



STRATEGIC PRINCIPLES & PRIORITIES

Elgin, Illinois

Version 1.0

2018-2022



Introduction

The City of Elgin's Strategic Principles and Priorities serve as a guide for the City and community as they continue work toward realizing Elgin's full potential as "The City in the Suburbs." The plan was developed in the final year of the City's 2013-2017 strategic plan known as "The Road Map to the Future" that established eight strategic priority areas for City operations and policy initiatives. "The Road Map to the Future" also provided a platform for the City to recognize its proud accomplishments during that time such as maintaining a AAA financial rating throughout the post-Great Recession era and State budget impasse; reducing crime to historic 40-year lows; and successfully investing in Downtown Elgin with the completion of the Riverside Drive Promenade, new Central Business District Streetscape and rehabilitation of the iconic Tower Building.

The development of the 2018-2022 Strategic Principles and Priorities considers the strengths of "The Road Map to the Future," as well as key ideas from other City planning documents such as budget and financial plans. The comprehensive plan and diversity and inclusion plan that are both in progress also assisted in the development of this document. Significant input from City Council, City staff and community members have shaped all of these documents and ancillary policy discussions. The Strategic Plan Advisory Commission led a series of Community Input Sessions in August 2017 to discuss Elgin's strengths, challenges and vision for the future.

Input on high profile city documents and policies throughout 2017 key in on similar themes: Elgin is proud of its heritage, energized by its progress and excited for its future. This direction was further affirmed by results from the 2017 community survey, highlighted by the fact that 76 percent of residents rank Elgin as an "excellent" or "good" place to live.

As the City's highest level planning document, the refined strategic plan articulates four core values and three strategic goals that provide focus in providing exceptional services, improving Elgin's quality of life and enhancing the uniqueness of the Elgin community. Each strategic goal is supported by actionable objectives that support Elgin's current and future identity. The Strategic Principles and Priorities will be anchored by annual action plans developed by City staff to outline key initiatives to work toward achieving each of the plan's three defined goals. When appropriate, the action plans will identify key City partners who are instrumental in moving forward community-wide initiatives. The City is determined to make significant, measurable improvements in each priority area, and share those points of pride with the community to help champion Elgin's story.

The Elgin City Council formally adopted the 2018-2022 Strategic Principles and Priorities on December 20, 2017 in conjunction with the 2018 Budget and 2018-2020 Financial Plan.



Key Elements

CORE VALUES

The City's core values are the lens by which policy, programmatic and operational decisions are made by each employee.

Collaboration

Work within the organization and with external partners to deliver efficient and effective services to all populations in Elgin.

Diversity and Inclusion

Value the unique differences that strengthen our workforce and community, and strive to make an inclusive environment where those differences are incorporated into the fabric of the organization.

Innovation

Promote a forward-thinking environment that supports creativity, calculated risks and continuous improvement.

Stewardship

Deliver value and safeguard the community's assets through the prudent and transparent use of public resources.

DEFINED GOALS

Elgin's strategic priorities outline key areas of focus over the next five years to support the City's mission to fully realize its potential as "The City in the Suburbs."

City of Choice

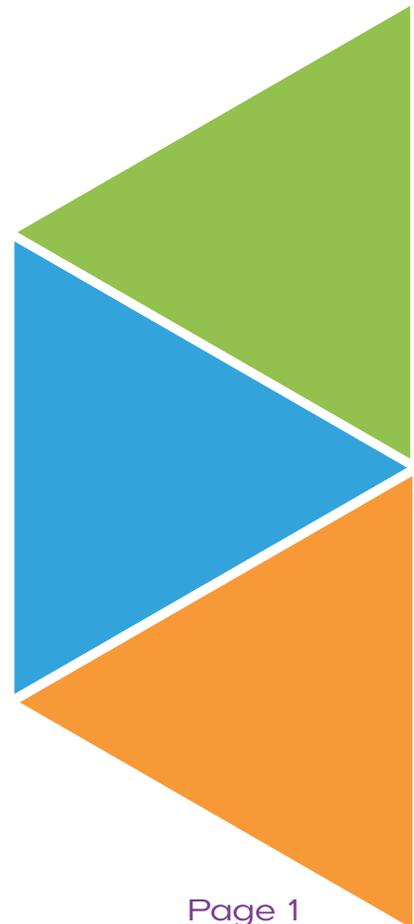
Elgin will be known as a top city for people to live, create opportunities, grow their families and businesses and enjoy visiting year-round.

Safe and Healthy Community

Elgin will provide a clean, healthy community where people are safe and enjoy access to amenities that support a high quality of life.

High Performing, Financially Stable Government

Elgin will deliver high quality City services with the greatest value for its residents and businesses.



Core Values

The City of Elgin's core values influence and guide decisions made by City staff in providing excellent public services. While each of the core values can be distinctly defined, they work in concert to provide a unified set of principles that serve as an undercurrent in all operations, policy and programs.

Collaboration

WORK WITHIN THE ORGANIZATION AND WITH EXTERNAL PARTNERS TO DELIVER EFFICIENT AND EFFECTIVE SERVICES TO ALL POPULATIONS IN ELGIN.

The hallmark of a dedicated organization is the demonstrated commitment to place the public's interest above self-interest. The City of Elgin regularly works across departments and with external partners to collaborate for high-quality services. Trust and communication bolster collaborative relationships, resulting in enhanced goals and more inclusive outcomes. Whether through basic information sharing or aligning systems among key partners, organizational units strive to engage in meaningful relationships for the project or process to achieve the greatest benefit for the community.

Diversity and Inclusion

VALUE THE UNIQUE DIFFERENCES THAT STRENGTHEN OUR WORKFORCE AND COMMUNITY, AND STRIVE TO MAKE AN INCLUSIVE ENVIRONMENT WHERE THOSE DIFFERENCES ARE INCORPORATED INTO THE FABRIC OF THE ORGANIZATION.

Diversity and inclusion guide City staff to actively embrace differences as vital assets that enrich the organization and community, spur transformation and strengthen the ability to make a positive impact. City staff will continue to develop self-awareness in its understanding of diversity and inclusion practices to build its workforce, foster an inclusive workplace, ensure a fair and competitive supplier marketplace and continuously develop superior programs and services.



Core Values

Innovation

PROMOTE A FORWARD-THINKING ENVIRONMENT THAT SUPPORTS CREATIVITY, CALCULATED RISKS AND CONTINUOUS IMPROVEMENT.

Innovative ideas and actions will lead the organization in addressing complex problems and challenges faced by the community. The organizational culture supports City employees to responsibly challenge the status quo, bring forward new ideas and learn from others as a means to continuously improve service delivery. This mindset serves as a catalyst for innovative partnerships among departments and outside organizations.

Stewardship

DELIVER VALUE AND SAFEGUARD THE COMMUNITY'S ASSETS THROUGH THE PRUDENT AND TRANSPARENT USE OF PUBLIC RESOURCES.

The City has the responsibility to maintain and protect its resources and assets to ensure future generations will be able to enjoy Elgin as a safe, welcoming, stable and progressive community. Continued work toward these long-term goals requires sound financial practices on all levels and the investment in the organization's human resources.

Stewardship also includes the intentional maintenance and preservation of public infrastructure, City assets and facilities and natural resources.

Defined Goals

CITY OF CHOICE

ELGIN WILL BE KNOWN AS A TOP CITY FOR PEOPLE TO LIVE, CREATE OPPORTUNITIES, GROW THEIR FAMILIES AND BUSINESSES AND ENJOY VISITING YEAR-ROUND.

Elgin is a unique community that proudly distinguishes itself from the rest of the metropolitan area. Its approachable, progressive identity is anchored in its resilient history and strong, diverse community that continues to embody a desire for an even brighter future. The community's 180-year history is dotted with challenges, growth and innovation that has emboldened Elgin to become unapologetically itself.

A genuine and authentic character is seen both in the people and in the built environment that shapes Elgin as it is known today. The community has maintained its strong heritage as it grew from an agricultural river town and manufacturing hub to one of the largest and fastest growing cities in Illinois. Elgin offers urban appeal with cultural, entertainment and recreational opportunities matched with the conveniences of traditional suburban communities. It's this juxtaposition that attracts diversity in its more than 112,000 residents and industries who call Elgin home.

The community has a sense of stewardship to see Elgin's success continue. The City of Elgin has demonstrated a commitment to invest in the community's safety, infrastructure and continued development. Work with our school districts and community partners has been established to ensure a prepared and educated workforce to support future economic and cultural development. As the downtown continues to position itself for future development and the community looks toward its far west planning boundaries, the capacity to grow both in space and new ideas is seemingly endless.

Positive momentum and a contagious energy exists to take Elgin to the next level, an effort that requires the collective efforts of the community at large. One of the largest challenges that Elgin faces in its path to reach its true potential is lingering negative perceptions that have a detrimental impact on the city's image. However, Elgin is not afraid to confront its challenges head on. The City will work with its partners and residents to build on the community's strengths, and provide the necessary information and tools to champion Elgin's truly positive image and identity.

OBJECTIVES

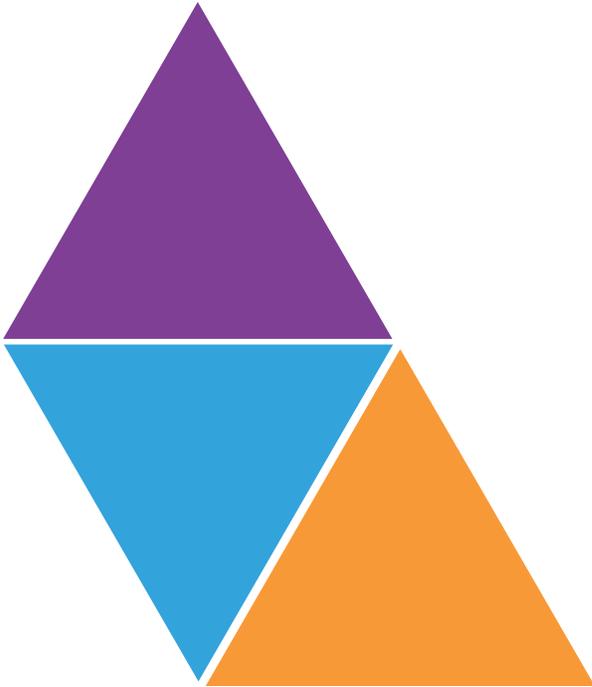
- Promote the community's strong and proud identity to tell Elgin's story and enhance its image among internal and external audiences.
- Support the enhancement of our public schools and educational institutions through aligned community partnerships to ensure a prepared and educated workforce.
- Promote the Downtown as a unique destination where commerce, culture and recreation intersect.
- Leverage Elgin's thriving arts and cultural opportunities to continue to attract residents, visitors, small businesses and entrepreneurs.
- Implement high quality, strategic design guidelines as the city continues to grow and develop.
- Promote Elgin's competitive advantage as "The City in the Suburbs" to attract and support diverse industries and opportunities for development.

Defined Goals

SAFE AND HEALTHY COMMUNITY

ELGIN WILL PROVIDE A CLEAN, HEALTHY COMMUNITY WHERE PEOPLE ARE SAFE AND ENJOY ACCESS TO AMENITIES THAT SUPPORT A HIGH QUALITY OF LIFE.

Elgin strives to be a safe and healthy community for all who live, work or visit. On its most basic level, the community's sense of safety is solidified by the City's high quality police and fire services. However, it is recognized that the safety of a community is broader than emergency responsiveness. A safe and healthy community includes well-maintained infrastructure, clean drinking water, strong community partnerships, engaged residents and businesses and intentional planning strategies to ensure a desirable and responsible future community. The well-being and engagement of our residents is supported by the strong, diverse network of human services and nonprofits in the community.



OBJECTIVES

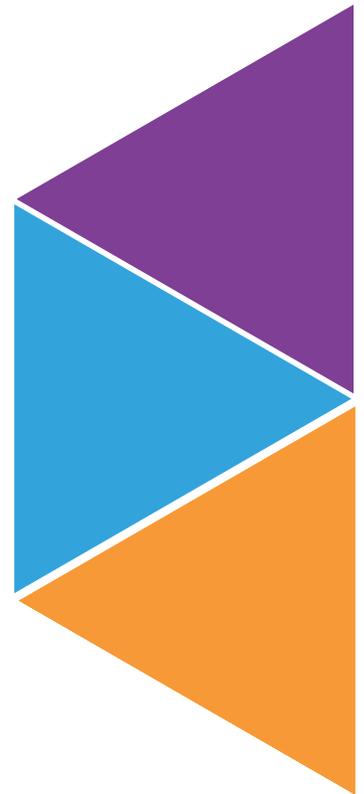
- Provide highly responsive public safety services that include police and fire.
- Utilize technology, partnerships and proactive strategies to provide a safe community.
- Invest in the continued maintenance of the City's roads, bridges, sidewalks and underground utility infrastructure.
- Foster a clean environment by safeguarding and protecting our natural resources and physical assets.
- Protect and enhance property values through preservation, code compliance and engagement practices.
- Cultivate partnerships with local human service agencies, nonprofits and community institutions to support the needs of our residents.
- Promote and preserve the Elgin's cultural, parks and recreation amenities to encourage activity and wellness.
- Position the city for continued success as it grows by promoting long-term and sustainable design practices.

Defined Goals

HIGH PERFORMING, FINANCIALLY STABLE GOVERNMENT

ELGIN WILL DELIVER HIGH QUALITY CITY SERVICES WITH THE GREATEST VALUE FOR ITS RESIDENTS AND BUSINESSES.

The City is dedicated to providing excellent, responsive public services to the community. In the years following the Great Recession, the City of Elgin significantly reduced its workforce while still maintaining the same levels of core services. While challenging, the organizational environment promoted adaptability and teamwork to determine new methods of continuing to meet the needs of Elgin's residents and businesses. Now that higher levels of economic stability have returned, the City is encouraged to refine its definition of a high performing organization to ensure continued progress. It is recognized that the people and the resources available influence the quality and delivery of services, and the development of key performance goals will drive efficiency and effectiveness across all City functions. The organization will strive to nurture a culture where leadership is supported at all levels, innovation is encouraged and employees have the necessary tools to meet the evolving needs of the community. Funding the essential resources to accomplish the City's goals must strike a balance between economic constraints and investing the necessary resources for current and future needs. Transparency and communication will provide residents with opportunities to engage with decision-makers, provide input regarding the way City resources are allocated and have access to government information in a timely manner.



OBJECTIVES

- Maintain responsible tax policies and sound financial management practices to provide both short-term and long-term stability.
- Provide high quality, responsive city services that are performed efficiently and effectively.
- Support employees' use of technology and management systems to increase productivity and contribute to a high performing, customer focused organization.
- Promote transparency, accountability and communication to provide the community with opportunities to engage and be informed.
- Equip Elgin's diverse workforce with the needed resources, training and support to provide services to all segments of our community.
- Cultivate an organizational culture that values continuous improvement and supports innovative thinking.

Acknowledgements

The Elgin City Council provided the vision and direction for the 2018-2022 Strategic Principles and Priorities plan with the help of numerous community stakeholders and City staff. The plan was adopted on December 20, 2017 by Mayor David J. Kaptain and City Councilmembers Corey Dixon, Richard Dunne, Terry L. Gavin, Rosamaria Martinez, Tish S. Powell, Carol J. Rauschenberger, Toby Shaw, and F. John Steffen.

This plan was endorsed with support of City Manager Richard G. Kozal, Assistant City Manager and Strategic Plan Advisory Commission Liaison Laura I. Valdez and Assistant City Manager Aaron Cosentino.



DAVID J. KAPTAIN
MAYOR



COREY DIXON
COUNCILMEMBER



RICHARD DUNNE
COUNCILMEMBER



TERRY L. GAVIN
COUNCILMEMBER



ROSAMARIA MARTINEZ
COUNCILMEMBER



TISH S. POWELL
COUNCILMEMBER



CAROL RAUSCHENBERGER
COUNCILMEMBER



TOBY SHAW
COUNCILMEMBER



F. JOHN STEFFEN
COUNCILMEMBER

The City of Elgin extends sincere appreciation to the members of the Strategic Plan Advisory Commission (SPAC) for their critical role in developing the City's 2018-2022 Strategic Principles and Priorities. SPAC is a citizen-based volunteer group that was formed to follow and offer perspective on the City's progress on the 2013-2017 Strategic Plan. Their monthly meetings over the course of the five-year plan provided key insight into the City's continued priority areas of focus. Their discussions and feedback directly influenced the development of this document. Members of SPAC include Chairman Bill Briska and Commissioners Armida Dominguez, Judy DiFulvio, Dustin Good, Steve Knight, Todd Martin, Jeanette Mihalec, Dan Miller, Carolyn O'Neal, Sara Sabo, and Dennis Verges.



This document is supported by the many planning documents that have been commissioned or adopted by the City Council to provide guidance to specified areas within the City's purview. The planning documents below provide specific details to work toward the City's three strategic goals, allowing the Strategic Principles and Priorities to truly serve as the City's highest level document:

2017 Community Survey Results | 2018 Budget and Financial Plan
Comprehensive Plan (to be adopted, 2018) | Diversity and Inclusion Plan (to be adopted, 2018)
Public Art Plan | Parks Master Plan | Sustainability Action Plan

The City also wishes to thank and recognize the following municipalities for providing inspiration which assisted in the development of the Strategic Principles and Priorities:

Fort Collins, Colorado (Strategic Plan, 2016) | Minneapolis, Minnesota (Strategic Plan, 2014)
Naperville, Illinois (Mission and Ends Policies, 2016) | Raleigh, North Carolina (Strategic Plan, 2015)

