

# Executive Summary



## City of Elmhurst

### Strategic Plan and Goal Development Update 2022

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*Outreach, Engagement and Regional Development*



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Strategic planning helps to guide an organization’s future more effectively than making decisions issue by issue. The City of Elmhurst (“the City”) engaged the Northern Illinois University Center for Governmental Studies (NIU-CGS) to facilitate a strategic planning workshop with Council and senior staff members in February 2022 to update the City’s strategic plan. The 2022 strategic planning workshop provided a positive atmosphere for the Council and senior staff members to re-visit their accomplishments and priorities from the previous plan, work together to collaboratively review and update the Council’s visions for the future, and develop new or revised strategic goals to determine where the City wants to go as an organization in the next few years.

## Strategic Goals

Ultimately, five key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that the City should focus on in both the short and long term. The strategic priority areas identified as a result of the strategic planning process are illustrated below (in no particular order), and a brief explanation of each is also included in the full report.

### 2022 Strategic Priority Areas City of Elmhurst



## Strategic Priority Areas

After a series of environmental scanning discussions regarding the City’s visions for the future, current strengths, weaknesses, opportunities, and challenges, participants were asked to identify short and long term goals. After an updated list of goals was developed, participants were then asked to classify each goal according to a matrix model of time and complexity. Agreed upon criteria were used to classify a goal as short or long term and as complex or routine (please see full report for defined criteria).

Following the classification exercise and after the strategic planning workshop retreat, the City Council was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. In total, the group developed nine short term routine goals, nine short term complex goals, two long term routine goals and six long term complex goals. The top three goals (and ties) from each category are offered as a process “snapshot” representing those that were ranked among the most important strategic goals or priority areas for the Council and staff to address in the months and years ahead (see below). For a full review and appreciation of all the strategic goals developed, discussed, and ranked, please refer to the full report.

### 2022 Top Level Strategic Goals by Matrix Quadrant — City of Elmhurst

#### Short Term Routine

- Update the City’s downtown master plan
- Identify options to maintain financial sustainability and maintain the city’s AAA bond rating
- Analyze City real estate assets via professional study and develop a plan to maximize value

#### Short Term Complex

- Analyze pending stormwater projects and strategize completion including cost benefit analysis of potential/considered projects.
- Enhance traffic flow, safety and mitigate congestion; improve traffic control throughout the community as indicated by traffic study analysis.
- Analyze fire department mission/services including staffing and operational models and enhance crime/public safety technology
- Continue to enhance and evaluate crime prevention methods and technology

#### Long Term Routine\*

- Enhance communication and engagement to all residents through the development of a communication matrix
- Refresh, revise, prioritize and update the city’s sustainability agenda for the future

#### Long Term Complex

- Explore the concept and development of a municipal building complex plan
- Implement the city’s consensus stormwater project completion strategy
- Develop a Destination Elmhurst marketing strategy including work on: connectivity, transportation and our Metra station, a possible boutique hotel, tech and office innovations, a mixed use sports facility, and the Illinois Prairie Path

*\*Note: Only two long term routine goals were created.*