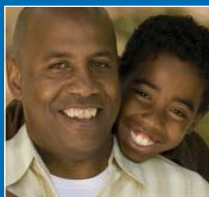
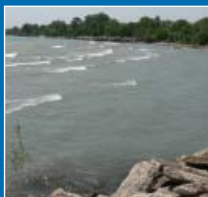


LAKE COUNTY STRATEGIC PLAN



L

ISTEN TO CITIZENS

A

SSESS AND IDENTIFY PRIORITIES

K

EEP IMPROVING SERVICES

E

VALUATE RESULTS

ADOPTED _____, 2009



L LISTEN TO CITIZENS

A ASSESS & IDENTIFY PRIORITIES

K KEEP IMPROVING SERVICES

E EVALUATE RESULTS

Lake County 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, and maintain sound and prudent financial operations, including: 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.



GOAL: REDUCE CONGESTION AND IMPROVE TRANSPORTATION SYSTEMS IN LAKE COUNTY

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.

STRATEGIES

Identify and gain authority to implement additional or new sources of revenue to meet transportation capacity needs.

Build regional consensus on transportation solutions by collaborating with the state and local communities, and communicating with residents.

ACTIONS

- 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.
- B. Where appropriate, improve accessibility to transit services in County projects and advocate for enhanced transit access in IDOT projects.
- C. 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.
- D. Provide leadership, coordination and technical assistance to support Lake County townships in implementing recommendations identified in the 2010 Lake County Para-transit Transportation Plan.
- E. Advocate to improve highway routes based on priorities identified in the consensus transportation list with the State Legislature and IDOT:
 - o Pursue funds to advance IL Rte 120 Phase I Study.
 - o Lobby for improvements to US Rte 41.
 - o 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.



GOAL: ENHANCE LIVABILITY & ECONOMIC OPPORTUNITIES



STRATEGIC STATEMENT:

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

STRATEGIES

Continuously improve the economic climate and economic readiness of Lake County.

ACTIONS

- A. Execute a target industry visitation program, conducting 300 company visits annually to respond to emerging business/retention opportunities and threats as they arise.
- B. Implement pro-active business development and retention programs that facilitate innovation, product development, entrepreneurship and new business start-ups.
- C. Enhance and align workforce development strategies to prepare for growth industries.

Promote and encourage redevelopment opportunities throughout the county to maximize use of existing infrastructure.

- A. Work with target communities to develop data and information on retention and redevelopment opportunities.
- B. Identify barriers to retention and redevelopment, and assess the resources available for stimulating redevelopment.

STRATEGIES

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.

ACTIONS

- 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.
- 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.
- C. Continue working with the IL Rte 173 Corridor Council on infrastructure planning to make the I-94/Rt 173 area shovel ready.
- D. Continue working with the communities along Peterson Road on road expansion efforts making the Central Range area accessible for economic development.

Encourage the preservation and development of affordable housing near existing employment centers and public transportation.

- A. Create partnerships to help preserve and improve the existing affordable housing stock through the implementation of the Lake County Preservation Initiative.
- B. Increase access to capital funds among Lake County residents through the development of a Community Development Financial Institution.
- C. Promote and encourage financial resources and planning principles that provide for diversified and affordable housing in conjunction with local units of government.

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

- A. Maintain a website that markets Lake County, its communities and industry mix, and integrate this content with other marketing strategies along with the efforts of its affiliated strategic partners.
- B. Develop industry specific advertising (collateral) materials. Expand knowledge of the target industries, their relationship to Lake County and the region's product and services industry, and identify the gaps in their supply chain.

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

- A. Engage member communities to discuss regional economic development, housing and other regional strategies necessary to enhance their goals.
- B. Lead a countywide initiative to continuously evaluate and pursue a competitive incentives framework.





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.

STRATEGIES

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.

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

ACTIONS

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

- A. Continue to participate in the Regional Water Supply Planning Group (RWSPG) study to ensure Lake County's concerns are included in the final report and its recommendations.
- 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.



STRATEGIES

*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.**

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

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

ACTIONS

- 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.
- B. Promote SWALCO sponsored electronic collection events and Household Chemical Waste (HCW) collection events to increase the amount of these materials that are collected.
- C. Complete a marketing and production program for recyclable materials diverted from the landfills.

**(The intent is to encompass the entire cycle: diverting recyclable materials from the landfills; having markets for the recovered recyclable materials and purchasing products manufactured from recycled materials).*

- A. Continue to establish baseline conditions for natural resources and monitor water resources in completed watershed plans to protect against degradation, where possible.
- 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.
- C. Develop and present Best Management Practices that encourage habitat restoration.
- D. Explore green permitting incentives.
- E. Research the impacts to natural resources and ecological systems from the County's adopted land use policies and regulations.
- F. Promote the use of green infrastructure (GI) including site-specific, best management practices that absorb and infiltrate precipitation where it falls, and an interconnected network of open spaces and natural areas, open space, and other recognized GI practices.
- 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.
- H. Consider a policy to encourage location of new development in areas where it will have the least impact on natural resources.

- A. Develop outreach and education programs.



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.

STRATEGIES

Focus on prevention in the delivery of health and human services.

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

Enhance access to prevention oriented health-care (mental, dental, and basic) for vulnerable populations.

ACTIONS

- A. Coordinate services, particularly educational outreach across the spectrum of health and human services (both public and private), to targeted populations.
- B. Target outreach messages toward personal preparedness, living well, managing chronic diseases, and adopting healthy lifestyles.

- A. Foster collaboration among service providers using existing assessment data to address service needs for vulnerable populations.
- B. Employ efficiencies and enhancements in service provision across the community.

- A. Strive to maintain current prevention programs and seek new funding sources where available.
- B. Advocate for continued access to quality preventative healthcare.

GOAL: 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.

STRATEGIES

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

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.

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

ACTIONS

- A. Evaluate current and future facilities and system needs.
- B. Develop plans and funding mechanism.

- A. Complete Phase I of Integrated Justice Plan and have infrastructure in place and operative.
- B. Develop and implement Phase II of the Integrated Justice Plan to include external stakeholder (i.e. municipal, state).
- C. Explore grant funding sources to fund implementation of Integrated Justice Phase II and submit applications where appropriate.

- 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).
- B. Expand after-care and re-entry programs and procedures that incorporate treatment and monitoring of defendants.
- C. Research and develop programs that address mental health issues, including alternatives to incarceration and prevention of recidivism.
- D. Research and develop programs to address substance abuse, including alternatives to incarceration and prevention of recidivism.
- E. Maintain and develop enhanced law enforcement programs targeted to reduce violence and prevent gang development and activity.





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LakeCounty
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