

3/21/2006

**21-R-06**

**A RESOLUTION**

**Adopting a Strategic Plan for  
the City of Evanston**

**WHEREAS**, the purpose of strategic planning is to establish long-range goals, objectives, and detailed strategies to address issues related to performance, productivity, and the general improvement and well-being of the community; and

**WHEREAS**, the focus of strategic planning is to identify critical issues affecting the community and to seek the most effective and efficient means to address them; and

**WHEREAS**, from May, 2005, (Council approval) through March, 2006, the residents, elected and appointed officials, employees, and private and public businesses and organizations of the City engaged in the process of developing and reviewing a Strategic Plan for the City; and

**WHEREAS**, the City has conducted a survey to encourage staff participation, and to provide background and information for the development of a Strategic Plan; and

**WHEREAS**, the City has held three Citywide *fora* to maximize participation in this process; and

**WHEREAS**, all City Boards and Commissions have had the opportunity to provide input and direction for such a Plan; and

**WHEREAS**, the City Council has held numerous meetings to review the extensive information provided, and consider the input of all concerned Evanstonians; and

**WHEREAS**, the City Manager and senior City Staff have held numerous meetings to assist in the development of such a Plan; and

**WHEREAS**, all residents of the City have been provided extensive opportunities to participate in the development of a Strategic Plan; and

**WHEREAS**, the City Council has adopted as the Vision of the City, "Creating the most livable City in America"; and

**WHEREAS**, the City Council has developed a Strategic Plan to accomplish the City's Vision; and

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EVANSTON, COOK COUNTY, ILLINOIS:**

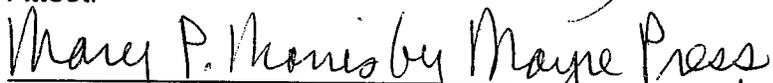
**SECTION 1:** That the foregoing recitals are found as fact and made a part hereof.

**SECTION 2:** That the City of Evanston hereby adopts the Strategic Plan attached hereto as Exhibit A and incorporated herein by reference.

**SECTION 3:** That this Resolution shall be in full force and effect from and after its passage and approval in the manner provided by law.

  
Lorraine H. Morton, Mayor

Attest:

  
Mary P. Morris, City Clerk Deputy Clerk

Adopted: March 27, 2006

EXHIBIT A  
**STRATEGIC PLAN**



City of  
Evanston

# Strategic Plan

*Creating  
the most livable city  
in America*

# CITY OF EVANSTON – STRATEGIC PLAN

**VISION:** Creating the most livable City in America

**MISSION:** The City of Evanston is committed to promoting the highest quality of life for all residents by providing fiscally sound, responsive municipal services and delivering those services equitably, professionally with the highest degree of integrity.

## VALUES

### Economic Viability

### Strengthening Community

### Environmental Sustainability

- Economics

- Neighborhoods  
- Social Programs

- Partnerships  
- Governance

- Infrastructure  
- Natural Resources

*Goal #1: Develop and implement economic development strategies to create a strong and diverse economy throughout the City of Evanston.*

*Goal #2: Create policies and programs that result in a well maintained, diverse housing stock throughout the City of Evanston.*

*Goal #8: Generate marketable job skills for Evanston residents.*

*Goal #5: Define Evanston neighborhoods and ensure that they are safe, clean, and attractive.*

*Goal #6: Provide opportunities for and engage Evanston youth and young adults to become active and productive citizens of the Evanston community.*

*Goal #13: Strive to ensure that all Evanston residents have access to health care and basic food, housing and shelter.*

*Goal #9: Create a collaborative and reciprocal relationship with Northwestern University.*

*Goal #10: Create collaborative and productive partnerships with schools, hospitals, business organizations, arts organizations, and other not-for-profit groups and governments.*

*Goal #11: More effectively utilize Boards and Commissions.*

*Goal #12: Promote a standard of excellence and collaboration between staff and City Council to provide outstanding customer service to the citizens of Evanston.*

*Goal #3: Create and maintain functionally appropriate, sustainable, accessible and high quality infrastructure and facilities.*

*Goal #4: Protect and optimize the City's natural resources and built environment, leading by example through sustainable practices and behaviors.*

*Goal #7: Coordinate and influence transportation resources to provide an improved system that is safe, integrated, accessible, responsive, understandable, efficient, and meets the needs of all people.*

# MISSION STATEMENT

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The City of Evanston is committed to promoting the highest quality of life for all residents by providing fiscally sound, responsive municipal services and delivering those services equitably, professionally with the highest degree of integrity.

# VISION STATEMENT



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Creating the most livable  
City in America

# ECONOMIC VIABILITY



## Economics Vision

“Evanston will have a viable, renewable economic engine, which can support the needs of the community, as well as enhance the life style of those living and working in the community.”

*Goal #1: Create and implement a comprehensive economic development strategy, which results in a vibrant and diverse economy for the City of Evanston.*

*Goal #2: Create policies and programs that result in a well-maintained, diverse housing stock throughout the City of Evanston.*

*Goal #8: Generate marketable job skills for Evanston residents.*

# ENVIRONMENTAL SUSTAINABILITY



## Infrastructure Vision

“Evanston will have a high effective infrastructure that enables the community activities of its citizens and businesses. Evanston is a destination and requires an infrastructure, taking into account multiple modes of transportation and the natural resources available to us.”

## Natural Resources Vision

“Evanston will be known as “The Green City.” We will embrace the best ecological practices and policies in our government, services, and infrastructure.”

*Goal #3: Create and maintain functionally appropriate, sustainable, accessible and high quality infrastructure and facilities.*

*Goal #4: Protect and optimize the City’s natural resources and built environment, leading by example through sustainable practices and behaviors.*

*Goal #7: Coordinate and influence transportation resources to provide an improved system that is safe, integrated, accessible, responsive, understandable, efficient, and meets the needs of all people.*

# STRENGTHENING COMMUNITY

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## Neighborhood Vision

"Evanston will maintain and build upon the uniqueness and strengths of its neighborhoods and parks. We will provide a high quality of life for all members of our diverse population."

## Social Programs Vision

"Evanston is a socially conscious and active City. We augment the social needs of all our citizens where additional help and support is required."

*Goal #5: Define Evanston neighborhoods and ensure that they are safe, clean, and attractive.*

*Goal #6: Provide opportunities for and engage Evanston youth and young adults to become active and productive citizens of the Evanston community.*

*Goal #13: Strive to ensure that all Evanston residents have access to health care as well as basic food, housing and shelter.*

# STRENGTHENING COMMUNITY



## Partnerships Vision

"Evanston will build a cooperative reciprocal partnership with the educative institutions, not-for-profits, hospitals, and business constituents. We will continue to focus on nurturing current relationships and create new relationships to provide a better life for our diverse population."

## Governance Vision

"Evanston will strive to create the most useful and efficient government and government services."

*Goal #9: Continue to develop a collaborative and reciprocal relationship with Northwestern University.*

*Goal #10: Create collaborative and productive partnerships with schools, hospitals, business organizations, arts organizations, and other not-for-profit groups and governments.*

*Goal #11: More effectively utilize Boards and Commissions.*

*Goal #12: Promote a standard of excellence and collaboration between staff and the City Council to provide outstanding customer service to the citizens of Evanston.*

# GOALS & OBJECTIVES

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The following are the objectives we have established for the City of Evanston and ourselves to move us in the direction of our goals. The objectives are listed by goal and are to be started, if not accomplished, in the next 24 months.

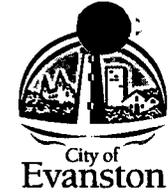
Goal #1: Create and implement a comprehensive economic development strategy, which results in a vibrant and diverse economy for the City of Evanston.

Objectives:

- 1A: Create an economic development plan which includes strategies and policies that are futuristic and conscientious of our heritage for:
  - a) Downtown development
  - b) Neighborhood development
  - c) Business retention
  - d) Business attraction
  - e) Creative class (entrepreneurial, technological, artistic) attraction
  - f) Citywide technological and communication needs
- 1B: Review the zoning and preservation ordinances in context of new economic development plan.

# GOALS & OBJECTIVES

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Goal #2: Create policies and programs that result in a well maintained, diverse housing stock throughout the City of Evanston.

Objectives:

- 2A: Assess existing housing programs and inspection services to identify strengths and gaps.
- 2B: Develop and implement a comprehensive inclusionary and affordable housing policy.
- 2C: Create workforce ownership and rental housing opportunities.
- 2D: Improve affordable housing provided in Evanston by regional housing agencies and local not-for-profits through exemplary tenant screening and enforcement of property standards.
- 2E: Continue advocacy of affordable housing choices throughout the northern suburbs.

# GOALS & OBJECTIVES

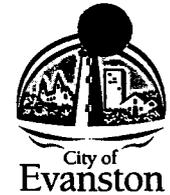


Goal #3: Create and maintain functionally appropriate, sustainable, accessible high quality infrastructure and facilities.

Objectives:

- 3A: Council will provide direction regarding the futures of the Civic Center, Recycling Center, and Robert Crown Center.
- 3B: Update and continue implementation of Parks/Forestry & Recreation's comprehensive long-range property/equipment plan, including trees.
- 3C: Continue to develop an environmentally sensitive lakefront master plan.
- 3D: Prepare & implement a comprehensive long range infrastructure plan including parking, streets, sewers, water mains, lighting, signs, traffic signals, alleys, pavement marking, sidewalks, and bridges.
- 3E: To better manage our buildings, prepare & implement a long range and comprehensive facility maintenance plan.
- 3F: Continue to encourage the enhancement of reliability in gas and electrical distribution systems.

# GOALS & OBJECTIVES



Goal #4: Protect and optimize the City's natural resources and built environment, leading by example through sustainable practices and behaviors.

Objectives:

- 4A: Review current City policies and procedures to identify and improve sustainable and environmentally friendly practices for the City and its citizens.
- 4B: Identify and utilize new practices that will improve the quality of life that will enhance the City's sustainability.
- 4C: Evaluate the potential implementation of a City-wide Environmental Management System (EMS).
- 4D: Sustainably manage, maintain, enhance and preserve our natural resources, such as the North Shore Channel, canal lands and Ladd Arboretum.
- 4E: Protect and seek to expand where possible green spaces within the City.

# GOALS & OBJECTIVES

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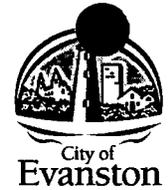
Goal #5: Define Evanston neighborhoods and ensure that they are safe, clean, and attractive.

Objectives:

- 5A: Define neighborhood unit and develop an inventory of organizational resources, assets and needs.
- 5B: Identify existing service gaps, opportunities and threats.
- 5C: Develop an action plan to incorporate more multi-generational features in our parks, and recreational programs and facilities.
- 5D: Respond effectively and efficiently to the identified needs of Evanston neighborhoods.
- 5E: Evaluate and refine public safety strategies to promote a safe environment throughout the community's neighborhoods.

# GOALS & OBJECTIVES

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Goal #6: Provide opportunities for and engage Evanston youth and young adults to become active and productive citizens of the Evanston community.

Objectives:

- 6A: Assess youth and young adult services and develop recommendations to address service gaps.
- 6B: Partner with others to increase participation and interest of youth and young adults.
- 6C: Address the recreational needs of youth and young adults.

# GOALS & OBJECTIVES

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Goal #7: Coordinate and influence transportation resources to provide an improved system that is safe, integrated, accessible responsive understandable, efficient, and meets the needs of all people.

Objectives:

- 7A: Complete a 20-year multi-modal transportation plan for the City to identify disconnects in the transportation system and to develop strategies to make modal connections.
- 7B: Leverage funds and resources from a variety of sources.
- 7C: Promote energy efficient and non-automotive transportation systems, including implementation of the Evanston Bike Plan.

# GOALS & OBJECTIVES



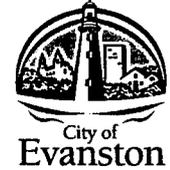
Goal #8: Generate marketable job skills for Evanston residents.

Objectives:

- 8A: Initiate brainstorming roundtable session with ETHS and post-secondary educational institutions that serve ETHS students, as well as major businesses.
- 8B: Convene brainstorming roundtable session with State and Federal legislators to identify opportunities for system improvement.
- 8C: Convene brainstorming roundtable session with leaders of construction trade and labor unions that could provide training/entry-level jobs for ETHS graduates.
- 8D: Advocate for job skill development and vocational training for skilled trades through city contracting, internships, work-study placements, and policy-making boards.
- 8E: Convene (and communicate to) local businesses (including hospitals and NU) to brainstorm the job opportunities for Evanston residents and develop methods to match the job with the resident.
- 8F: Create a job training fund.

# GOALS & OBJECTIVES

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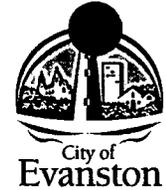


Goal #9: Continue to develop a collaborative and reciprocal relationship with Northwestern University.

Objectives:

- 9A: Inventory current relationships and perform needs and opportunities analysis.
- 9B: Research positive University/Government (Town/Gown) relationships to identify successful approaches to working together.
- 9C: Establish quarterly meetings between representatives of the City Council and Northwestern University Board of Trustees.
- 9D: Establish regular meetings between senior staff from the City and the University.
- 9E: Perform needs and opportunities analyses and develop common delivery of services such as dispatching (911), parking, recreation, including employment opportunities etc.

# GOALS & OBJECTIVES



Goal #10: Create collaborative and productive partnerships with the schools, hospitals, business organizations, arts organizations, and other not-for-profit groups and governments.

Objectives:

- 10A: Inventory and define existing relationships at both the Council and staff level.
- 10B: Evaluate objectives of current partnerships and determine future direction and appropriate action steps at facilitated strategy sessions with aforementioned groups.
- 10C: Expand and enhance the integration of the arts including the provision of public art in the business, social and educational environment of Evanston.

# GOALS & OBJECTIVES

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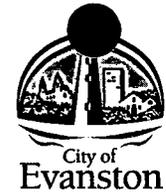


Goal #11: More effectively utilize Boards and Commissions.

Objectives:

- 11A: Review the function, responsibility, and structure of all Boards and Commissions to maximize effectiveness.
- 11B: Provide standardized training/orientation for members and assigned staff.

# GOALS & OBJECTIVES



Goal #12: Promote a standard of excellence and collaboration between staff and City Council to provide outstanding customer service to the citizens of Evanston.

Objectives:

- 12A: Create a comprehensive and continuous customer service training program that fosters an environment of creative problem solving at all staff levels and ensure the staff is responsive, knowledgeable, courteous and friendly at every staff level.
- 12B: Provide an integrated system that allows customer input on service performance.
- 12C: Recruit, retain, and develop the most qualified individuals for all City departments.
- 12D: Investigate and implement best practices and national models of service delivery.

# GOALS & OBJECTIVES

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Goal #13: Strive to ensure that all Evanston residents have access to health care as well as basic food, housing and shelter.

Objectives:

- 13A: Regularly assess community health and wellness and the need for human services.
- 13B: Assess the effectiveness and responsiveness of human service programs.
- 13C: Support and promote a collaborative network of human services programs in Evanston.