



Strategic Plan
FY2018—FY2022



TABLE OF CONTENTS

History of Lake Forest	3
A Message from the Mayor of Lake Forest, Donald P. Schoenheider	3
Mission Statement, Core Values and Guiding Principles	4
Engaging the Community in the Strategic Plan Process	6
Strategic Planning Goals	9
Goal I: Fiscal Stewardship	10
Goal II: Business and Economic Vitality	12
Goal III: Environmental Sustainability, Recreation & Leisure	15
Goal IV: Multi-Modal Transportation and Infrastructure.....	17
Goal V: Community Character, Health and Safety	19
Goal VI: Housing Diversity and Residential Development	22
Acknowledgements	25



LAKE FOREST, ILLINOIS

Located 30 miles north of Chicago with an area of approximately 17 square miles, Lake Forest is home to 19,375 people according to the 2010 Census. The City of Lake Forest was incorporated as a city under a special charter granted by the Illinois State Legislature in 1861, that permits Lake Forest to be administered effectively and economically within a minimum number of separate government bodies. The City Council is the legislative and policy-making body and includes the Mayor and two Aldermen from each of the City's four wards. Lake Forest government operates under the Council/Manager system, where the City Manager is responsible for the day-to-day operation of the City. Appointed by the Mayor and City Council, the City Manager carries out the policies set by the elected officials and is responsible for the efficient, economical operation of City services and facilities. With its natural beauty every season, Lake Forest is a remarkable community because of the individuals who call it home. Lake Forest values its rich heritage, offers high-quality educational opportunities, and preserves its historic structures and natural open spaces.

A Message from Mayor Schoenheider

The City has grown and flourished during the past 157 years largely due to the involvement of its residents. Today, Lake Forest remains a highly desirable community in which to live, with its unique character, rich history and commitment to its four cornerstones of Family, Education, Tradition and Philanthropy. The enduring efforts of countless volunteers, officials and City staff continue to include thoughtful, proactive planning.

To remain true to this heritage, it is important to periodically identify the state of the City and to carry on the broader visionary concepts of our forefathers. The Strategic Plan which follows is the result of several months of voluntary community engagement with residents during 2016-17. It is our hope that this report will present an accurate plan for the future that will preserve the character and values of the Lake Forest culture as we venture ahead.

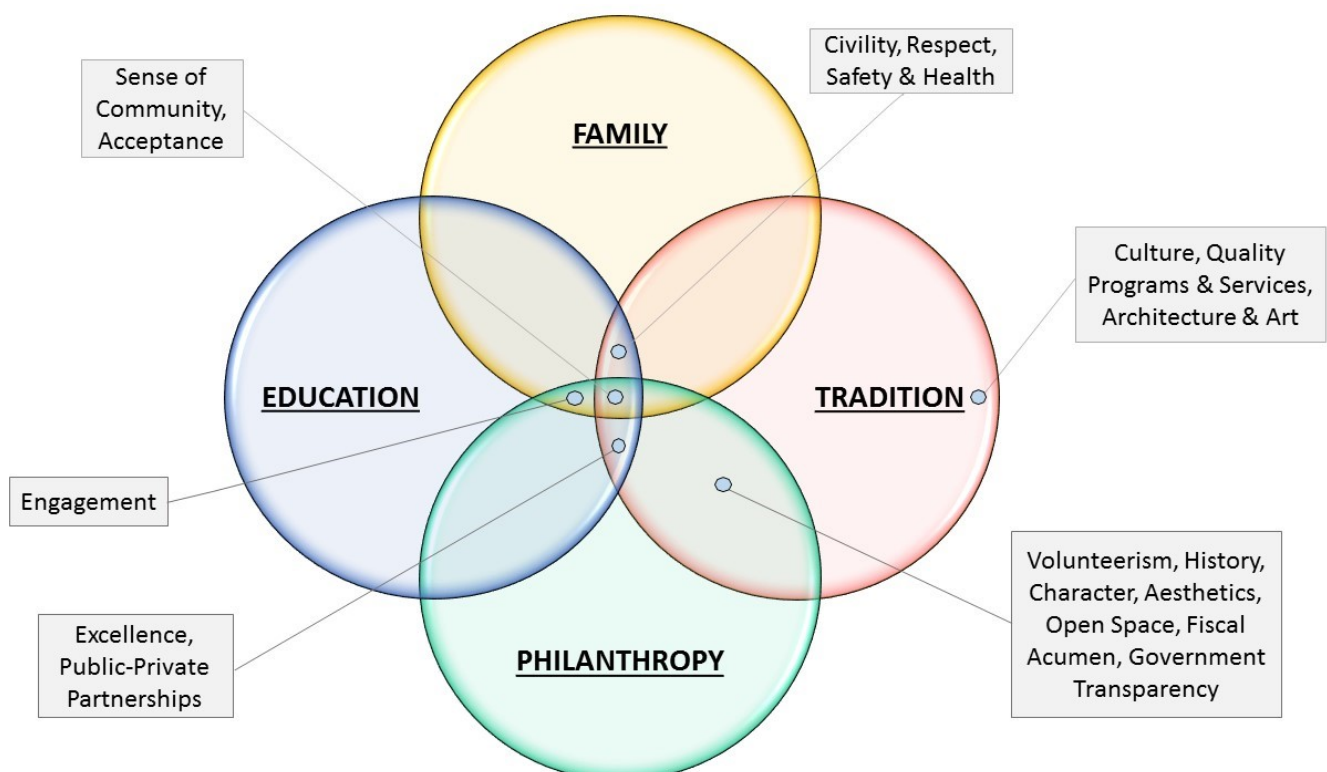
MISSION STATEMENT, CORE VALUES, AND GUIDING PRINCIPLES

MISSION STATEMENT

"Be the best-managed, fiscally-responsible and appealing community and promote a community spirit of trust, respect and citizen involvement."

CORE VALUES: LAKE FOREST'S FOUR CORNERSTONES

FAMILY, EDUCATION, TRADITION & PHILANTHROPY



VISION FOR THE CITY OF LAKE FOREST

The City will preserve its character and quality of life and be responsive to the changing needs of the residents in a fiscally responsible manner.

The City will be an outstanding example of a well-managed, planned community which protects and enhances its rich heritage, architecturally significant buildings, residential neighborhoods, natural resources, open spaces and recreational areas. The City will continue in its efforts to be a community of cultural diversity, and maintain a variety of residential facilities, including single and multi-family housing. The City will foster well-planned business districts, encompassing a variety of retail shops, restaurants and other service establishments.

A strong commitment will be made to public health and safety, the maintenance of our infrastructure, and the conservation of our open spaces and natural resources. Community, educational and recreational services will be distinguished by a strong commitment to quality, efficiency and outstanding public facilities, supported by one of the North Shore's most reasonable property tax rates.

The City will be known for its community responsiveness, commitment to public health and safety, sensitivity to quality of life and conservation, fiscal responsibility, and promotion of cooperation and respect among residents, businesses and government.

MAKING THE VISION A REALITY

The vision for Lake Forest contains six thematic areas, key indicators, and action items that the City is focused on achieving. To further understand and achieve the vision, each of these six themes are explained in this document. Although these themes are described separately, it is important to note they are connected and impact one another.

Accompanying each theme are three sections:

1. The first section describes the desired state and what the theme means to the community.
2. The second section describes the opportunities and obstacles to achieving the desired state.
3. The third section contains the identified objectives and strategies, which are incorporated in the plan in order to successfully achieve the long term goals and overall vision for the City of Lake Forest.



ENGAGING THE COMMUNITY IN THE STRATEGIC PLANNING PROCESS

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 most recently in 2005 and again in 2011 to reflect changes and new realities in the community, while respecting the City's long-held principles. The FY2018—FY2022 Strategic Plan is built upon the founding principles and core values of the City of Lake Forest, as well as those in the previous strategic plans. The Plan includes specific strategies, with identifiable objectives and goals that should be employed to achieve the City Vision.

Setting the Context

The Strategic Plan offers the City direction, while honing in on issues that are critically important to preserving and enhancing the quality of life in Lake Forest. Similarly, the Plan sets priorities and determines the proper course for progress. Each objective, in turn, is defined by strategic initiatives that state a specific desired outcome. While the vision, mission and goals of the Strategic Plan are intended to be overriding beacons in the Plan, the strategies expressed through the identified objectives and initiatives are intended to serve as guidance over the next five year period.

Community Wide Survey Report

The strategic planning effort of 2016-2017 begins by looking back. In fall 2016, the City Council authorized a contract with National Research Center, Inc. (NRC) to administer a community survey to all residents of Lake Forest to provide the opportunity to rate quality of life in the city, uses of city amenities, opinions on policy issues facing the city and assessments of City service delivery. The survey was administered to all 7,458 households; of which 2,133 responded to the mailed questionnaire, giving a total response rate of 30%.

Among the highlights of the survey results, include:

- More than **7 in 10** indicated that maintaining Lake Forest as a triple-a (Aaa) bond rated community was essential over the next five years.
- Less than **4 in 10** awarded high marks to the shopping opportunities provided by the City of Lake Forest and about one-quarter reported that shopping variety was excellent or good (both ratings decreased since 2011).
- When asked about City budget priorities, about **6 in 10** indicated that environmental sustainability is essential or very important for the future of Lake Forest.
- About **8 in 10** stated that management of traffic flow and transportation related infrastructure is very important over the near term.
- When asked what factors influenced residents' decisions to live in Lake Forest, about **7 in 10** indicated that the safety of the community played a role in their decision to live in the community.
- When asked to rate how important addressing the variety of housing options, sizes and price points (for young families and other family types) over the next five years, almost **6 in 10** indicated this issue is very important or essential.

Community Wide Forum Event and Strategic Planning Retreat

While collecting this data was important to helping establish planning goals and opportunities for the plan, the City also hosted a Community Engagement Forum in January 2017, and attempted to look forward by hosting a one-of-a-kind "Future for All Generations" event in early February 2017, aimed at understanding how to make the City sustainable for future generations. This unique event offered a moderated community discussion that answered three basic questions: what do community members feel are the most important values of the City, what obstacles confront the long-term sustainability of the City, and what can residents do to help ensure the long-term sustainability of Lake Forest.

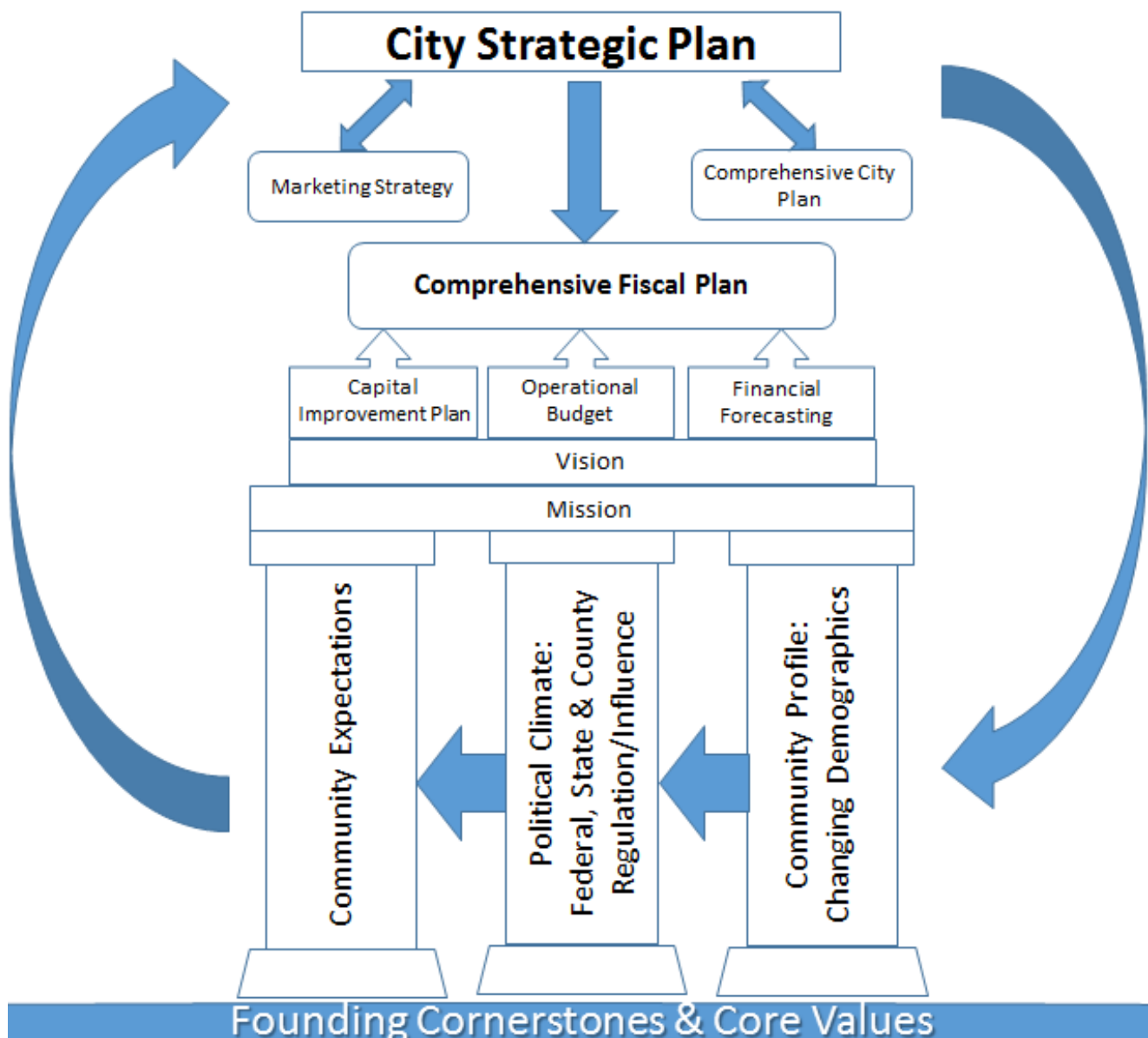
The reality is there is a significant generational shift that the City, as well as other municipalities will need to deal with over the next 5, 10, and 15 years. Fewer young people may choose to make their homes in Lake Forest because they may find it unaffordable or that the community doesn't offer the lifestyle they are seeking. The majority of participants in the community wide forum event agreed that this problem makes diverse, accessible and balanced housing stock a priority for the City. Diverse housing should be integrated into the community to preserve the City's most valued qualities. Much like other residential communities along the North Shore, focus on housing and businesses that appeal to young people and diverse populations will be important to ensuring the sustainability of the local economy.

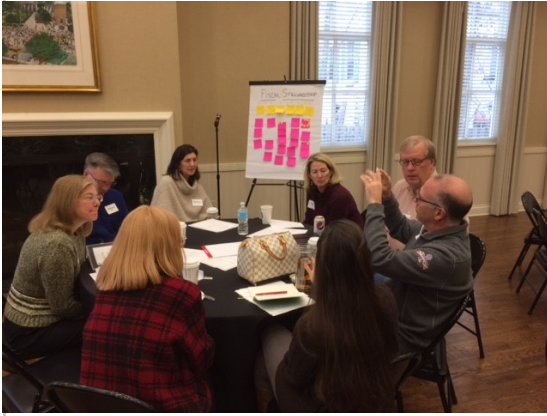
The strategic planning process took full advantage of the City's active and engaged citizenry, by purposefully inviting individuals and community stakeholders from diverse backgrounds. During the Strategic Planning Retreat in late February 2017, participants relied on the Community-Wide report and forum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

Incorporating Community Involvement and Input

To provide greater access to the Strategic Planning discussion, the City will be offering the public an opportunity to engage in this conversation through reviews of the Plan and discussions during City Council meetings. The City of Lake Forest took steps to invite a broad array of community members (including residents, college students, elected/appointed City officials, City staff, and recognized subject matter experts to civic, business and community leaders) who were offered an opportunity to engage in these fora. The goal statements, objectives and initiatives included in the strategic plan result from that collective input.

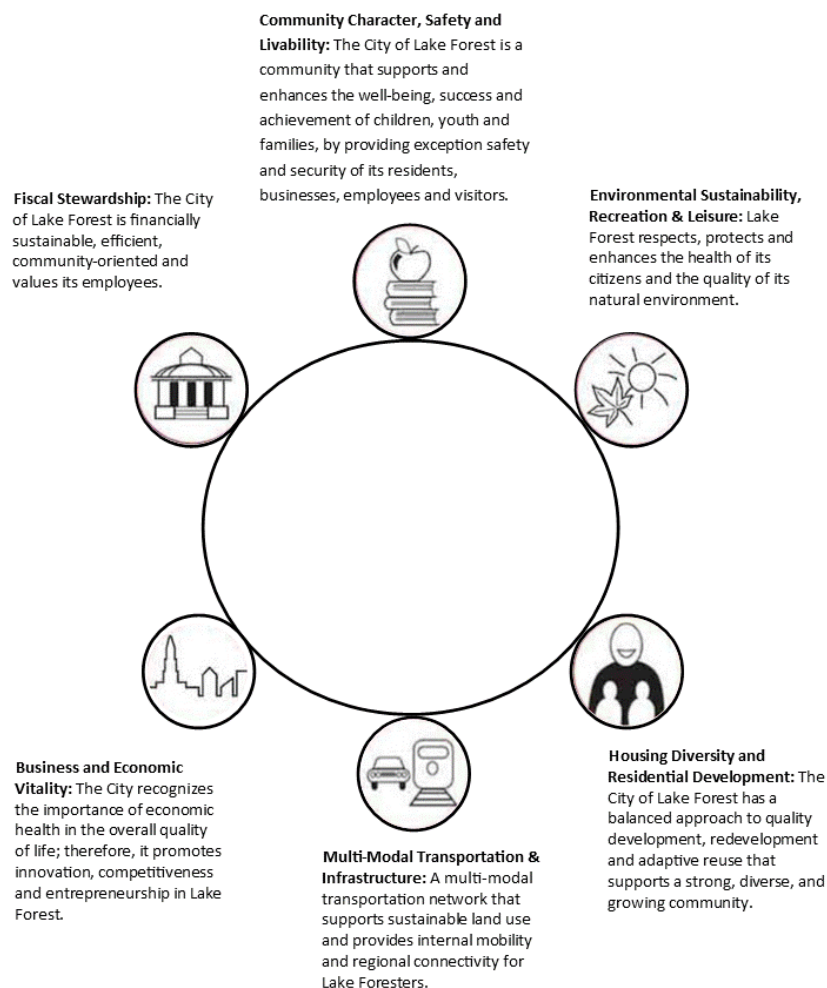
2017 Strategic Planning Process





STRATEGIC PLANNING GOALS AND PRIORITIES

There are six goals included in the City's Strategic Plan. Each goal is intended to support the larger vision for the City and to point the way of progress towards that vision. The goals of the City are functional; acknowledging both our responsibilities and our challenges. The goals for Lake Forest are frequently interrelated, and success achieved in any one goal area is likely to correspond positively in another goal area.





FISCAL STEWARDSHIP

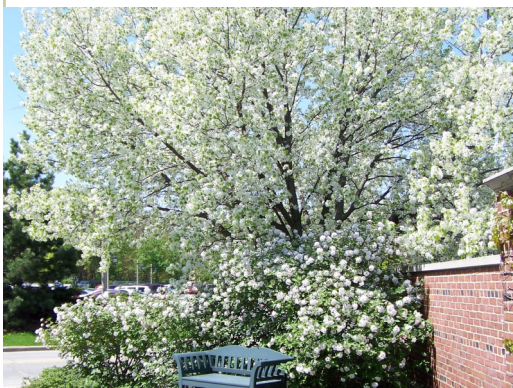
Desired State: The City must conscientiously pursue diverse, sustainable, and dependable revenue sources to fund desired City services and to fortify public assets and systems. Maintaining the City's Aaa bond rating will require sound financial planning and persistent cost control. The City desires to meet the critical financial needs of the community by maintaining a balanced budget through responsible management of the City's financial obligations and diligent use of revenues without placing undue burden upon City residents.

Outcomes, Opportunities, Obstacles: As a predominately built-out residential community, Lake Forest must balance its pursuit of non-property tax revenue sources with maintaining an attractive quality of life. The City's long tradition of sound financial management has laid a stable foundation to ensure that the City continues to provide its residents with high quality services at a great value.

Admittedly, having sustainable revenue is not always a variable that can be controlled at the local level. Many obstacles will present themselves along the pathway to achieving the City's desired fiscal state, including economic uncertainty, volatile global markets, regional competition, and State and Federal fiscal mismanagement. While remaining cognizant of the challenges and obstacles is necessary, the community must remain fiscally conservative and innovative in its delivery of quality services within prescribed financial restraints.

1 Implement an operating budget and capital improvement strategy that is balanced over the long term.

- ⇒ Continue to develop long-term financial forecasts mechanisms that allow the City to annually identify future revenue and expenditure trends in efforts to prepare plans that address anticipated problems in a timely fashion.
- ⇒ Identify internal/external challenges that may impact the City's ability to remain flexible in the management of financial resources.
- ⇒ Evaluate and prioritize City services; then identify opportunities for alternative service delivery.
- ⇒ Improve the effectiveness and efficiency of City programs and activities in achieving results that are valued by the public.
- ⇒ Develop and implement an effective economic development strategy to create jobs, enhance economic diversification, and promote income growth.



FISCAL STEWARDSHIP (CONTINUED)

2

Continue to pursue alternative sources of revenue, while thoughtfully reducing expenditures through public and private partnerships and special service agreements.

- ⇒ Create consortiums and shared service agreement opportunities with neighboring municipalities to reduce expenditures.
- ⇒ Further steward relationships between the City and community stakeholders to identify potential public/private partnerships.
- ⇒ Create opportunity for residents to make “legacy contributions” - donations for specific directed purposes or for the General Fund.
- ⇒ Explore opportunities to increase volunteer efforts to reduce City operational costs.

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.

- ⇒ Publicize the Comprehensive Fiscal Plan, cost-saving initiatives and staff reductions that had been implemented.
- ⇒ Utilizing multiple modes of media and communication to inform the community (i.e. printed information; information repositories, kiosks, hotlines; websites and social media; press, media and other technological advances).
- ⇒ Publicize updates to budgets at regular intervals.

4

Continue to actively encourage and support economic development.

- ⇒ Develop and implement business incentive programs to further support economic vitality.
- ⇒ Examine regulations, fee structure and time required to open new business or make modifications.
- ⇒ Identify opportunities to leverage large number of employees working in the City of Lake Forest (i.e. Conway Park, Lake Forest College, Lake Forest Hospital, and other Corporate Businesses)



BUSINESS AND ECONOMIC VITALITY

Desired State: While predominantly a residential community, The City of Lake Forest desires to enhance its business community so that it remains economically viable, enticing to visit and meets the needs of the community and visitors. It is important to the City that core values are adhered to assuring that Lake Forest remains a desirable place to live, one that is welcoming to younger families, professionals as well as long-time residents; embracing diverse and changing local and state demographics. Maintaining the vitality of our business districts by retaining existing businesses, while attracting new businesses that will cultivate a uniquely, friendly atmosphere and contribute to the growth of the tax base.

The City will use economic development tools to engage property owners in the business districts and will leverage local assets – historic, cultural, and architectural as well as community pride. The City will work closely with local businesses, the Chamber of Commerce, business owners, organizations and commercial property owners to help achieve this.

Outcomes, Opportunities and Obstacles: The City should continue the efforts to enhance the unique, friendly and interesting business districts. Adding new family-friendly businesses, more young adult-friendly restaurants, specialty stores that will continue to make the business districts attractive places to shop and eat, and continue to build a sense of community. At the core of the business districts is the need for more local and diverse housing options to create additional foot traffic and the interest in creating a more urban character in the business districts. Historically, the City's business districts included apartments. Bringing those denser housing developments back to the core area will support more vibrant business districts and sense of community. Additionally, the development of an internal City transportation system to connect patrons to the business districts would be beneficial.

Maintaining the special character of Lake Forest is critical to the community's uniqueness, but the City should also examine how other unique assets can be promoted to increase the economic vitality through thoughtful changes and adaptations. For example, the hospital expansion, the beachfront, the local cultural arts community, public transportation, workforce development, and the historical character of Lake Forest can all play a role in contributing to enhanced activity in the business district. Emerging obstacles include technological advancements and the ease of internet commerce.



BUSINESS AND ECONOMIC VITALITY (CONTINUED)

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.*

- ⇒ Establish a greater appeal of Business Districts/Lakefront to residents and visitors by extending operation hours to encourage evening patronage.
- ⇒ Support more music festivals, community events, other entertainment and dining options at the Lakefront/Beach.
- ⇒ Support more diverse intergenerational businesses; specifically in, retail, entertainment, and food service industries in all Business Districts.
- ⇒ Improve access, circulation and parking, making it easier and more pleasant for visitors and residents to travel by all modes of transportation to the Business Districts/Lakefront area.

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.*

- ⇒ Support recruitment, retention and expansion (when desirable) by proactively identifying and implementing actions the City can take to improve competitiveness with surrounding communities and online commerce.
- ⇒ Target entrepreneurs, contractors and employers who complement the City's long-term economic vision to balance the residential and commercial tax base.
- ⇒ Implement an expansion strategy focused on high priority corporations with the best potential for growth.



BUSINESS AND ECONOMIC VITALITY (CONTINUED)

3 *Engage in proactive economic development to attract and retain key businesses within the commercial corridors to achieve a thriving business community.*

- ⇒ Enhance retention through strategic stewardship of the relationship with employers and businesses owners to foster a sense of pride in being a part of the community.
- ⇒ Communicate successes by identifying opportunities to celebrate businesses who are involved in the community (i.e. City Award Program, etc.).
- ⇒ Improve the City's readiness for quality economic growth by seeking efficiencies through the incorporation of technologies in the development review and permit process to increase clarity, transparency, and accessibility.
- ⇒ Review existing codes to ensure that existing regulations and permit processes add value to the economic sustainability and quality of life of the City.
- ⇒ Facilitate workshops for "Starting and Maintaining a Business in Lake Forest" for new and existing businesses.



ENVIRONMENTAL SUSTAINABILITY, RECREATION AND LEISURE

Desired State: Lake Forest has a long tradition of upholding its 1861 founding motto: “Naturae et Scientiae Amor,” or “Love of Nature and Science.” Over the past 156 years, as the City grew through modest increases in population and development or expansion of residential and commercial properties, constant internal and external pressures have been imposed on the environment. We must continue to strive for a balanced approach to policies, activities, and operations that are environmentally-responsible, sustainable, efficient and fiscally-minded for future generations.

Outcomes, Opportunities, Obstacles: Recognizing that one of the reasons our forefathers travelled here was to realize a healthier and cleaner living environment, we must protect Lake Forest’s unique local ecosystem, and nurture pride in our conservation ethic for generations to come. Preserving the City’s natural assets will enhance property values and ensure that the community remains highly-desirable place to live, work and play.

The community shall continue to collaborate with educational institutions, property owners, neighbors, land management associations, and environmentally related community clubs to engage the community in environmental stewardship, recreation and leisure, by taking a leadership role in modeling best community practices in environmental sustainability. The City must continue to guard against pressures by developers and others looking to place short-term profits or returns over long-term community benefits. Recognizing cost considerations may hamper efforts to undertake the appropriate conservation based development projects versus the cheapest or most expedient methods.

1

Protect, maintain and improve the environmental vitality and sustainability of Lake Forest’s physical and natural assets.

- ⇒ Develop a series of environmental benchmarks, indicators and performance measurements for the City and community.
- ⇒ Improve air quality in the City by implementing air quality standards and a plan to support the achievement of greenhouse gas emission reductions.
- ⇒ Protect waterways and ravines by maintaining and improving storm water and sanitary sewer infrastructure and stream system health.
- ⇒ Encourage recycling and energy efficiency programs to reduce/minimize the City’s contribution to the regions carbon footprint and landfill deposits.



ENVIRONMENTAL SUSTAINABILITY, RECREATION AND LEISURE

(CONTINUED)

2 *Encourage access to native open spaces through the promotion of health, education and sustainable ecological policies.*

- ⇒ Identify public and private partnership opportunities to promote education and sustainable ecology.
- ⇒ Expand access to health foods by implementing a community gardening initiative, increasing attendance at farmer's market events, and providing farming/nutrition based educational opportunities.
- ⇒ Increase access to open spaces through walking/bike trail connections throughout the City.

3 *Identify natural assets in Lake Forest to that should be the focus of investment and expansion.*

- ⇒ Identify opportunities to extend programming at the Lakefront during off-season and off-peak hours.
- ⇒ Explore programming opportunities at Elawa Farm during off-peak hours.
- ⇒ Identify special events to celebrate natural assets, increase activity and community gatherings.



MULTI-MODAL TRANSPORTATION AND INFRASTRUCTURE

Desired State: Lake Forest has a comprehensive system of major streets and transportation options which connects areas within and beyond the City limits. It is desirous to maintain this system while preserving the character of The City of Lake Forest. An integrated, citywide, regional and multimodal transportation system that is safe, functional, and provides mobility opportunities will foster greater economic development, that minimize and relieve future congestion, and benefit all residents.

In 2022, The City of Lake Forest will be regionally linked and easy to navigate regardless of resources or ability. The City will create effective local, regional, and mass transportation options for motorists, pedestrians, and bicyclists alike. This will be achieved through the pursuit and advancement of transportation options, expansion of “inter-connectedness” of non-vehicular pathways, and enhancement of regional transportation and existing roadway infrastructure.

Outcome, Opportunities, Obstacles: As a land-locked, predominantly built-out community, the opportunities to connect on a regional scale are challenging. However, providing transportation alternatives that interconnect with neighboring communities and improving mobility within the community will accommodate and encourage the use of multi-modal transportation and bicycle use.

Pursuit of these activities will open the door to community partnerships and new service opportunities that cannot only improve quality of life for residents, but also enhance business perceptions of the City by improving traffic efficiencies for employees. Perhaps the greatest challenge that the City may face in pursuit of this strategic goal is identifying the appropriate resources to make the improvements desired.

1 Continue to promote strong interconnections and coordination between transportation and land development projects.

- ⇒ Explore opportunities to enhance community development projects (i.e. Residential and Non-Residential) that achieve greater “urban-suburban” feel through connections to multi-modal transportation routes.
- ⇒ Seek public infrastructure projects that promote greater mobility and enhance safety.
- ⇒ Identify opportunities to enhance the Lakefront area as an additional gateway into the community.



MULTI-MODAL TRANSPORTATION AND INFRASTRUCTURE (CONTINUED)

2 *Promote safety and expansion of inter-connectedness of non-vehicular roadways on local and regional level.*

- ⇒ Identify opportunities to expand and connect non-vehicular pathways.
- ⇒ Investigate non-vehicular pathway safety improvements (i.e. streetlights, under/overpasses, safety markers for trails, etc.).
- ⇒ Enhance the pedestrian/bike trail and sidewalk inspection and maintenance program.
- ⇒ Seek partnership opportunities with the Lake County Forest Preserve to ensure best practices are met in design, construction method and materials.

3 *Pursue and advance public transportation service opportunities for residents, organizations, businesses and institutions.*

- ⇒ Collaborate with PACE, State, and County to identify and promote public transit opportunities to community stakeholders.
- ⇒ Advocate initiatives that seek to improve and expand commuter rail services (e.g. Metra, Amtrak, etc.) in Lake Forest, in particular, express trains to Chicago.
- ⇒ Identify and leverage partnerships or grants to support public transportation services and capital projects.
- ⇒ Implement a bicycle sharing program that links commuter rail facilities to commercial corridors, parks and recreation locations, and institutions.



COMMUNITY CHARACTER, HEALTH AND SAFETY

Desired State: We must strive to maintain the high quality of service delivery without losing the “personal touch” to which residents are accustomed and which helps to define our community’s character. Additionally, these services should continue to satisfy community priorities, which include safety, health and community enrichment. These characteristics will help attract a diverse population including younger residents, professionals and entrepreneurs to Lake Forest and will help strengthen the community’s character, vitality and vibrancy.

Looking forward, the community’s character, health and safety should continue to be built upon the preservation of the “best of the past” while planning for the future, maintaining a distinctive and uniquely attractive place to live, work, learn and engage with others. Key elements of the community’s character that should be strengthened include, but are not limited to: natural open spaces, the beach, diverse recreational and educational opportunities, cultural arts, established community institutions, tree-lined streets, diverse neighborhoods and historic architecture. By ensuring the community streets, business districts, and neighborhoods are safe, walkable and sustainable, Lake Forest can maintain the vibrancy of the community while enhancing the “character and livability” of the community.

Lake Forest will be welcoming to all, while continuing to promote community engagement. The City will provide opportunities and accommodations that support a diverse and healthy population which nurtures young adults, families, and older generations. A sense of optimism, confidence and pride will help guide every facet of the community.

Outcomes, Opportunities, Obstacles: Opportunities that are available to Lake Forest are due to the quality of life, the City’s stable financial position and overall reputation of the community, which is grounded in the community’s core values. Challenges include changing commercial climate, shopping preferences, and housing demands and pressure, to be open to new ideas as a more diverse population moves into the City. The City of lake Forest is challenged because of the longer commute to Chicago than from other North Shore towns so we must showcase other aspects that make Lake Forest desirable.

In addition, resistance to change and fears of negative impacts on the quality of life or property values can present obstacles. Evaluating proposed changes in a balanced manner will allow the City to manage change and encourage positive growth while at the same time, support the character of the community. Balancing competing interests, values and traditions, while maintaining a healthy sense of community, is challenging, but provides healthy dialogue as core values and long-term goals are assessed on a continuing basis. As Lake Forest looks toward the future, identifying opportunities and obstacles, while working through them will be pertinent to achieving the desired state. The City of Lake Forest has had a long tradition of successfully maintaining this balance since 1861.



COMMUNITY CHARACTER, HEALTH AND SAFETY (CONTINUED)

1 *Maintain and continue to promote public relation opportunities to enhance the safety and security of our residents, businesses, employees and visitors.*

- ⇒ Publicize objective and accurate information/statistics to increase community awareness, guide public safety and community expectations.
- ⇒ Expand public outreach and engagement with civic and business groups and broaden the responsibility for Lake Forest's community safety.
- ⇒ Ensure that full range of communications methods and tools are being utilized to increase public awareness and enhance avenues for community outreach.

2 *Continue to engage the community in respectful discussion, debate and decisions about the Future of the Community.*

- ⇒ Continue to explore changing technologies on an ongoing basis to enhance communications with residents.
- ⇒ Continue to provide new opportunities to gather public input and encourage participation in community discussions.
- ⇒ Educate the community on the public process and the goal of achieving an end result that focuses on the overall good of the community, while balancing various competing interests.
- ⇒ Continue to host public engagement sessions, meetings and briefings

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.*

- ⇒ Continue to support collaboration between law enforcement and the community to increase awareness of how to discourage crime and undesirable activity.
- ⇒ Expand fire and injury prevention activities (i.e. implementation of Police & Fire Academy for elementary, middle and high school students).
- ⇒ Continue to collaborate with the Education Community, C.R.O.Y.A., Library, Gorton Community Center, L.E.A.D. & SpeakUP! Prevention Coalition to implement City-wide preventive substance abuse initiatives.



COMMUNITY CHARACTER, HEALTH AND SAFETY

(CONTINUED)

- ⇒ Establish a system that tracks key indicators identified by the community and health professionals for promoting and maintaining public and personal health.

4 *Effectively align the City, school and community services in order to support the success and well-being of children, youth, and families.*

- ⇒ Develop and implement a comprehensive (0-22 year old) police department youth master plan that is aligned with the school systems' strategic plans.
- ⇒ Improve the coordination and alignment of existing youth mentoring programs and expand mentoring capacity City-wide.
- ⇒ Increase recreational activity/options for children and youth after school, in the evenings and during the weekend.



HOUSING DIVERSITY AND RESIDENTIAL DEVELOPMENT

Desired State: As noted earlier in this Strategic Plan, Lake Forest is and always has been first and foremost, a residential community. Unlike a “bedroom” community, Lake Forest is more than just a place to come home to after work in the evening. Instead, it is a place to live fully; a place to work, volunteer, learn, shop, recreate, worship, create life-long friendships, raise families. It is a place to call home.

Historically, Lake Forest has always been a collection of neighborhoods; some with grand historic homes, others with small cottage-type homes from the early 1900s, conventional subdivisions comprised of acre and a half lots developed in the 1980s and 90s, and planned preservation subdivisions with clustered lots and preserved open space. Multi-family residential opportunities are limited in the community. However, recently approved developments are under construction, which will offer both ownership and rental multi-family housing options to current residents looking for a new home to match their current life style, those interested in moving back to the community and to newcomers who want to be part of this special community.

The residential character of the community is defined by the tree-lined streets, high quality architecture, time-less design, durable construction and well landscaped and well cared for properties. As noted above, variation in housing products, unit sizes, price points and neighborhoods together offer something for everyone. Retaining the distinct character, sense of place and quality of life will assure the long term viability of the community. Those who live in Lake Forest, work, shop, or visit here, know they are somewhere special.

Outcomes, Opportunities, Obstacles: Some of the aspects that make Lake Forest unique also present challenges. Successful adaptive reuse of historic structures and properties is part of the City’s history. Continued openness to adaptive reuses will be essential to provide economically viable opportunities that will preserve and protect unique properties long into the future. There is a long tradition in the community of single family homes co-existing with institutional uses, multi-family developments and commercial uses. The community’s willingness to embrace new, and sometimes, unconventional ideas has often set Lake Forest apart as a leader in many areas.

Home sale activity and the price points of sales in comparison with activity in other communities are often cited as an indication of the vitality of the community. In some ways, Lake Forest cannot compete with other communities; Lake Forest is farther away from Chicago than communities to the south. Focusing on and promoting the unique living environment that Lake Forest offers will assure that the community will weather changing economic climates as it has many times in the past.



HOUSING DIVERSITY AND RESIDENTIAL DEVELOPMENT (CONTINUED)

1 *Maintain a diverse housing stock and encourage responsible community growth.*

- ⇒ Inventory existing housing types and lot sizes for the purpose of identifying gaps in available products or alternatively, an overabundance of particular housing products or lot sizes.
- ⇒ Review and update the Comprehensive Plan as it relates to housing to provide a framework for future development decisions.

2 *Continue the tradition of thoughtful long term planning; preserve the character of the community and quality of life.*

- ⇒ Consider opportunities to streamline review processes while at the same time assuring quality development.
- ⇒ Avoid following “trends of the day”. Consider the impact of decisions carefully weighing short term benefits and long term impacts.
- ⇒ Once the Laurel and Western Avenues, and the McKinley Road Redevelopment projects are completed, take time to evaluate the absorption of the new rental and for sale products and the alignment, or lack thereof, of the unit sizes and price points with the market interests. Care should be taken to not overbuild any particular product type.

3 *Continue to build partnerships to provide accessible housing.*

- ⇒ Raise awareness about successes to date resulting from the City’s partnership with Community Partners for Affordable Housing.
- ⇒ The Housing Trust Fund Board should explore partnerships with the College, the hospital, public and private schools and corporations in an effort to together, pursue initiatives that will make housing accessible to employees who work in the community.
- ⇒ Consider the development of campus-related housing that could offer a unique housing type mixing young and old.
- ⇒ Continue to pursue initiatives that disperse housing types throughout the community rather than concentrating a particular type of housing at a single location.



HOUSING DIVERSITY AND RESIDENTIAL DEVELOPMENT (CONTINUED)

4 *Encourage adaptive reuse of historically significant single family residences, out buildings and estate properties.*

- ⇒ Consider Code amendments to provide a streamlined process for review of proposed adaptive reuses of historic homes, buildings and large properties under certain conditions or limitations including, but not limited to: condominiums, inns, bed and breakfasts, office use, spas and rental units.



THANK YOU

STRATEGIC PLANNING PARTICIPANTS

Michael Adelman
Susan Banks
Paul Best
Biddy Boyer
Ray Buschmann
Paula Clair
Cathy Czerniak
Megan Dahlinger
Phil Doetsch
Chris Ellertson
Deb Fischer
Phil Gaytor
Bruce Grieve
Paul Hamann
Octavius Hayes
Elizabeth Holleb
Barry Hollingsworth
Dan Jasica
DeSha Kalmar
Susan Kelsey
Marcy Kerr
Robert Kiely
Aiden Kinsella
Charles Kohlmeyer
Catherine Lemmer
Patrick Looby
Reese Marcusson
Pat McDonough

Michelle Moreno
James "Jed" Morris
Todd Nahigian
Tim Newman
Ted Notz
Jim Opsitnik
George Pandaleon
Louis Pickus
Melanie Rummel
Caitlin Saville-Collins
Don Schoenheider
John Sentell
Pete Siebert
Mike Simeck
Mike Strong
John Strudwick
Sally Swarthout
Stanford Tack
Mike Thomas
Allison Waggoner
Catherine Waldeck
Karl Walldorf
Richard Walther
Bob Whelan
Anne Whipple
Catherine Yehle