



Executive Partner
Strategy Design and Execution

CITY OF EVANSTON

STRATEGIC PLANNING SESSION CITY COUNCIL – DIRECTION SETTING

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CITY OF EVANSTON VALUES

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- Enriching community environment
- Diversity
- Equal opportunity community
- Environmentally concerned
- Highly supportive of public education
- Family oriented
- Safe community for all
- Take advantage of geography and demographics
 - Lakefront/park system
 - Proximity to City
 - Population – diverse (economically, racially, etc.)
- Safety net for people unable to care for themselves
- With realistic views
 - Trees, diversity, equality, housing/form, quality, economics



CITY OF EVANSTON VALUES (continued)

- Aesthetically pleasing – physical environment – architecture design, lake front, housing stock
- Opportunity
- Citizens can determine own destiny
- Variety of options - education, healthcare, environment, etc.
- High intellectual capital; multiple talents



CITY GOVERNMENT VALUES

- Diverse
- Fiscally responsible
- Authoritative allocation of values
- Protective of the environment – the look and use of natural resources
- Democratic decision making
- Bringing expertise to the problems of the community
- Transparency in government
- Professionalism
- Quality in delivery of city services
- Protection of health and safety of the community
- Providing resources for the community
- Committed to preservation/enhancement of the neighborhood
- Embraces citizen involvement
- Committed to maintenance of safe environment – crime free
- Efficient
- Accountable – for doing what’s best for constituents
- Tolerant of many views – plus and minus
- Fair in how we operate



SWOT ANALYSIS

Strengths, Weaknesses, Opportunities,
Threats

Strengths

- Educated population
- Location
- Mass transit lines
- Good health system
- Volunteerism
- Lakefront
- University
- Downtown development
- Desirability of Evanston for investment – residential
- Architectural richness
- Preservation district
- Social services
- Neighborhoods



SWOT ANALYSIS (continued)

Strengths, Weaknesses, Opportunities, Threats

Strengths (continued)

- Parks
- Schools
- Neighborhood business districts
- Attractive to diverse group
- Diversity in restaurants and entertainment
- Evanston lifers
- Arts and culture
- Library
- Senior facilities and recreation facilities
- Public safety – police and fire
- City government – committed to serve
- Accessibility to Alderman
- Diversity of housing stock – affordability, look, etc.
- Number of childcare facilities



SWOT ANALYSIS

Strengths, Weaknesses, Opportunities,
Threats

Weaknesses

- Relationship with Northwestern
- Infrastructure – ex. streets
- Diversity – comes with cost, sometimes accepting of cost – sometimes don't – not enough allocation of resources
- Inequities
- Howard Street
- Tax exempt land
- Crime/gang activity/drugs
- Lack of recreational opportunities for youth
- Lack of job training
- Not all shopping areas prospering
- Lack of creative economic opportunities
- Lack of commercial economic engine



SWOT ANALYSIS (continued)

Strengths, Weaknesses, Opportunities,
Threats

Weaknesses (continued)

- Zoning ordinance
- Comprehensive general plan that is ignored
- Civic Center/Crown Center
- Lack of parking – perception and reality
- Taxes too high - perception
- Lack of comprehensive transportation line
- Getting to Evanston – if not coming from Chicago
- Affordable housing
- Entertainment options – bowling alley, etc.



SWOT ANALYSIS

Strengths, Weaknesses, Opportunities,
Threats

Opportunities

- New people in the community
- Northwestern
- Educated population – not fully utilized
- Several development opportunities – commercial mixed use
- Working with school districts and libraries
- Hospitals
- Opportunity with water enhancement study
- Capitalize on influence in county/state/federal – not maximizing
- County support
- Preserve neighborhoods – enhance efforts in neighborhood preservation
- Establish community land trust
- Green buildings across the board



SWOT ANALYSIS (continued)

Strengths, Weaknesses, Opportunities, Threats

Opportunities (continued)

- Foster City Manager form of government
- Pedestrian friendly – pedestrian opportunities – promote, preserve, broaden – leverage
- Examination of diversity – plan to deal with – add to cultural diversity
- Extending technical capability
- Expansion of bike plan
- Unified group around arts and culture – make Evanston a cultural Mecca, bring together
cultural magnates, broaden creative outlets, enriched cultural environment
- Hold onto Northwestern alum – keep in Evanston
- Economic development for all of Evanston, including the next evolution in downtown and
throughout the City
- Maintain downtown success
- Bring success outside of downtown
- Proactive economic development



SWOT ANALYSIS (continued)

Strengths, Weaknesses, Opportunities,
Threats

Opportunities (continued)

- Westside TIF district; Howard Street TIF district
- Long-term planning/thinking
- Pro-environment plan – leverage concern/interest in citizens of Evanston; no longer on the cutting edge
- Internet taxing



SWOT ANALYSIS (continued)

**Strengths, Weaknesses, Opportunities,
Threats**

City Council Operating Opportunities

- Parochial – interested in ward not city as whole
- Spend too much time on things that are out of City Government's control
- Reactive – not proactive – planning
- Cause driven – “issue of day”
- Budget expression of values – do not recognize implications/economic impact
- Love to debate



SWOT ANALYSIS

Strengths, Weaknesses, Opportunities,
Threats

Threats

- State budget
- Mass transit
- Unfunded mandates
- Increase in business rent
- Federal budget
- War
- City services demands with influx of people
- Loss of affordable housing
- Loss of design heritage
- Increased taxes – county, property, school
- Environmental threats – West Nile, lake pollution, AIDS, tree viruses
- Ex-felons release from prison



SWOT ANALYSIS (continued)

Strengths, Weaknesses, Opportunities, Threats

Threats (continued)

- Fuel prices
- Shift toward residential from commercial affects revenue base
- Terrorism
- Perception that Evanston is wealthy – funding for not-for-profits lower
- Economic health of surrounding communities – ex.: if Chicago stops thriving, it will affect Evanston
- Aging housing stock – especially multi-family
- Cooperation of not-for-profits – becoming harder to operate independently



TRENDS

- Chicago traffic patterns – traffic congestion
- More people eating out
- More private/charter school
- Interest rates up
- Evanston destination for theatres/restaurants
- Foreclosures
- Impact of technology – business decentralization opportunities
- High energy costs
- Rising taxes
- Trend away from manufacturing
- Difficulty of getting health insurance
- Lack of employment opportunities
- Start up businesses
- Aging community
- Rising youth population in some minorities
- Well to do/educated citizens moving into community
- Conversion of housing to condominium



MISSION STATEMENT – “DRAFT”

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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.

MISSION STATEMENT – OTHER CHOICE



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To provide excellent/outstanding city services to
the community.



EVANSTON'S IMAGE TODAY

- Aesthetically appealing
- High tax
- Expensive
- Diverse
- Good schools
- Dynamic
- Beautiful
- Lakefront community
- University
- Charming downtown
- Leafy green streets
- Close to Chicago
- Cultural town
- Too far from O'Hare
- Good transportation



EVANSTON'S IMAGE TODAY (continued)

- Lacks some types of entertainment
- Some crime
- Good address for businesses
- Architecturally significant
- Dark city – lack of street lights
- Bad streets
- Vibrant/semi-urban/livable urban
- First night/community events/festivals
- Quiet, lovely
- More affordable than Chicago



EVANSTON'S FUTURE IMAGE

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Families with kids

- Superb schools
- Safe neighborhoods
- Family oriented activities
- Diverse
- Good healthcare
- Recreational activities/programs
- Parks

Empty Nesters

- Cultural and entertainment opportunities
- Lively downtown
- Train ride to Chicago
- No/low maintenance living
- OPAL
- Lifelong education



EVANSTON'S FUTURE IMAGE (continued)

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Young Couples

- Rental opportunities
- Entertainment – restaurants
- Free opportunities – health clubs
- Access to technology
- Affordable housing
- Transportation to city
- Easy commute to jobs

Business

- Access to technology
- Intellectual capital
- Employees and consumers
- Access to research
- Easy to do business with Evanston
- Strong Chamber
- Good transportation
- Competitive tax structure
- Student labor



EVANSTON'S FUTURE IMAGE (continued)

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Retail

- Good consumers
- Good employees
- Student labor
- No shoplifters/good police protection
- Lots of parking
- \$

Developers

- Competitive tax structure
- Expedited plan review/simple permitting process
- City government accessible and will help work with them
- Open to good projects
- Clear criteria/clear expectations on developments – what Evanston wants – predictable process
- Up-to-date zoning process
- Environmentally sensitive projects
- Fair and equitable process
- No/lower municipal incentives
- Treated well/professionally