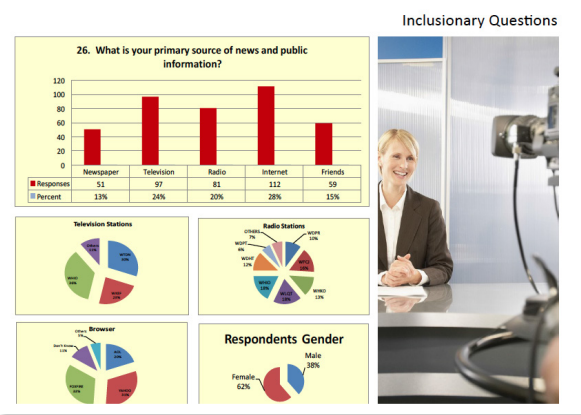


# An Asset-Based Community Development Process

## Why CityVISION™?

CityVISION is a bottom-up approach to economic development that builds on existing local resources to strengthen local and regional economies.

This process focuses on a community's environmental, sociocultural, and economic advantages. We measure how these can be leveraged into sustainable economic growth and productivity. Building upon the community's existing assets ensures the return on the investment is not only local, but sustainable and long-term.



Phase 1: Current Landscape	Phase 2: Over the Horizon Vision	Phase 3: Translation & Implementation	Phase 4: Tracking Success
<p><b>All Major employers &amp; industry trends</b></p> <ul style="list-style-type: none"> <li>Buildings, sites and facilities</li> <li>Business cluster identification</li> <li>Housing stock assessment</li> <li>Natural and other assets</li> <li>Liabilities</li> </ul> <p><b>Demographic &amp; Population</b></p> <ul style="list-style-type: none"> <li>Population characteristics &amp; trends</li> </ul> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>Educational infrastructure and capacity</li> <li>Technical &amp; continuing educational opportunities</li> <li>Research &amp; development capacity</li> </ul> <p><b>Workforce</b></p> <ul style="list-style-type: none"> <li>Demographic profile</li> <li>Skill levels and capacity</li> </ul> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>Administrative &amp; organizational structure</li> <li>Operational &amp; administrative policies</li> <li>Planning, zoning, permitting ordinances &amp; processes</li> <li>Current planning documents</li> <li>GIS capacity</li> <li>Funding capacity</li> <li>Internal &amp; external communications</li> </ul> <p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>Business climate assessment</li> <li>Market analysis</li> <li>Current attitudes &amp; perceptions</li> <li>Marketing materials &amp; strategies</li> </ul>	<p>Use of the SOAR (Strengths, Opportunities, Aspirations, Results) process is directed toward four specific outcomes:</p> <ul style="list-style-type: none"> <li>Identifying what a community is doing really well, including its assets, capabilities, and greatest accomplishments.</li> <li>Identifying the external circumstances that could improve the community's prospects, address unmet needs, threats or weakness reframed into possibilities.</li> <li>Defining what the community can be; what it desires to be known for and translating these factors into a "community vision statement."</li> <li>Developing clear, tangible, measurable items that will indicate when the goals and aspirations have been achieved.</li> </ul> <p><b>This process involves:</b></p> <ul style="list-style-type: none"> <li>Use of focus groups for community stakeholders, key employers and/or employer groups, key organizations and other elected boards/agencies</li> </ul>	<p>Developing a transition process involves summarizing the results from the evaluation tools and transitioning them into manageable action steps that can be accomplished, tracked and measured.</p> <p><b>This phase can include:</b></p> <ul style="list-style-type: none"> <li>Specific, measurable goals</li> <li>Specific, stated and clear action steps needed reach the goals</li> <li>Estimated and budgeted costs required to reach goals</li> <li>Identification of persons, departments or organizations responsible for reaching the goals</li> <li>Include specific resource allocation in annual fiscal budget</li> </ul>	<p>Clear reporting of progress on reaching the goals should be made, not less than twice per year.</p> <p>Key semi-annual updates could include, but not limited to:</p> <p><b>Quantitative Measures</b></p> <ul style="list-style-type: none"> <li>Number jobs created/retained</li> <li>Number of new firms (both start-up and new locations for existing firms)</li> <li>Number of retained businesses</li> <li>Cost per job created/retained</li> <li>Number of businesses visited, surveyed &amp; assisted</li> <li>Percent of jobs held by local residents/low income persons</li> <li>Percent of women &amp; minority owned firms started</li> <li>Average salary of jobs created</li> <li>Room nights occupied &amp; TOT collected</li> <li>Spinoff private investment</li> <li>Qualitative Measures</li> <li>Business perceptions of local government</li> <li>Business perceptions of the community</li> <li>Relationship between business retention and attraction programs and city services available to businesses (e.g. workforce development initiatives)</li> <li>Involvement of assisted businesses in other community activities</li> </ul> <p><b>NOTE:</b> Qualitative and Quantitative measures can be expanded as may be required.</p>
<p><b>Anticipated Outcome</b></p> <p>Civic, business and elected leaders will have a clear accurate picture of the current status of key economic and demographic components of their community</p>	<p><b>Anticipated Outcome</b></p> <p>Civic, business &amp; elected leaders will have identified the community's key strengths and assets. They have defined what the community can be and developed clear goals to be achieved.</p>	<p><b>Anticipated Outcome</b></p> <p>At the conclusion of this phase, the identified goals will have been further defined in terms of scope, required personnel, technical and financial resources. Implementation benchmarks and reporting times for completion will have been set.</p>	<p><b>Anticipated Outcome</b></p> <p>Elected, appointed and civic leaders will utilize the adopted benchmarks to periodically measure progress toward achieving the strategic goals. Tactical adjustments can be made at any of the periodic reporting times as may be required by the external environment.</p>

# Comprehensive, Effective and Affordable

## Our Surveys and Processes

Geneva Analytics conducts surveys, studies and direct coordination and support of governmentally sponsored community wide information campaigns.

### Specific Services Include:

- Community Perception Studies
- Brand Awareness Studies & Campaigns
- Vacant Housing & Building Assessments
- Hotel & Meeting Space Feasibility Studies
- Coordination & Support for Municipally Sponsored Information Campaigns & Ballot Initiatives

## In-House Capacity Includes:

- Telephone, Direct Mail, Person-to-Person, and Web-based, Intercept Surveys and Focus Groups
- Public Information Campaign Strategy Administration, Development & Implementation

## Project Based Services

We work with clients to identify the best and most cost effective method of conducting the research and sampling design.

## Product Design and Integrity

- CityDATA™ projects are designed to accurately produce data and analytics required by the client for informed decision making.
- Reports are presented in professionally-styled booklets

that are designed to be informative, comprehensive and easy to understand.

- Ballot initiative coordination and support is strictly fact based
- Surveys never contain questions that may be biased or those that solicit a particular response.
- Use techniques that adhere to the American Association for Public Opinion Research's (AAPOR) *Code of Professional Ethics and Practice*.



## About Geneva Analytics, LTD:

Geneva Analytics, LTD. was founded in 2009 by Fred D. Burkhardt. The concept emerged while working in Wisconsin, where it was discovered that many smaller communities, understanding the importance of economic development, had virtually only two options:

1. Fund their own department with the limited resources available, which left little to implement and maintain programming after staffing and overhead costs.
2. Join a regional partnership that is comprised of a collaborative vision, often overlooking the needs of the smaller and mid-sized communities, and allocating preferences to the bigger, more influential partners within the consortium.

Fred D. Burkhardt, MBA, IOM, has been providing business management and economic development services and counseling for more than 35 years. The commitment to provide various services to aid communities with revenue enhancement, job generation and tax base diversification has been, and continues to be, Fred's primary objective.