2019–2020 City Council Goals
Goal:
Invest in City Infrastructure and Facilities

Long-Range Capital Planning

**Definition**
Create annual and 5-year capital improvement plans that address infrastructure and facility needs across the City.

**Metrics**
- Percentage of water main, sewer, and roadway systems replaced on annual basis

Develop Community Support and Fundraising Groups for City Facilities

**Definition**
Seek opportunities to create new and expand existing foundations to support City facilities. Existing groups include the Levy Senior Center Foundation, Evanston Parks Foundation, and Friends of the Robert Crown Center. Create one new group in 2019 and two new groups in 2020, each with memorandums of understanding with the City for clarity in purpose and operations.

**Metrics**
- New groups partnered with annually
- Money raised to support facilities annually

Proactive Facility Maintenance

**Definition**
Develop 5-year facility maintenance and replacement plans for Civic Center, Police/Fire Headquarters, and Levy Center.

**Metrics**
- Downtime of facility systems
- Maintenance repair costs
- Energy expenses by facility
- Ratio of maintenance costs to facility asset value
- Number of work order requests and response times

Investment in City Fleet

**Definition**
Improve adherence to life-cycle replacement of City vehicles. Implement lease and lease-to-own programs for earlier replacement of City vehicles.

**Metrics**
- Vehicle downtime
- Ratio of maintenance costs to vehicle purchase costs
- Percentage of vehicles replaced pursuant to vehicle replacement plan

**Projects:**
- Robert Crown Community Center
- Treated water storage facility
- Creation of facility condition scorecard
- Civic Center needs assessment
- Phased implementation of lease program for new City vehicles
Goal:
Stabilize Long-Term City Finances

Expand Revenue Base

**Definition**
Expand revenue base through smart economic development.

**Metrics**
- Revenue collected from: sales tax, use tax, liquor tax

Diversify Revenue Sources

**Definition**
Expand revenue collection opportunities through taxes and fees that address new economic activity.

**Metrics**
- Revenue collected from new kinds of taxes and fees

Responsible Management of City Assets

**Definition**
Analyze current City assets and best opportunities for sale.

**Metrics**
- Percentage change in city-wide facility maintenance expenses
- Percentage change in city-wide facility asset value

Long-Range Citywide Financial Planning

**Definition**
Pursue strategies that will allow the City to continue funding long-term obligations. Identify capital projects with alternate, non-debt funding strategies available. Develop and monitor 5-year expense and revenue projection.

**Metrics**
- Fund balance
- Bond rating
- Police and Fire pension funding ratios

**Projects:**
- Historical analysis of property tax trends
- Annual review of taxes and fees to reflect economic environment and competitiveness
- Inclusion of long-range financial projections and planning in 2020 budget document
- 2-year budget for 2020 and 2021
**Goal:**

**Enhance Community Development and Job Creation Citywide**

### Expand Job and Career Creation Opportunities

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| Support the growth of high-quality educational and training programs to meet employment needs of the business community. | - Number of participants who complete job training and assistance programs to address the education and training needs of emerging, existing and growing targeted industries  
- Total reinvestment of Social Enterprises and private businesses to create local employment opportunities  
- Total subsidies in support of workforce development training and job placement |

### Expand Economic Opportunity

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| Create lasting economic stability and security, support business retention and development, and mix of businesses that suit the community and respond to its needs. | - Number of businesses recognized by Sustain Evanston Business Recognition Program  
- Difference in median earnings of males and females  
- Income per capita amongst identified sociocultural groups  
- Income per capita by zip code |

### Climate Action and Resilience

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| Support CARP goals for carbon neutrality, zero waste, and 100% renewable electricity. | - Total energy consumed in applicable units  
- Total megawatt hours (MWh) of renewable energy supplied to Evanston customers  
- Total weight of material disposed of by month and type  
- Total weight of material diverted from landfills by month  
- Number of electric vehicles registered in Evanston |
### Expand Transportation & Mobility

**Definition**
Promote diverse transportation modes, including walking, biking, and public transit, that are safe, low-cost, and reduce vehicle miles traveled. Expand Sunday transportation options.

**Metrics**
- Number of trips made by walking, bicycling and public transit
- Number of Transportation Network Provider occupants per vehicle trip by type
- Percentage of households of low to moderate income or minority status with access to bicycle infrastructure
- Percentage of households of low to moderate income or minority status with accessible transit stops and bus shelters
- Percentage of households of low to moderate income or minority status with access to weekday, weeknight, and weekend transit service

**Projects:**
- Purple Line Modernization
- Investment in electric vehicle charging infrastructure
- Adoption of net zero emissions building codes
- Community Work Program
- CARP
- MEAC workforce development training
- Sustain Evanston Business Recognition Program

### Improve Built Environment

**Definition**
Encourage compact and mixed use development, high level of connectivity within the city or community, and walking, biking, and transit use.

**Metrics**
- Percentage of new residential units located within Transit Oriented Development areas
- Percentage of households of low to moderate income or minority status within one mile of a full-service grocery store
Goal:

Expand Affordable Housing Options

Expand the Supply of Affordable Housing

**Definition**
Increase the number of rental units restricted for households with incomes ≤ 80% of the area median.

**Metrics**
- Number of units constructed, acquired and rehabbed, and converted from ownership to rental with Land Use Restriction Agreements (LURA) for ten or more years

Build Economically and Racially Integrated Neighborhoods

**Definition**
Increase the availability of rental units affordable to households with incomes ≤ 80% of the area median and for-sale units affordable to households with incomes ≤ 120% of the area median in high cost neighborhoods.

**Metrics**
- Number of affordable units generated by the inclusionary housing ordinance
- Number of accessory dwelling units newly registered for rental

Preserve and Improve Existing Affordable Housing

**Definition**
Provide financing to rehab homes that are owned or rented to households with incomes ≤ 80% of the area median income to address code and life safety violations, and improve energy and water efficiency.

**Metrics**
- Number of housing units rehabbed or weatherized
- Number of housing units mitigated for lead hazards or mold

Expand Resources for Affordable Housing

**Definition**
Identify new sources for the Affordable Housing Fund; invest Affordable Housing Fund, HOME, and CDBG dollars, and City-owned land in projects that leverage external resources; assess CDBG Section 108 Loan program; seek private grant funding from foundations whose missions include affordable, equitable and healthy homes.

**Metrics**
- New sources of dollars generated and approved for the Affordable Housing Fund
- Revenues from existing sources committed and received for the Affordable Housing Fund
- Total dollar use of new tools to fund affordable housing
- Total funding to support affordable housing
Provide Housing Supports and Services to Most Vulnerable Individuals and Families

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| Provide rent subsidies and case management, and other needed services to Evanston’s most vulnerable residents through City programs and in partnership with external agencies. | • Households receiving rent assistance and case management
• Households receiving other supports and services |
### Organizational Assessment

**Definition**
Conduct assessments across the organization in order to determine where equity can be improved in service delivery and outcomes. Recommended areas of assessment: workforce, contracting practices, organizational leadership, community access and partnership, data, metrics, and ongoing focus on improvement.

**Metrics**
- Number of completed organizational assessments

### Develop a Racial Equity Action Plan

**Definition**
Develop a racial equity guiding statement, identify results/community indicators to create outcomes, develop actions to achieve each outcome, and create performance measures for each action.

**Metrics**
- Creation of racial equity action plan by end of 2019

### Training to Operationalize Equity

**Definition**
To advance racial equity, it is critical to build organizational capacity through training for elected officials and City staff.

**Metrics**
- Number and percent of City officials and staff who participated in equity training

### Projects:
- Development of an Equity Framework
- Social Services Review
- Language Access Policy
- Incorporation of Equity into CARP

**Goal:**
Ensure Equity in All City Operations