



Executive Partner
Strategy Design and Execution

CITY OF EVANSTON

STRATEGIC PLANNING SESSION VISION SETTING

October 1, 2005

Robert Oberwise

Larry Kujovich

Shelley Knebl

Chicago, Los Angeles, New York, Washington D.C.

**Chicago Headquarters: Ph: 847-713-2600 * Fax: 847-
713-2602**



DEFINITIONS

Vision -

Where

Strategy -

What

Plan -

**When
Who**

Leadership -

How

VISION STATEMENT – CITY OF EVANSTON



Executive Partners
Strategy Design and Execution

Creating the most livable
City in America

KEY ELEMENTS OF EVANSTON'S VISION



Executive Partner
Strategy Design and Execution

- Economically vibrant
- City of knowledge, innovation, and education
- Safe for all
- A City that promotes diversity of all types
- A City that is sensitive to the needs of its citizens
- Cultural richness built on diversity
- A culture of environmental consciousness
- Excellent City services and infrastructure
- A richness of culture and the arts
- Promotes youth and recreational opportunities
- Appreciates our history in developing our future
- Nationally recognized



GROUP 1

Economics/Infrastructure

Ed

Ann

Lionel



GROUP 1 – ECONOMICS FOCUS

- Overall economic development
- Downtown
- Business attraction
- Remote business locations
- Affordable housing
- Zoning
- Marketing/promotion
- Taxes
- Alternate sources of revenue

GROUP 1 – ECONOMICS VISION 5/10 YEARS



Executive Partner
Strategy Design and Execution

- Critical focus for the City
- Economic development in the neighborhoods, as well as downtown
- More diversity in the types of businesses
- Eclectic mix with balance of type 2
- A better mix of restaurants in the neighborhoods
- Incentives created for neighborhood development
- Continue to develop economic engine through employment and sales
 - tax with focus on tax generators
- Service/intellectual focus for businesses
- Our not-for-profits contribute to our economic picture
- Leverage hospitals in terms of public health issues - development of
 - projects around common needs/shared interests
- Affordable housing maintained and created – lower and middle

GROUP 1 – ECONOMICS VISION 5/10 YEARS (continued)



Executive Partner
Strategy Design and Execution

- Affordable housing addressed with zoning parameters
- The intergenerational transfer of housing allowed for
- The mix of housing preserved
- Updated zoning ordinance
- Real estate tax base growing
- Sales tax growing
- More retail clothing shops
- High rise shopping – Evanston’s “Water Tower” called Fountain Square
- Impact fees in place on new development
- Recycling is more effective
- Civic performing arts center – a winter Ravinia (performing arts niche)
(partnership opportunity)
- Cabaret – ballroom
- Partnership created to promote City of Evanston



GROUP 1 –

INFRASTRUCTURE FOCUS

Executive Partners

Strategy Design and Execution

- Streets
- Parking
- Facilities/civic center, crown center
- Recreational
- Library
- Alleys

GROUP 1 – INFRASTRUCTURE VISION - 5/10 YEARS



Executive Partner
Strategy Design and Execution

- Paved alleys (innovative, cost-effective way)
- A plan for repaving the streets of Evanston (look at new technologies that last) (partnership opportunity)
- Improved public transportation (need a plan) (regional) (partnership)
- Walking opportunities and alternate forms of transportation designed in
- “Complete” street policy – including pedestrians
- Evanston City sticker – can park anywhere in the City
- Partnerships around parking facilities
- Complete neighborhood plans that include parking review and needs
- Shopping districts visitor friendly both downtown and in neighborhoods
- Park with a cooling fountain
- Promotion of lake front

GROUP 1 – INFRASTRUCTURE VISION – 5/10 YEARS



Executive Partner
Strategy Design and Execution

(continued)

- Recreational opportunities for anyone - some without cost – checkers/cards/ping-pong
- Bowling alley
- Whole lake front plan (harbor)
- Consider transportation to and method of access in planning recreational facilities
- Survey kids regarding recreational activities (school partnerships)
- Recreational activities plan for the community (partnership among the community)
- Swimming pool/water park
- South Evanston community center
- Civic Center – a place we can be proud of (seeing the past in our future) – centrally located - state-of-the-art technology – parking – good public access – handsome buildings – green – designed to be a civic center – accessible by public transportation

GROUP 1 – INFRASTRUCTURE VISION – 5/10 YEARS



Executive Partner
Strategy Design and Execution

(continued)

- More recreational facilities
- Renovated crown center
- Complete recreational experience including impact on community
- Partnership with Ridgeville Park district enhances recreational opportunities for South Evanston
- When planning recreational facilities, we consider location and opportunity for revenue (Wilmette pool)
- Our own “bean” downtown – attractive public art that’s a signature piece (lighthouse)
- Library is future oriented meeting the needs of entire community – 1st rate – community centers have space for library
- Library that is accessible to the neighborhoods (partnering with schools) (Westside)



GROUP 2

Neighborhood/Social Services/Natural Resources

Mayor

Julia

Anjana

Liz



GROUP 2 – NEIGHBORHOOD FOCUS

Executive Partner
Strategy Design and Execution

- Development
- Preservation
- Parks
- Library

GROUP 2 – NEIGHBORHOOD VISION – 5/10 YEARS



Executive Partner
Strategy Design and Execution

- Fostering strong, active neighborhood organizations
- Fostering inter-neighborhood communication and collaboration
- Services physically provided where they are needed vs. a centralized location
- Preservation ordinance redone to create a balance between interests in
 - preservation and needs for development
- Leadership and direction provided to ensure all area parks conform to
 - acceptable standards for safety, cleanliness, and appearance
- All parks are inter-generational
- We have branch libraries
 - Cooperative effort with schools
 - Later access to resources at schools
 - Share assets with schools

GROUP 2 – NATURAL RESOURCES FOCUS (and green)



Executive Partner
Strategy Design and Execution

- Development of our policy
- Lake front
- Bike paths
- Recycling
- Canal
- Environmental awareness

GROUP 2 – NATURAL RESOURCES AND GREEN VISION – 5/10 YEARS



Executive Partner
Strategy Design and Execution

- More open space provided within a development
- LEED certification required for all commercial development
- Recycling mandated in all facilities in the City - City policies and contracts ensure above as well
- City leads the example for a “green” City
- Beaches accessible to all citizens
- Comprehensive system of safe bicycle and pedestrian paths, including the lake front
- Partnering with the water reclamation district to “clean up” the canal and develop it as a recreational resource - multiple points provided
- Green procurement standards for City government



GROUP 2 – SOCIAL PROGRAMS FOCUS

- Youth
- Jobs
- Recreational programs
- Library (city services)
- Elderly

GROUP 2 – SOCIAL PROGRAMS

VISION - 5/10 YEARS



Executive Partner
Strategy Design and Execution

- Programs for teens
 - Participants feel like a part of the City
- Youth participate on the City Council
- We are partnering with educational institutions to provide skills for use within and outside of Evanston (for all ages)
- City provides transportation information to citizens interested in jobs in surrounding areas - City advocates for enhanced regional transportation
- Economic development plans related to job creation
- Recreational programs physically, programmatically, and financially accessible
 - to all citizens – are open, “user-friendly”, and safe
- We not only offer social programs, we communicate to and reach out
 - to the citizens that these programs would benefit
- We drive existing community resources to develop optimal transportation and services for the elderly and indigent
- Youth members serve on local boards/commissions



GROUP 3

Governance & Government Services/Partnerships

Dolores

Melissa

Cheryl



GROUP 3 – PARTNERSHIPS FOCUS

Executive Partner
Strategy Design and Execution

- Northwestern University
- Other not-for-profits
- Schools
- Chamber et. al.
- Regional
- Hospitals



GROUP 3 – PARTNERSHIPS VISION – 5-10 YEARS

- ❑ Northwestern University
 - A working, cooperative, trusting, healing, relationship for the citizens and the University
 - A recognition of a reciprocal relationship
 - Tapped into talent – utilize University expertise in community and within the City
 - University contribution - \$ and/or other contribution
- ❑ Other not-for-profits
 - Exploring needs and accountability for City services
 - Benchmarked innovative relationships outside of Evanston
 - Mitigating burdens of not-for-profits from the City
- ❑ Schools
 - Vision: people come to Evanston for the great schools
 - Strong City/school liaison – fulfilled the mission of the resolution
 - Talent pool for teachers is created
 - Evanstonians recruited to teach in community – talent that has been lost is brought back
 - Vocational skills training for non-college



GROUP 3 – PARTNERSHIPS VISION – 5-10 YEARS

Executive Partner
Strategy Design and Execution

(continued)

- ❑ Chamber et. al.
 - A strong reciprocal/relationship
 - More innovative ideas from Chamber – specifically development ideas
 - Shared goals/ideas/dreams between chamber, City, citizens
 - Stronger working relationships created
- ❑ Regional
 - Regionalization studied for some services
 - Partnerships created that still give Evanston citizens strong services and efficiency
- ❑ Hospitals
 - Opportunities created to improve the health and wellness of every citizen
 - Stronger relationship with hospitals
 - Hospitals helped advertise services
 - Preventive medicine programs created
 - Hospitals support solicited in helping provide services to citizens

GROUP 3 – GOVERNANCE & GOVERNMENT SERVICES FOCUS



Executive Partner

Strategy Design and Execution

- Boards and commissions
- Customer service
- Continuous improvement
- Government structure
- Talent/development
- Safety management
- Emergency preparedness
- Citizen communication
- Emerging services

GROUP 3 – GOVERNANCE & GOVERNMENT SERVICES VISION



Executive Partner
Strategy Design and Execution

- ❑ Boards and commissions
 - Talent tapped into – individuals actively sought for boards and commissions
 - More citizen involvement
 - Diverse
 - Openings on boards and commissions advertised
 - Term limits enforced
 - Boards and commissions have new life

- ❑ Customer service
 - Staff trained – understanding of customer – you work for the citizen
 - 311 created with human contact – call to find out who to talk to
 - Telephone rule in place: never leave someone hanging
 - Phone systems reviewed – police/city hall
 - Citizens given the ability to solve problems by phone or by web
 - Outstanding customer services benchmarked – municipalities and other organizations
 - A peer review system created
 - Operators have latest information – at first touch

GROUP 3 – GOVERNANCE & GOVERNMENT SERVICES VISION



Executive Partner
Strategy Design and Execution

(continued)

Continuous improvement

- Develop process
 - Continuing feedback allowed
 - Citizen feedback
 - Comparative info – who's doing

innovative things

(LWV) League of Women Voters

Government structure

- Council meets as a committee of whole
- Council returns to 18 member council
- At large members added
- Explore options of structure, even if it requires a

citizen vote

Talent/development

- Talent recognized and nurtured – ensure talent stays in Evanston
 - More training occurring
 - Talent solicited
 - Track high potentials – including where are alums
 - Service providers have opportunity to live in

Evanston

- Local talent recognized and identified

GROUP 3 – GOVERNANCE & GOVERNMENT SERVICES

(continued)



Executive Partner

Strategy Design and Execution

- ❑ Safety management
 - More community policing
 - Broader awareness of community policing
 - Citizens informed about who to talk to

- ❑ Emerging services
 - Threats known
 - Strong relationships with other agencies, communities
 - Communication plan – known to citizen

- ❑ Citizen communication
 - Well established methods
 - Tracking of citizen calls
 - Web-based information service that tells citizens what is going on – i.e., street work, etc.
 - Communication for non-web-based citizens