



THE CITY OF
LAKE FOREST

CHARTERED 1861



STRATEGIC PLAN FY2018—FY2022

FY2020 Annual Strategic Plan Report

AN ANNUAL REVIEW OF GOALS AND ACCOMPLISHMENTS

ENGAGING THE COMMUNITY IN THE STRATEGIC PLANNING PROCESS

The strategic planning process took full advantage of the City's active and engaged citizenry, by purposefully inviting individuals and community stakeholders from diverse backgrounds. During the Strategic Planning Retreat in late February 2017, participants relied on the Community-Wide Survey report and forum events to discuss the current and future states of the community, and develop the strategic direction of the City.

OVERVIEW OF CITY OF LAKE FOREST STRATEGIC PLAN

The City of Lake Forest's first Strategic Plan was developed in the early 1990s and the community principles it included still resonate today. This Plan was updated in 2005 and again in 2011 to reflect changes and new realities in the community, while respecting the City's long-held principles of careful and thoughtful planning. During those initiatives, the City's Vision and Mission Statements, as well as Lake Forest's Core Values (**Family, Education, Tradition, Philanthropy**) were reviewed, and collectively used to guide discussion on City-wide strategic goals.

In early 2017, the City embarked on a new five-year strategic plan update. The Vision, Mission and Core Values were reaffirmed and found to be very much relevant today. Through spirited deliberation among City Council, volunteers, residents and City staff, six priority goals emerged to chart a course to supporting the City's vision through 2022.

Each department within the City utilizes the Strategic Plan to reflect on its mission, goals and objectives for a given year. These are reflected in each department's budget narrative included in the City's Comprehensive Fiscal Plan (Budget). For example, the City's Finance Department recognizes that receiving the Government Finance Officers Association annual award for excellence in financial reporting promotes fiscal stewardship by ensuring the public is well informed and understands the financial condition of the City.

To view the Strategic Plan in its entirety, please [click here](#).

ANNUAL REVIEW OF STRATEGIC PRIORITY GOALS

The strategic priority goals outlined in the City's Strategic Plan are functional, and acknowledge the City's service obligations, obstacles and external challenges. The strategic priorities selected for the FY2018—FY2022 Strategic Plan include:

1. Fiscal Stewardship
2. Business & Economic Vitality
3. Housing Diversity & Residential Development
4. Community Character, Safety, and Health
5. Environmental Sustainability, Leisure and Recreation
6. Multi-Modal Transportation & Infrastructure

Included in this document are highlights of the City's ongoing efforts to work toward these strategic priority goals. Also included are summaries of both past and future initiatives the City will work toward fulfilling in each area.

To view a full list of initiatives that are completed, underway, or planned for the future, please visit the City's strategic plan tracking document online at www.cityoflakeforest.com/strategicplan.



STRATEGIC INITIATIVES FOR FY2018—FY2022



1. FISCAL STEWARDSHIP

- 1.1 Implement an operating budget and capital improvement strategy that is balanced over the long term.
- 1.2 Continue to pursue alternative sources of revenue, while thoughtfully reducing expenditures through public and private partnerships and special service agreements.
- 1.3 Ensure the public is well informed and understands the financial condition of the City and the efforts made previously to continue to keep the budget in balance.
- 1.4 Continue to actively encourage and support economic development.



2. BUSINESS & ECONOMIC VITALITY

- 2.1 Enhance the vitality and economic success of the City's Business Districts and Lakefront while maintaining and strengthening the City's commitment to historic and natural preservation and neighborhood quality of life efforts made previously to continue to keep the budget in balance.
- 2.2 Support occupancy of tenant spaces in the business districts through business recruitment, retention and expansion, without compromising the historic and natural preservation and neighborhood quality of life.
- 2.3 Engage in proactive economic development to attract and retain key businesses within the commercial corridors to achieve a thriving business community.



3. HOUSING DIVERSITY & RESIDENTIAL DEVELOPMENT

- 3.1 Maintain a diverse housing stock and encourage responsible community growth.
- 3.2 Continue the tradition of thoughtful long term planning; preserve the character of the community and quality of life.
- 3.3 Continue to build partnerships to provide accessible housing.
- 3.4 Encourage adaptive reuse of historically significant single family residences, out buildings and estate properties.

STRATEGIC INITIATIVES FOR FY2018—FY2022 (CONT.)



4. COMMUNITY CHARACTER, HEALTH & SAFETY

- 4.1 Maintain and continue to promote public relation opportunities to enhance the safety and security of our residents, businesses, employees and visitors.
- 4.2 Continue to engage the community in respectful discussion, debate and decisions about the future of the community.
- 4.3 Deliver effective and efficient public safety services. Partnerships among various community agencies and groups will continue to cooperate in community efforts to prevent harm to life, property and the environment.
- 4.4 Effectively align the City, school and community services in order to support the success and well-being of children, youth, and families.



5. ENVIRONMENTAL SUSTAINABILITY, LEISURE & RECREATION

- 5.1 Protect, maintain and improve the environmental vitality and sustainability of Lake Forest's physical and natural assets.
- 5.2 Encourage access to native open spaces through the promotion of health, education and sustainable ecological policies.
- 5.3 Identify natural assets in Lake Forest to that should be the focus of investment and expansion.



6. MULTI-MODAL TRANSPORTATION & INFRASTRUCTURE

- 6.1 Continue to promote strong interconnections and coordination between transportation and land development projects.
- 6.2 Promote safety and expansion of inter-connectedness of non-vehicular roadways on local and regional level.
- 6.3 Pursue and advance public transportation service opportunities for residents, organizations, businesses and institutions.

FISCAL STEWARDSHIP



As an Aaa Bond-rated community, the City of Lake Forest is financially sustainable, efficient, community-oriented and values its employees.

Upcoming Strategic Plan Highlights

- City-Wide Data and Performance Measurements Program to enhance Budget Development and Reporting Process
- Participate in Northern Illinois Benchmarking Collaborative (NIBC) to develop a collaborative performance management and benchmarking program for Public Safety
- Establish a City of Lake Forest Internship and Apprenticeship Program
- Develop the City's first Popular Annual Financial Report ("PAFR")
- Implementation of City-wide Work Order and Citizen Request Management solution
- Enhance the City's financial transparency on the City's web site
- Implement a comprehensive City-wide grant tracking and administration program

Ongoing Strategic Plan Highlights

- Continue use of long term financial forecasting mechanisms to enhance budget process and Capital Investment Program
- Continue use of Core and Elective Service management mechanisms to streamline functions and ensure maximum alignment to financial policies
- Continue to promote financial transparency through the publication of the Annual Budget and other documents and reports on the City's website
- Continue to pursue grants and alternative revenue sources
- Implementation of Governmental Accounting Standards Board (GASB) Accounting Standards
- to achieve Certificate of Achievement for Excellence in Financial Reporting
- Implementation of Government Finance Officers Association (GFOA) recommendations to achieve Distinguished Budget Presentation Award
- Continue to explore opportunities to cross train staff and enter into shared services agreements/public-private-partnerships
- Continue to help coordinate process for hiring and promotion of public safety personnel
- Maintenance and implementation of ongoing data security measures
- Coordinate and facilitate City-wide training to ensure compliance with Federal and State laws

2020 Completed Strategic Plan Highlights

- Comprehensive budget development and reporting process utilizing City's new ERP System
- Issuance of \$17.665 million in General Obligation refunding bonds, achieving a savings of \$1.3 million
- Maintained Aaa bond rating and assigned a Stable Outlook by Moody's Investors Service
- Electronic Content Management (ECM) System Implementation
- New Employee Onboarding solution to enhance efficiency of recruitment process
- Coordinated City-wide effort to revise City's Purchasing Directive and related policies and procedures
- Successfully completed an independent data security assessment and remediation
- Successfully purchased a new 14-passenger accessible bus for Dickinson Hall through a public-private-partnership
- Successfully procured a new pump for fire engine replacement #4215 through a public-private-partnership

For a complete list of the City's Strategic Plan Initiatives please visit www.cityoflakeforest.com/strategicplan

BUSINESS & ECONOMIC VITALITY



The City recognizes the importance of economic health in the community, promoting innovation, competitiveness and entrepreneurship in Lake Forest.

Upcoming Strategic Plan Highlights

- Establish an internal Parking Advisory Committee to explore, analyze and recommend policies to improve the municipal parking program in commercial districts
- Seek public-private-partnership to promote expansion of commuter transportation service through the City
- Secure retail/food business to occupy vacant commercial spaces in train stations
- Review both the Central Business District and Townline Road/Route 60 Corridor as part of the update to the City's Comprehensive Plan

Ongoing Strategic Plan Highlights

- Continue to provide support in the upgrade of community institutions and economic drivers such as Lake Forest College and Northwestern Lake Forest Hospital
- Continue to provide support through ongoing business outreach and retention efforts in Lake Forest Conway Business and Industrial Park
- Continue to support Central and West Business Districts through transit-oriented commercial and residential development
- Continue to provide support to existing, new and potential local businesses through retention and recruitment efforts and no-charge consultation and pre-application services
- Continue to promote community engagement with the business community through unique event programming to promote community, support businesses, and offer goods and services desired by residents and visitors

2020 Completed Strategic Plan Highlights

- Completion of the Lake County Reverse Commute and express rail service study on Metra's Milwaukee District North (MD-N) Line
- Facilitated approvals for construction of a new Hyatt Place Hotel
- Completed and Adopted a long-term plan for Waukegan Road/Settler's Square Business District
- Completed Renovation of medical office buildings at Northwestern Lake Forest Hospital
- Assisted the Chicago Bears in a significant expansion of their Campus

HOUSING DIVERSITY & RESIDENTIAL DEVELOPMENT



The City of Lake Forest has a balanced approach to quality development, redevelopment and adaptive reuse that supports a strong and diverse community with ever-changing needs.

Upcoming Strategic Plan Highlights

- Complete construction activities and final phase of development for the McKinley Road Redevelopment Residential Development
- Facilitate and encourage the completion of the construction activities at Kelmscott Park Residential Development along with promotion and encouragement of residential development activity around the Central Business District
- Establish Working Groups and engage the community in discussions about the Central Business District and Housing chapters of the Comprehensive Plan
- Implement Affordable Senior Cottage Housing Project at Grove Campus

Ongoing Strategic Plan Highlights

- Continue to evaluate building plan review and permit issuance to streamline processes
- Continue to pursue initiatives that will make housing accessible to employees who work in Lake Forest
- Continue partnership with Community Partners for Affordable Housing to strategically diversify options in Lake Forest
- Continue to monitor housing redevelopment projects and provide quarterly updates to City Council and appropriate City Commission Boards

2020 Completed Strategic Plan Highlights

- Facilitated and encouraged the completion of the construction activities at the McKinley Road Residential Redevelopment Project
- Increase production and availability of new housing units, rental and ownership opportunities adjacent to the Central Business District
- Partnered with Community Partners for Affordable Housing to increase rental and ownership of affordable housing options in the City

COMMUNITY CHARACTER, SAFETY, & HEALTH



The City of Lake Forest is a community that supports and enhances the well-being, success and achievement of children, youth and families by providing exceptional safety and security of its residents, businesses, employees and visitors in addition to ongoing promotion of the community's four cornerstones: Family, Education, Tradition and Philanthropy.

Upcoming Strategic Plan Highlights

- Design and Implementation of a new City web site
- Review and amend B-1 Zoning District to align with updated Comprehensive Plan vision
- Support, guide, and assist the Lake Forest Library in planning for the future
- Implementation of Parks Master Plan
- Various Park and Recreation Facility improvements (e.g. tennis court, basketball court, trails)
- Establish an internal working group to develop and implement a Comprehensive Youth Master Plan
- Coordination of community family-friendly programs, special events, and pop-up events for residents
- Programming and classes offered at Police, Fire, Recreation Center, CROYA and Dickinson Hall
- Complete Phase II of the Cemetery's Memorial Garden Project

Ongoing Strategic Plan Highlights

- Annual Citizens Police Academy
- Annual Citizens Fire Academy
- Annual Public Safety Open House
- Annual Police Town Hall Meetings
- Annual Ward Meetings
- LEAD and Speak-Up Prevention Coalition
- Safety Town & Junior Safety Town Program
- Positive Ticket Program for Youth
- Youth in Governance Program
- CROYA Lake Forest College Internship Program

2020 Completed Strategic Plan Highlights

- Implemented technology enhancements (i.e. financial transparency portal, camera upgrades, online community calendar, etc.) to promote community engagement and transparency
- Hosted various community events, recreational pursuits and family-friendly programming
- Partnered and collaborated with local schools to provide youth and adolescent specific programming
- Continued to partner with Lake Forest College to provide youth mentor and afterschool programming
- Continued to foster positive relationships between youth and the Police Department through the creation of meaningful youth and adolescent programming
- Designed new Parks and Recreation Department website in partnership with the Friends of Parks and Recreation Foundation
- Completed restoration of the Cemetery's Barrell Memorial Gateway

ENVIRONMENTAL SUSTAINABILITY, LEISURE & RECREATION



Lake Forest respects, protects and enhances the health of its citizens and the quality of its natural environment.

Upcoming Strategic Plan Highlights

- Redevelopment of Veteran's Park
- Citywide Electric LED Street Light Conversion Project and Control Cabinet Upgrades
- Citywide Electric LED from Gas Lamp Conversion Project
- Stormwater Sewer Upgrades
- Work collaboratively to restore activities consistent with the mission of Elawa Farm while balancing quality of life issues for adjacent stakeholders and owners\
- Establishment of a new Environmental and Sustainability Committee of the City Council

Ongoing Strategic Plan Highlights

- Continued engagement with the partners of the Lake Forest Collaborative for Environmental Leadership (LFCEL)
- City-Wide Tree Replacement Program
- Annual Native Tree and Plant Sale Event in collaboration with Lake Forest Open Lands Association
- Water and Sewer Management Program
- Sanitary Sewer Lining Program
- Sanitation Management Program (Refuse, Recycling, Yard Waste, Etc.)
- Lake Forest Schools Refuse and Recycling Program
- Annual Paper Shredding Event
- Continued collaboration with the Solid Waste Agency of Lake County (SWALCO) to provide additional community recycling programs
- Various family-friendly community events and programs at the lakefront

2020 Completed Strategic Plan Highlights

- Completed Emerald Ash Borer Insecticide Treatment Program
- Completed the Emergency Forest Park Bluff Slide Repair Project
- Fully implemented calcium chloride alternative "Beet Heet" in snow operations
- Developed new Inflow & Infiltration Policy to ensure water quality of storm water management
- Obtained grant funds to administer a professional recycling campaign
- Completed Stormwater Sewer Upgrades
- Undertook a comprehensive Athletic Field Feasibility Study in partnership with the Friends of Parks and Recreation Foundation
- Completed a regrading and resurfacing of the Everett Park baseball diamond
- Achieved highest Net Promotor Score (76.1) at Deerpath Golf Course (up 25 points over 6 year period)
- Extension of Swing Bay and Rubber surfacing on the Waveland Park playground

MULTI-MODAL TRANSPORTATION & INFRASTRUCTURE



A multi-modal transportation network that supports sustainable land use and provides internal mobility and regional connectivity for Lake Foresters.

Upcoming Strategic Plan Highlights

- Deerpath Streetscape Improvement Project
- Waukegan Road Sidewalk/Curb Restoration Project
- Waukegan Road/Everett Road Intersection Improvement Project
- Waukegan Road/Westleigh Road Intersection Improvement Project
- Citywide Electric LED Street Light Conversion Project and Control Cabinet Upgrades
- Citywide Electric LED from Gas Lamp Conversion Project
- Launch of a citywide Bridge Inspection Program

Ongoing Strategic Plan Highlights

- Pedestrian Pathway and Bridge Maintenance Program
- Pavement Crack Sealing Program
- Sidewalk and Curb Replacement Program
- Street Concrete, Patch, and Resurfacing Program

2020 Completed Strategic Plan Highlights

- Completed final year of the Lake County Reverse Commute “MetraMore” Initiative
- Completed a sidewalk condition inspection report City-wide
- Completed a pavement condition assessment report City-wide
- Completion of various capital improvement infrastructure studies
- Assisted IDOT with development of their Deerpath & Route 41 Pump Station Project
- Completed the Old Elm & Timber Storm Sewer and Forest Hill Watermain Project