

Town of Elizabeth, Colorado

2025 Strategic Planning Report

March 8, 2025





Strategic Planning Retreat Executive Report

TOWN OF ELIZABETH, COLORADO

“STRENGTHENING OUR ROOTS, SHAPING OUR FUTURE”

Facilitator: Todd Leopold | March 8, 2025



SUMMARY

The **Town of Elizabeth** engaged in a **Strategic Planning Board Retreat** on March 8, 2025 to provide an opportunity to reflect on past achievements, look to the community's future, and develop shared vision statements around key focus areas identified by the Board of Trustees. This included the prioritization of *Strategic Initiatives* that aligned with meeting those key focus areas over the next five years. Through collaborative discussions, prioritization exercises, and commitment statements, the retreat aimed to define actionable steps toward a cohesive and prosperous future for the Town and community at-large. The retreat's outcomes are to serve as a complimentary planning effort that coincides with other planning efforts undertaken by the Town.

INTRODUCTION

In March, the Town requested Civicate, LLC. to facilitate a Board of Trustee Strategic Planning retreat to serve as one of Town Board's guiding documents that identified initiatives to meet current and future community needs, while aligning with the Town's Operating and Capital Improvement Budgets, that subsequently drive daily operations and capital projects. This Strategic Plan identifies key focus areas of Board and specifies strategic initiatives within a 5-year time horizon. The Board used a five-year outlook to incorporate both short and longer term initiatives that will be reflected in the Town's ongoing financial planning processes.

This Plan was developed by the Board of Trustees using a strategic planning framework, in collaboration with the Town's executive leadership team, and should be reviewed on an annual basis as part of the Board of Trustees future strategic planning processes, with a focus on reaffirming existing strategic initiatives, identifying new initiatives and updating prior year results. Follow up retreats should provide a forum for in-depth discussion which will either confirm the current approach or modify existing plans based on current social, economic and financial conditions of the Town and surrounding region.

VISION STATEMENT

This document includes the Board of Trustee's Vision Statement that was developed based upon five priority focus areas identified by the Board;

- **Welcoming, Inclusive Community**
- **Building Community Support.**
- **Expanded Community Gathering Spots**
- **Supporting Commercial and Small business growth**
- **Enhanced Public Safety presence in the Community**

VISION STATEMENT

We envision being a welcoming, inclusive community fostering a small town feel where families come together to support one another. The Town values community safety and a flourishing, diverse commercial environment that is sustainable, resilient, and hospitable.

WE VALUE:

- ***Community Gathering Places***
- ***Diversity of Retail and Entertainment Centers***
 - ***Expanded Community Events***
- ***Support for Police and Law Enforcement***

EXTERNAL AND INTERNAL IMPACTS

The Board of Trustees utilized a *Civic Compass* exercise to identify their strengths and challenges as they pivot towards a proactive, future-focused direction for the Town. The following table provides a list of what the Trustees identified as the community and organization's strengths, weaknesses, opportunities, and external threats that may impact the Town in the future.

Table 1.0 – ENVIRONMENTAL SCAN

STRENGTHS		OPPORTUNITIES	
Well Trained PD		Expand opportunities for business growth	
Staff Knowledge		Increase Community events, concerts, etc.	
Cost of Living compared to surrounding areas		Build Relationships with Other Elected Offices	
Lower Tax Burden		Creation of a Facilities Master Plan	
Growth Opportunities		Managed Growth and Space	
Quality Law Enforcement		Community/Senior Center Support	
Healthy Financials			
Family-Oriented Community			
Small Town Feel			
Community event support			
WEAKNESSES		THREATS	
No Emergency Evacuation Plan		County Development impacting Town Services	
Main Street Commerce Diversity		East/West routes for Emergency / Disaster evacuation	
No Community Gathering Center		Crime Increasing	
Community Division		Sunset on 1.5% Capital Improvement Fund	
Traffic Congestion through Town		State Government Mandates	
Hwy 86 capacity constraints		Community Division	
Limited funding for major projects		Pay Competitiveness of Surrounding Communities	
Visual appeal of some buildings			

STRATEGIC INITIATIVES

The Board of Trustees utilized the Vision Statement in the identification of their Strategic Initiatives based on a Five-Year implementation timeframe. *Strategic Initiatives* were defined as those key projects or programs that the Board of Trustees would like to invest resources to advance the Board's Vision Statement. Following a brainstorming exercise the Board prioritized the strategic initiatives by level of importance and anticipated completion or implementation depending on the initiative identified.

The Town Administrator and executive management team will refine these Initiatives into specific action plans and final work products to be presented to the Board to confirm intended outcomes and expectations. In order to support these efforts, the management team will provide the Board an agreed upon frequency regarding initiative updates to ensure that these are moving forward and the appropriate resources have been dedicated to accomplishing them.

The Trustees identified 11 of 17 identified Strategic Initiatives to prioritize (see table 2.0). The table also includes the Board's anticipated timeframe for completion. The numeric score listed after the initiative was the prioritized ranking for each of the items – higher the number the more significant the priority.

Table 2.0 – PRIORITIZED STRATEGIC INITIATIVES

STRATEGIC INITIATIVES - FY2025 thru FY2027			
2025 - 2026 ST No. Next 12 Months		2026 - 2027 ST No. 12 -24 Months	
25.01	Develop a Multi-Agency Economic Development/Marketing Strategy (32)	25.04	Amend Comprehensive Plan - (a) Zoning Regulations (b) Design Standards/Process (c) Growth Management Strategies (25)
25.02	Land Acquisition and Engineering Drawings for a Multi-Purpose Community/Senior Center (31)	25.05	Develop a Facilities Master Plan and Condition Assessment (9)
25.03	Develop a Comprehensive Infrastructure List and Integrated CIP Plan (2)	25.06	Develop a Market Compensation Study - Prioritize Public Safety (3)
STRATEGIC INITIATIVES - FY2027 thru FY2029			
2027 - 2028 ST No. 24 - 36 Months		2028-2029 ST No. 36 - 48 Months	
25.07	Develop financial and operational plan to increase police service levels (12)	25.09	Identify Land and Develop Financing Plan (Capital and Operating) Town Hall and Police Station (3)
25.08	Develop a Multi-Agency Economic Development/Marketing Strategy w/ Chamber (7)		
STRATEGIC INITIATIVES - Ongoing			
ST No. Ongoing			
25.10	Hillside \$ w/ Utilities (5)		
25.11	Engagement with other Entities (County, State Agencies, School District, etc.) (5)		

Table 3.0 – BRAINSTORMING INITIATIVES

STRATEGIC INITIATIVES - BRAINSTORMING	
ST No.	Initiatives
25.12	Upgrade RC park
25.13	Develop Plan for South 40 Area
25.14	Strategy for Future Collaboration with the "Stampede" Event
25.15	Promote Small Business
25.16	Support Funding of Jobs
25.17	Identify Planning Efficiencies

COMMITMENTS BY TRUSTEES

Following the Strategic Initiatives exercise the Board of Trustees discussed their individual commitments to each other and the staff in order to ensure successful implementation and completion of the key Strategic Initiatives discussed earlier in the day.