



City of  
**Evanston™**

# Strategic Plan

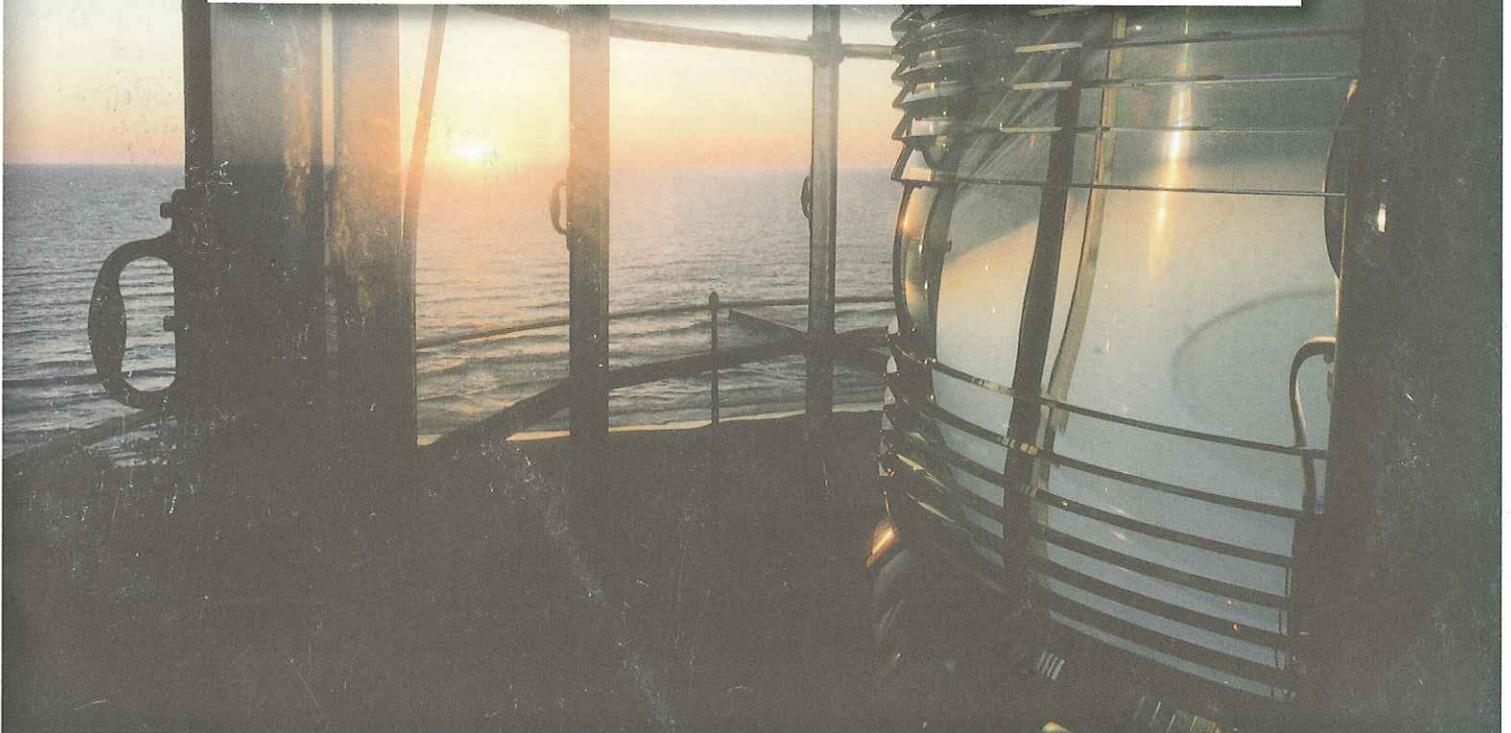
**Creating the most livable city in America**

## 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.

The Evanston City Council unanimously approved the Evanston Strategic Plan on March 27, 2006. A Strategic Plan defines where our organization is going, how we are going to get there and measures success over time. It ensures the most effective use of the organization's limited resources by focusing those resources on key priorities.

The Evanston Strategic Plan was developed over a nine-month period that included public meetings involving the City Council, City staff and many of the citizens of Evanston. It is the framework by which the City organization will provide services and programs over the next five years to all members of our community.



# Economic Viability

**Economics Vision** “Evanston will have a viable, renewable economic engine, which can support the needs and enhance the life-styles of those living and working in the community.”

**Goal One:** **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.

*The Strategic Plan features an overall vision and mission (front page), as well as specific visions for economics, infrastructure, natural resources, partnerships, governance, neighborhoods and social programs. Each of these visions falls under one of three value areas: Economic Viability, Environmental Sustainability and Strengthening Community. The thirteen goals of the Strategic Plan address these visions with objectives that support the community's values.*



Visit the City's web site, [www.cityofevanston.org](http://www.cityofevanston.org), for further information and to watch the City achieve its goals.

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

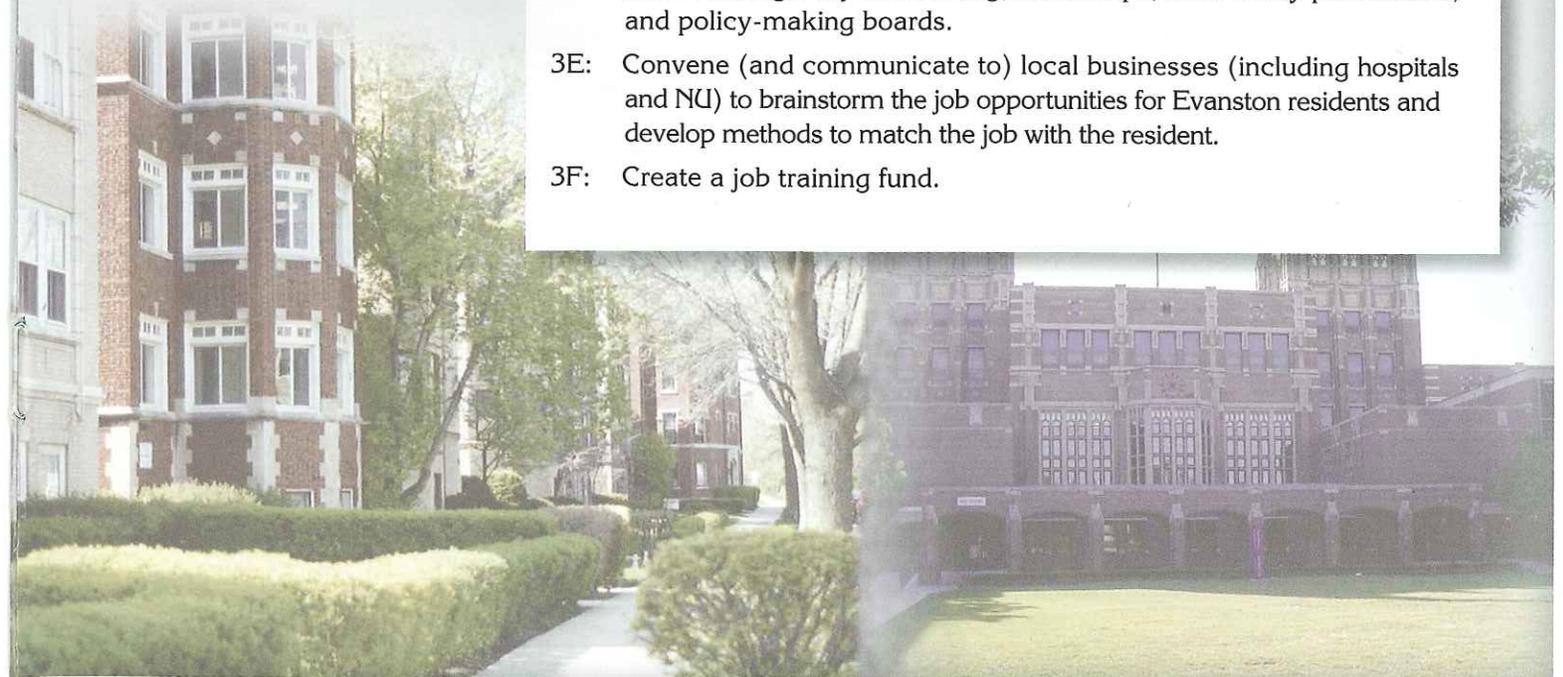
**Objectives:**

- 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.

**Goal Three: Generate marketable job skills for Evanston residents.**

**Objectives:**

- 3A: Initiate brainstorming roundtable session with ETHS and post-secondary educational institutions that serve ETHS students, as well as major businesses.
- 3B: Convene brainstorming roundtable session with State and Federal legislators to identify opportunities for system improvement.
- 3C: Convene brainstorming roundtable session with leaders of construction trade and labor unions that could provide training/entry-level jobs for ETHS graduates.
- 3D: Advocate for job skill development and vocational training for skilled trades through city contracting, internships, work-study placements, and policy-making boards.
- 3E: 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.
- 3F: Create a job training fund.



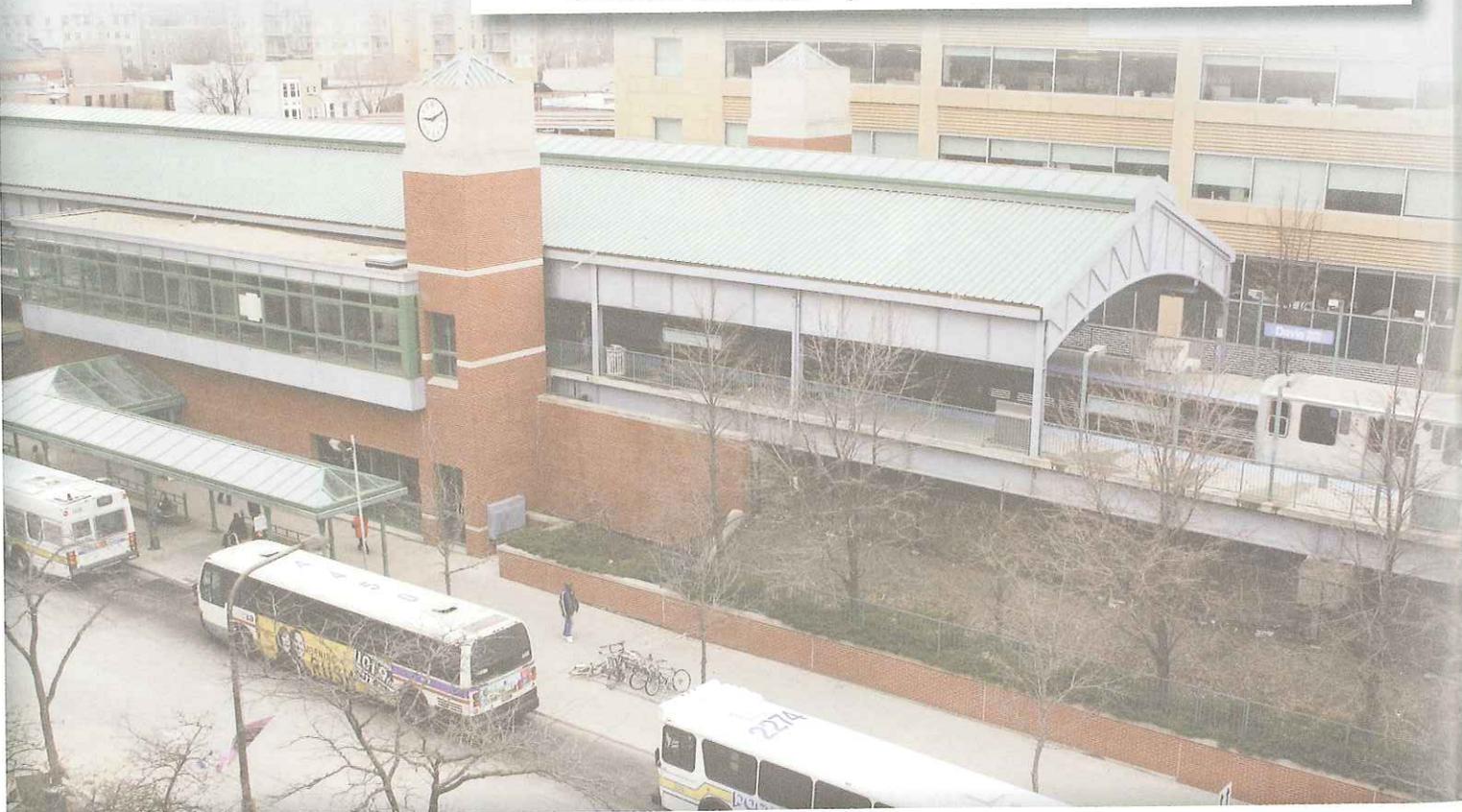
# Environmental Sustainability

Infrastructure Vision “Evanston will have a highly effective infrastructure that enables the community activities of its citizens and businesses. Evanston is a destination that requires an infrastructure that takes into account multiple modes of transportation as well as the natural resources available to us.”

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

## Objectives:

- 4A: Council will provide direction regarding the futures of the Civic Center, Recycling Center, and Robert Crown Center.
- 4B: Update and continue implementation of Parks/Forestry & Recreation’s comprehensive long-range property/equipment plan, including trees.
- 4C: Continue to develop an environmentally sensitive lakefront master plan.
- 4D: Prepare & implement a comprehensive, long-range infrastructure plan including parking, streets, sewers, water mains, lighting, signs, traffic signals, alleys, pavement marking, sidewalks, and bridges.
- 4E: To better manage our buildings, prepare & implement a long-range and comprehensive facility maintenance plan.
- 4F: Continue to encourage the enhancement of reliability in gas and electrical distribution systems.



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

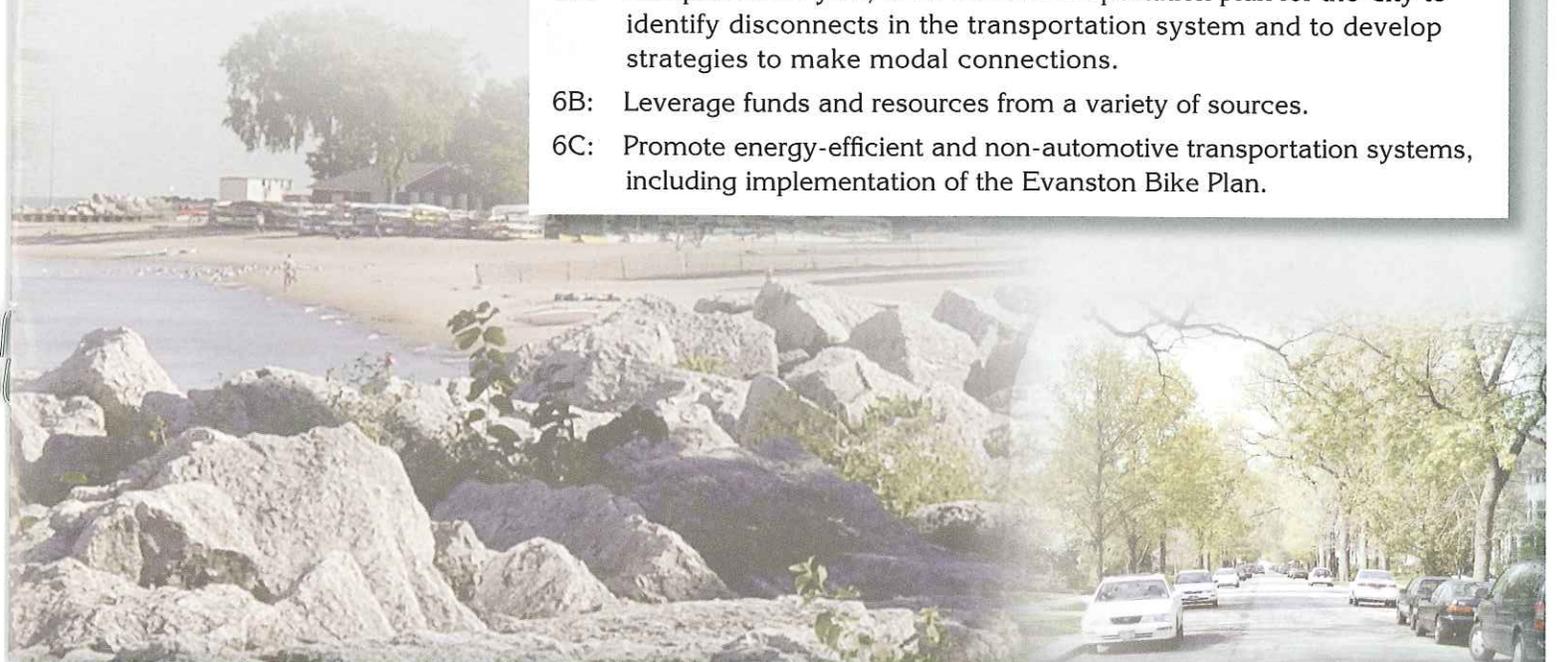
### **Objectives:**

- 5A: Review current City policies and procedures to identify and improve sustainable and environmentally-friendly practices for the City and its citizens.
- 5B: Identify and utilize new practices that will improve the quality of life to enhance the City’s sustainability.
- 5C: Evaluate the potential implementation of a City-wide Environmental Management System (EMS).
- 5D: Sustainably manage, maintain, enhance and preserve our natural resources, such as the North Shore Channel, canal lands and Ladd Arboretum.
- 5E: Protect and seek to expand, where possible, green spaces within the City.

**Goal Six: 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:**

- 6A: 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.
- 6B: Leverage funds and resources from a variety of sources.
- 6C: Promote energy-efficient and non-automotive transportation systems, including implementation of the Evanston Bike Plan.



# Strengthening Community

Partnerships Vision “Evanston will build cooperative reciprocal partnerships with the educative institutions, not-for-profits, hospitals, and business constituents. We will continue to focus on nurturing current relationships and creating new relationships to provide a better life for our diverse population.”

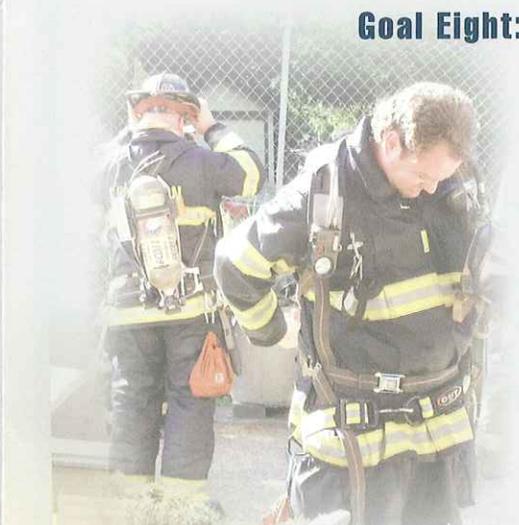
**Goal Seven: Continue to develop a collaborative and reciprocal relationship with Northwestern University.**

## Objectives:

- 7A: Inventory current relationships and perform needs and opportunities analysis.
- 7B: Research positive University/Government (Town/Gown) relationships to identify successful approaches to working together.
- 7C: Establish quarterly meetings between representatives of the City Council and Northwestern University Board of Trustees.
- 7D: Establish regular meetings between senior staff from the City and the University.
- 7E: Perform needs and opportunities analyses and develop common delivery of services such as dispatching (911), parking, recreation, employment opportunities, etc.



**Governance Vision** “Evanston will strive to create the most useful and efficient government and government services.”



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

### Objectives:

- 8A: Inventory and define existing relationships at both the Council and staff level.
- 8B: Evaluate objectives of current partnerships and determine future direction and appropriate action steps at facilitated strategy sessions with aforementioned groups.
- 8C: Expand and enhance the integration of the arts including the provision of public art in the business, social and educational environment of Evanston.



**Goal Nine:** **More effectively utilize Boards and Commissions.**

### Objectives:

- 9A: Review the function, responsibility and structure of all Boards and Commissions to maximize effectiveness.
- 9B: Provide standardized training/orientation for members and assigned staff.



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

### Objectives:

- 10A: Create a comprehensive and continuous customer service training program that fosters an environment of creative problem solving at all staff levels and ensures the staff is responsive, knowledgeable, courteous and friendly at every staff level.
- 10B: Provide an integrated system that allows customer input on service performance.
- 10C: Recruit, retain and develop the most qualified individuals for all City departments.
- 10D: Investigate and implement best practices and national models of service delivery.

# Strengthening Community

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.”

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

## Objectives:

- 11A: Define neighborhood unit and develop an inventory of organizational resources, assets and needs.
- 11B: Identify existing service gaps, opportunities and threats.
- 11C: Develop an action plan to incorporate more multi-generational features in our parks, recreational programs and facilities.
- 11D: Respond effectively and efficiently to the identified needs of Evanston neighborhoods.
- 11E: Evaluate and refine public safety strategies to promote a safe environment throughout the community's neighborhoods.

Social Programs Vision “Evanston is a socially-conscious and active City. We will address the social needs of all our citizens where additional help and support is required.”

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

## Objectives:

- 12A: Assess youth and young adult services and develop recommendations to address service gaps.
- 12B: Partner with others to increase participation and interest of youth and young adults.
- 12C: Address the recreational needs of youth and young adults.

**Goal Thirteen: Strive to ensure that all Evanston residents have access to healthcare 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 services programs.
- 13C: Support and promote a collaborative network of human services programs in Evanston.

