by July 1</p> <p>By end of May</p>	<p>8.5 out of 10</p> <p>Completion</p> <p>Design complete</p>
<p>LONG TERM</p> <p>Redesign Website</p> <p>Attract high quality residential growth</p> <p>Attract targeted retail, commercial and industrial growth</p> <p>Conduct a survey of local businesses</p> <p>Conduct a survey of recent developments</p>	<p>Staff (budget)</p> <p>Strike Team, Up-state, OEDIT</p> <p>Staff, Chamber</p> <p>Staff</p>	<p>July, 2010</p> <p>Increase in growth</p> <p>Announcements of intent</p> <p>Begin survey by October</p> <p>Complete by October</p>	<p>Complete</p> <p>3% year over year</p> <p>1 industrial, 2 commercial/retail businesses announce</p> <p>Survey started</p> <p>Survey completed</p>
<p>ONGOING</p> <p>Maintain website</p> <p>Outreach marketing by mail, phone and personal visits</p> <p>Review all materials and website contents for accuracy</p>	<p>Staff</p> <p>Staff, Strike Team</p> <p>Staff</p>	<p>Updated weekly</p> <p>Number of contacts in each area, attendance at meetings</p> <p>Partner websites have the most current information</p>	

Implementation and Measurement

Excite People About Evans!

Specific Action Steps

- Attend ICSC in May
- Contract with graphic designer to produce visual brand that we can use on handouts, mailing material, posters, and the website
- Make specific contact calls to local and area developers and real estate agents
- Attend meetings of Weld County Builders Association, Upstate Colorado, AIMS, UNCC, CSU, NCEDC, Chamber and others to spread the word about Evans
- Conduct a specific press release campaign via website, radio, newspapers and when possible television
- Research for web sites and informational content about Evans, update and change as appropriate with each website
- Work on a marketing plan for Evans with the communications committee
- Implement a plan to meet with all the local business owners using the Business License information
- Use OEDIT resources to assist with surveying local businesses, involve Chamber, staff and City Council with personal interviews
- Make sure all our materials reflect The Evans Story –who we are and why we are the place to do business.
- Meet with every staff member to tell The Evans Story and encourage them to be storytellers.
- Take The Evans Story on the road—Rotary meetings, regional meetings, Weld County—anywhere we can meet with people and share our Story.

Implementation and Measurement

Value and Invest in Our Regional Assets

Strategy	Leadership	Measurements	Report Card
<p>SHORT TERM</p> <p>Sign agreements with regional area partners</p> <p>Invest in staff to build and create skills</p> <p>Create a Strike Team</p> <p>Create development ready sites supported by public investment</p>	<p>City Council, Staff, partners</p> <p>Staff Council</p> <p>Staff (budget)</p>	<p>Agreements with Weld County, Greeley, LaSalle and Milliken</p> <p>Training of staff</p> <p>Strike Team formed</p> <p>Focus on 3-5 areas</p>	<p>100%</p> <p>100%</p> <p>Formation</p> <p>Select areas, being planning</p>
<p>LONG TERM</p> <p>Enhance agreements with focus on regional decision making for shared revenues and land use decisions</p> <p>Create a land bank</p> <p>Budget for infrastructure that will enhance development</p>	<p>City Council, staff</p> <p>City Council, staff</p> <p>City Council, staff</p>	<p>Regional sales tax revenue sharing, annexation agreements</p> <p>Purchase land to develop</p> <p>Adopt long range CIP for infrastructure</p>	<p>Complete agreement with Greeley</p> <p>50 acres</p> <p>2010</p>
<p>ONGOING</p> <p>Work with local realtors and developers to assist in land development</p> <p>Continue to hire staff that meet our key guiding principles</p> <p>Build relationships with partners on a personal level</p> <p>Continue long term budgeting policies</p>	<p>Staff</p> <p>Staff</p> <p>Staff and Council</p> <p>Council and staff</p>	<p>Meeting to enhance knowledge base</p> <p>Quality of staff</p> <p>Continue to meet and discuss issues</p> <p>Adoption of long range plans</p>	

Implementation and Measurement

Value and Invest in Our Regional Assets

Specific Action Steps

- Finish agreement with Weld County by June
- Send Greeley proposed annexations to clean up boundaries by June
- Bring LaSalle IGA to City Council for adoption by July
- Bring proposed annexation procedures and policies to City Council by October
- Design and specify Strike Team members for various projects (response to incoming requests, Upstate requests, outgoing contacts, site visits, conferences)
- Continue discussion with Greeley about regional cooperation focusing on revenue sharing, infrastructure projects, entryway design, and incubators
- Focus on Greeley Mall as a strong opportunity to partner proactively with Greeley
- Create a list of critical land and bring the City Council a land banking policy and budget for 2010
- Finish landscaping and signage plan with construction documents for Highway 85, begin landscaping in fall and finish project in 2010
- Lead the regional coalition regarding Highway 85
- Work with Greeley and CDOT for partnerships on Highway 34
- Develop regional referral sources with private partners such as banks, AIMS, UNC and others
- Ensure our marketing materials clearly list regional resources for citizens and businesses interested in economic development

Implementation and Measurement

Align with Our Customers

Strategy	Leadership	Measurements	Report Card
<p>SHORT TERM</p> <p>Complete the Council Information System</p> <p>Conduct a customer survey</p> <p>Change established practices and fees to encourage investment in Evans</p>	<p>Staff</p> <p>Staff</p> <p>Council and staff</p>	<p>Implementation of information system</p> <p>10% response</p> <p>Consideration of building permit fees</p>	<p>100%</p> <p>85% satisfaction</p> <p>Business friendly change</p>
<p>LONG TERM</p> <p>Expand our communication system</p> <p>Enhance performance measures</p> <p>Adopt a financial model for decision making</p> <p>Implement a 360 degree evaluation process for our business functions</p>	<p>City Council, staff</p> <p>Staff</p> <p>Council and staff</p> <p>Staff</p>	<p>Number of residents reached</p> <p>Adoption of specifics</p> <p>Adoption of financial model</p> <p>Design and implement feedback system</p>	<p>Improve by 50%</p> <p>Adoption</p> <p>Implementation</p> <p>85% improvement</p>
<p>ONGOING</p> <p>Solicit feedback and act on that feedback</p> <p>Continue our involvement in and support of the Chamber, Upstate, ICSC, IEDC and other business organizations</p>	<p>Staff</p> <p>Staff</p>	<p>Daily feedback available</p> <p>Ongoing budgeting</p>	

Implementation and Measurement

Align with Our Customers

Specific Action Steps

- Contract with a professional survey consultant to design and administer a citizens survey
- Contract with a web design firm to update and enhance our web site to be customer focused
- Conduct a business process mapping plan to identify our business processes and areas for improvement
- Once the mapping plan is completed, use that plan to design a 360 degree feedback system for staff, Council, citizens, business owners and other customers to tell us how we are doing business
- Attend meetings and continue to financially support local economic development organizations
- Look at land use and zoning options
- Create an infill and redevelopment program to encourage development in vacant commercial and retail lots
- Create an incentive program with building permit fees to encourage development in vacant residential lots
- Train staff by role playing for various business customers
- Consider a “secret shopper” program to evaluate our business alignment and functions

Implementation and Measurement

Nurture Our Business Opportunities

Strategy	Leadership	Measurements	Report Card
<p>SHORT TERM</p> <p>Adopt 3-4 areas for revitalization</p> <p>Implement necessary tools</p> <p>Work with existing businesses</p> <p>Develop a list of local businesses</p> <p>Develop a list of targeted retailers</p> <p>Complete an update of the goals and actions of the Comprehensive Plan</p>	<p>Staff Council</p> <p>Council</p> <p>Staff, Chamber</p> <p>Staff, Chamber</p> <p>Staff</p> <p>Staff</p>	<p>2 areas identified</p> <p>Tools and financing in place</p> <p>List completed</p> <p>List completed</p> <p>Update completed</p>	<p>May, 2009</p> <p>October, 2009</p> <p>End of 2009</p> <p>May, 2009</p> <p>End of 2009</p>
<p>LONG TERM</p> <p>Consider URA for 2010</p> <p>Develop a source of funding (bonds, fees, taxes) to support redevelopment</p> <p>Attract a major targeted retailer</p> <p>Create local programs to help local businesses (Shop Locally)</p>	<p>Council, staff</p> <p>Staff, Council</p> <p>Staff</p> <p>Staff</p>	<p>Citizen ballot measure</p> <p>List of approved tools adopted by Council</p> <p>Announcement of location</p> <p>Programs created or enhanced</p>	<p>November 2010</p> <p>January 2010</p> <p>2010—2011</p> <p>1st quarter 2010</p>
<p>ONGOING</p> <p>Ensure that all future plans relate to Comprehensive Plan</p> <p>Continue to respond to requests for help from local businesses</p>	<p>Staff</p> <p>Staff, Chamber</p>	<p>Plans reviewed, staff educated</p> <p>Ongoing</p>	

Implementation and Measurement

Nurture Our Business Opportunities

Specific Action Steps

- Review sales tax information to drill down on local businesses that are successful
- Interview those businesses to determine how they were successful and how we can help and partner to continue that trend
- Determine retail opportunities by category of sales tax
- Develop marketing materials for existing local businesses for handout and website that links them to critical resources
- Utilize specialty resources to assist the Town with formation of URA or other tools as necessary for redevelopment
- Research successful local programs for marketing local businesses, partner with Chamber to make recommendation to City Council
- Continue to work with Buxton to target specific retailers

Implementation and Measurement

Strengthen Our Strengths

Strategy	Leadership	Measurements	Report Card
SHORT TERM Create a land use inventory Create an infrastructure inventory Conduct an inventory of local businesses	Staff Staff Staff	Inventory created	End of 2009
Create a marketing list Budget to meet needs Review and enhance the Land Use Code	Staff Council, staff Staff	Marketing needs listed Include in 2010 budget Review ongoing i	End of 2009 Budgeted Changes to Council in 2009
LONG TERM Enhance local business vitality Adopt a long range CIP for economic development	Staff, Chamber Council, staff	Increase in base sales tax 2010 budget	3% Budgeted
ONGOING Conduct regular reviews of our codes	Staff	Reviews conducted for Planning Commission	

Implementation and Measurement

Strengthen Our Strengths

Specific Action Steps

- Create a development review process that is easily understood and easy to explain to staff and customers
- Create a web based access that will allow development in progress to see comments, track progress and allows feedback
- Place land use inventory on new website
- Enhance GIS capabilities to allow outside access by developed and interested parties
- Consider program to assist local businesses in designated areas improve their infrastructure and property
- Discuss value of a future land use map for development
- Develop or purchase updated demographic information regarding our market area, can be done regionally with Greeley and/or LaSalle
- Update the Land Use Code by section to ensure it reflects our values, culture and Story
- Determine a plan for primary employer attraction based on land use and financial models