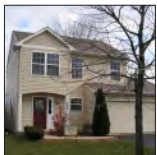


LAKE COUNTY STRATEGIC PLAN

April 2011



Goal: Enhance Livability and Economic Opportunities

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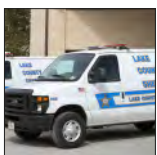
Goal: Promote a Sustainable Environment

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2011 Strategic Plan

MISSION STATEMENT:

Lake County government is committed to promoting and sustaining a safe, healthy, vibrant, and environmentally responsible county, while maintaining its strong financial position. In partnership with citizens, communities and all levels of government, we pledge to deliver efficient and high quality public services consistent with the community's values and priorities.

VISION:

We envision Lake County as a place known for its safe and livable communities, thriving local economy, healthy natural environment, high quality educational opportunities, and public services that are responsive to the diverse needs of all residents.

STATEMENT OF VALUES

Lake County government carries out its mission and conducts its business activities adhering to the following values:

WE VALUE FISCAL RESPONSIBILITY

Uphold fiscal integrity, make decisions based on long-term impacts, manage priorities within an environment of reduced funding, and maintain sound and prudent financial operations. This includes: a balanced budget, strong reserves, and AAA financial rating, while maintaining a commitment to honesty, reliability and accountability for all our actions.

WE VALUE EXCEPTIONAL CUSTOMER SERVICE

Deliver cost-effective, efficient, and high quality services, placing a high value on professionalism, responsiveness, and courtesy to customers.

WE VALUE LEADERSHIP

Enhance communication, interaction and cooperation with residents, businesses, other governments, and stakeholders by engaging and involving the public that leads to improved regionalism.

Lake County Board Members

District 1
Linda Pedersen

District 2
Diane Hewitt

District 3
Jim Newton

District 4
Brent Paxton

District 5
Bonnie Thomson Carter

District 6
Melinda Bush

District 7
Steve Carlson

District 8
Bill Durkin

District 9
Mary Ross Cunningham

District 10
Diana O'Kelly

District 11
Pat Carey

District 12
Angelo D. Kyle

District 13
Susan Loving Gravenhorst

District 14
Audrey Nixon

District 15
Carol Calabresa

District 16
Terry Wilke

District 17
Stevenson Mountsier, Vice-Chairman

District 18
Aaron Lawlor

District 19
Craig Taylor

District 20
David B. Stolman, Chairman

District 21
Ann Maine

District 22
Michelle Feldman

District 23
Anne Flanigan Bassi

Goal: Enhance Livability and Economic Opportunities



- **Strategy:** Continuously improve the economic climate and economic readiness of Lake County.

Action A: Continue expanding the business visitation program to include follow-up to identify and address emerging business/retention opportunities and threats, as they arise.

Action B: Implement pro-active business development and retention programs that facilitate innovation, product development, entrepreneurship and new business start-ups.

Action C: Enhance and align workforce development strategies to prepare for growth industries.

Action D: Develop new and creative economic development strategies, including an innovation zone for defense sector industries around the Great Lakes Naval Training Center, opportunities for “green” economy jobs, or other emerging industries

Action E: Encourage elected officials representation on Great Lakes Economic Development Council, once it is formed.

Action F: Cultivate a more direct engagement of the Governor and Department of Commerce and Economic Opportunities in Lake County’s economic development strategies.

STRATEGIC STATEMENT: Foster balanced growth, well-maintained communities, and a diverse economy to provide living wage jobs, housing, and economic opportunities for all citizens.

- **Strategy:** Promote and encourage redevelopment opportunities throughout the county to maximize use of existing infrastructure.

Action A: Work with target communities to develop data and information on retention and redevelopment opportunities.

Action B: Identify barriers to retention and redevelopment, and assess the resources available for stimulating redevelopment.

Action C: Provide education and resources to communities to encourage new and innovative development methods.

- **Strategy:** Increase collaboration and cooperation with other units of local government to cultivate integrated economic development and housing strategies.

Action A: Engage communities, civic organizations, and businesses to discuss local and regional economic development strategies.

Action B: Lead a countywide initiative to continuously evaluate and pursue a competitive incentives framework.

Action C: Encourage development that incorporates a balance between housing and non-residential development through greater collaboration with governmental entities.

► **Strategy:** Increase Lake County's inventory of shovel ready sites to facilitate the expansion of existing companies and out-of region companies looking to locate in Lake County.

Action A: Convene a task force involving partner communities and professional/technical companies to align community economic development goals with available sites, infrastructure needs and long-term viability.

Action B: Engage community participation in increasing the number of developable sites by aligning each community's economic development vision with their inventory of available sites/buildings.

Action C: Continue working with the IL Rte 173 Corridor Council on infrastructure planning to make the I-94/Route 173 area "shovel ready".

Action D: Continue working with the communities in the Central Range area on economic development opportunities.

► **Strategy:** Market Lake County as a business location to targeted industries that have a significant presence and workforce in Lake County.

Action A: Enhance and broaden the Lake County Partners website for maximum value and outreach.

Action B: Continue to pursue targeted and high growth business sectors with a focus on the existing business base.

Action C: Enhance and market the three major initiatives of Health Care, the Innovation Zone and "green" technology businesses.

Action D: Promote infill and "shovel ready" sites throughout Lake County.

► **Strategy:** Encourage the preservation and development of affordable housing near existing employment centers and public transportation.

Action A: Create partnerships and resources to preserve and improve the existing affordable housing stock in conjunction with the Lake County Preservation Initiative.

Action B: Increase access to capital resources for affordable housing.

Action C: Promote and encourage financial resources and planning principles that provide for diversified and affordable housing in conjunction with local units of government.

Action D: Develop a structural framework for an Affordable Housing Trust Fund in conjunction with the Affordable Housing Commission that will be used to preserve and create affordable housing that meets County economic development and land use priorities, and other strategic goals, with implementation pending a funding mechanism.



Goal: Promote a Sustainable Environment



STRATEGIC STATEMENT: Preserve the health of our natural resources and our drinking water through the widespread use of sustainable and environmental management practices, effective storm water management and the enhancement and rehabilitation of lakes, wetlands and other fragile ecological systems.

- **Strategy:** Explore and promote green products, renewable energy technologies (such as solar, wind and biomass, including energy recovery from municipal waste) and green service delivery in County operations where financially responsible.

Action A: Research other communities' green purchasing practices and consider modifying County bid documents to allow for bid alternatives to include renewable energy technologies where appropriate.

Action B: Consider policies and procedures to identify contractors and vendors that use or offer energy-efficient, reused or recycled products and materials.

Action C: Draft, adopt, and implement policies and ordinances that support wind, solar, geothermal energy facilities county-wide to encourage renewable energy technologies in appropriate locations.

- **Strategy:** Provide community outreach and communication to inform the citizens about best management and sustainable practices regarding our natural resources.

Action A: Develop outreach and education programs.

- **Strategy:** Consider evaluating and implementing long-term solutions for increasing waste diversion through recycling and composting, reducing the toxicity of our waste, and developing a long-term disposal option that has a positive impact on energy usage, reducing key pollutants and greenhouse gases.

Action A: Finalize the waste audit of the County building and consider implementation of the key findings there and at other County facilities, where financially feasible.

Action B: Promote SWALCO sponsored electronic collection events and Household Chemical Waste (HCW) collection events to increase the amount of these materials that are collected.

Action C: Complete a county-wide marketing and production program for recyclable materials diverted from the landfills.

Action D: Consider the recommendations from the 60% recycling taskforce, work with SWALCO, and local municipal partners to implement measures to reduce total waste, increase waste diversion from the landfills, and encourage composting and recycling.



Visit www.lakecountyil.gov and click on “Sustainable Lake County” for information about water planning efforts and water conservation. Also, check out our video library.

Strategy: Provide a reliable and sustainable supply of safe, clean drinking water to County residents.

Action A: Continue participation in, and support of regional and local water supply planning groups and seek to adopt short- and long-range plans for reliable water resources and conservation techniques.

Action B: Protect the quality of the water in the aquifers and surface waters (Lake Michigan and other surface waters) by providing information to the public on ways to reduce water pollution from high impact pollutants – phosphorous from fertilizers, chloride from ice-melting products, and fecal coliform from failing septic systems and other sources.

Action C: Continue to advocate for expanded use of gray water.

Strategy: Protect natural resources and ecological systems by promoting and supporting stewardship and enhancement, green infrastructure development and maintenance, and avoiding adverse environmental impacts.

Action A: Continue to establish baseline conditions for natural resources and monitor water resources in completed watershed plans to protect against degradation, where possible.

Action B: Implement water quality protection standards as required by IEPA to reduce the level of pollutants released into streams, groundwater, sanitary sewers and storm drains.

Action C: Develop and present natural environment Best Management Practices that encourage habitat protection and restoration.

Action D: Explore and promote green building code and site design incentives for both new and recycled building projects.

Action E: Research existing and new alternative land use policies and regulations to enhance the County’s natural resources and ecological systems.

Action F: Promote the use of green infrastructure (GI) including site-specific, best management practices that absorb and infiltrate precipitation where it falls, an interconnected network of open spaces and natural areas, and other recognized GI practices.

Action G: Improve air quality by establishing a schedule for building energy audits, fleet management, and by researching, and implementing, where feasible, practices to reduce the County’s carbon footprint.

Action H: Review existing policies in the Lake County Regional Framework Plan and revise as necessary policies to encourage location of new development in areas where it will have the least impact on natural resources.

Action I: Promote sustainable agriculture and locally grown food initiatives.



Goal: Build Healthy and Resilient Communities

STRATEGIC STATEMENT: Maintain well-being of residents, focusing on the availability of accessible health services for families, the aging population, and other populations in need.

- **Strategy:** Focus on prevention in the delivery of health and human services.

Action A: Coordinate services, particularly educational outreach across the spectrum of health and human services (both public and private), to targeted populations.

Action B: Target outreach messages toward personal preparedness, living well, managing chronic diseases, and adopting healthy lifestyles.

- **Strategy:** Foster partnerships and teamwork among stakeholders and align service provision to address the evolving demand for health and human services.

Action A: Foster collaboration among service providers using existing assessment data to address service needs for vulnerable populations.

Action B: Employ efficiencies and enhancements in service provision across the community.

- **Strategy:** Enhance access to prevention oriented healthcare (mental, dental, and basic) for vulnerable populations.

Action A: Strive to maintain current prevention programs and seek new funding sources where available.

Action B: Advocate for continued access to quality preventative healthcare.

- **Strategy:** Support Lake County human service providers through improved collaboration and leveraging of existing resources to respond to increased demands from the economic downturn.

Action A: Provide information & referral services through government and non-profit partners, including FindHelpLakeCounty.org.

Action B: Empower case managers to direct clients to most appropriate services.

Action C: Promote communication tools between service providers.



Goal: Provide Public Safety

STRATEGIC STATEMENT: Enhance the safety of residents through an integrated criminal justice system, including law enforcement and other programs that reduce crime, recidivism, domestic violence and substance abuse.

► **Strategy:** Provide jail and justice facilities to adequately meet the long-term capacity demands on the justice system.

Action A: Evaluate current and future facilities and system needs.

Action B: Develop plans and funding mechanism.

► **Strategy:** Strive for continual improvement in all justice programs by constantly evaluating and implementing enhanced technologies to provide effective customer service and efficiency throughout the justice system.

Action A: Complete Phase I of Integrated Justice Plan and have infrastructure in place and operational.

Action B: Develop and implement Phase II of the Integrated Justice Plan to include external stakeholder (i.e. municipal, state).

Action C: Explore grant funding sources to fund implementation of Integrated Justice Phase II and submit applications where appropriate.

Action D: Continue implementation of Differentiated Case Management.

► **Strategy:** Continue to maintain and develop adult and youth criminal justice programs that treat social, mental health and behavioral issues that lead to criminal behavior.

Action A: Coordinate services for incarcerated individuals and ex-offenders that expand access to effective programs focusing on prevention, employment opportunities and reducing recidivism. Partner with other service providers to expand and enhance such services (i.e.: Repatriate Program, Thinking for a Change).

Action B: Expand after-care and re-entry programs and procedures that incorporate treatment and monitoring of defendants.

Action C: Research and develop programs that address mental health issues, including alternatives to incarceration and prevention of recidivism.

Action D: Research and develop programs to address substance abuse, including alternatives to incarceration and prevention of recidivism.

Action E: Maintain and develop enhanced law enforcement programs targeted to reduce violence and prevent gang development and activity.

Action F: Collaborate with workforce development on training programs and job placement activities that will help address recidivism and homelessness.

Goal: Reduce Congestion and Improve Transportation in Lake County



- **Strategy:** Build regional consensus on transportation solutions by collaborating with the State and local communities, and communicating with residents.

Action A: Improve accessibility to transit services in County projects and advocate for enhanced transit access in Illinois Department of Transportation (IDOT) and Illinois State Toll Highway Authority (ISTHA) projects.

Action B: Collaborate with PACE to develop its plan for restructuring its inherited bus route system to provide residents and businesses with options to get from home to work, as well as cultural, educational and recreational opportunities.

Action C: Provide leadership, coordination and technical assistance to support Lake County townships in implementing recommendations identified in the 2010 Lake County Para-transit Transportation Plan.

Action D: Advocate to improve highway routes based on priorities identified in the consensus transportation list with the State Legislature and IDOT:

- Pursue funds to advance IL Rte 120 Phase I Study.
- Lobby for improvements to US Rte 41.
- Support various highway agencies to develop a context sensitive design and context sensitive solutions for an integrated system of roads and transit improvements for extending IL Rte 53.

Action E: Help to reinvigorate the Lake County Transportation Alliance (LCTA) to partner with the Chicago Metropolitan Agency for Planning (CMAP) and work with others to advocate for implementation of the Central Lake County Corridor.

STRATEGIC STATEMENT: Promote development of State, County, and municipal transportation systems that provide for efficient, flexible and uncongested movement through an integrated network of road, rail, public transit, and non-motorized (bicycle, pedestrian) modes of travel.

- **Strategy:** Seek to implement a more equitable distribution of state and federal funds and ensure no further loss of revenue/allocations in order to meet transportation capacity needs.

Action A: Work with Lake County's state and federal delegation, and participate via NACo, and other national groups, on the re-authorization of federal funding (SAFETEA-LU) for adequate state and local funding for transportation.

Action B: Work the Illinois General Assembly legislative process, in cooperation with other entities, to create a fairer distribution of the IDOT District 1/downstate District's allocation of state highway construction dollars (i.e. the 45%/55% split).

Action C: Work with the Transportation for Illinois Coalition (TFIC) and other appropriate organizations to halt the possibility of further road fund diversions and underfunding the approved Illinois Jobs Now capital program. Utilize the county's state legislative lobbyist in this effort.



2011 Strategic Plan

LISTEN TO CITIZENS

ASSESS AND IDENTIFY PRIORITIES

KEEP IMPROVING SERVICES

EVALUATE RESULTS



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