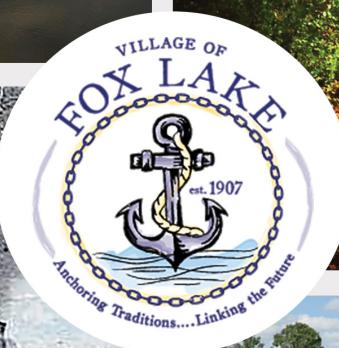


VILLAGE OF FOX LAKE

STRATEGIC PLAN - AN OVERVIEW

2017 - 2022



THE VILLAGE OF FOX LAKE

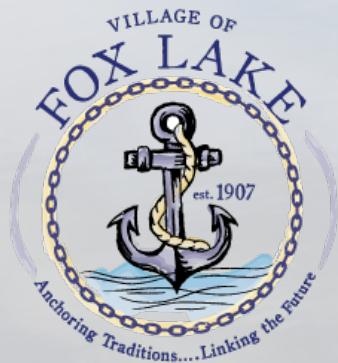
The Village of Fox Lake (population 10,700) is located 55 miles northwest of downtown Chicago and 20 miles west of Waukegan, Illinois. Fox Lake is a non-home rule community located in Lake and McHenry counties.

The Village is located on the South Shore of Pistakee Lake, Nippersink Lake, and Fox Lake, three connected water bodies that form part of the Chain O'Lakes system. The Village of Fox Lake has a total area of 9,942 square miles of which around 20% is water.

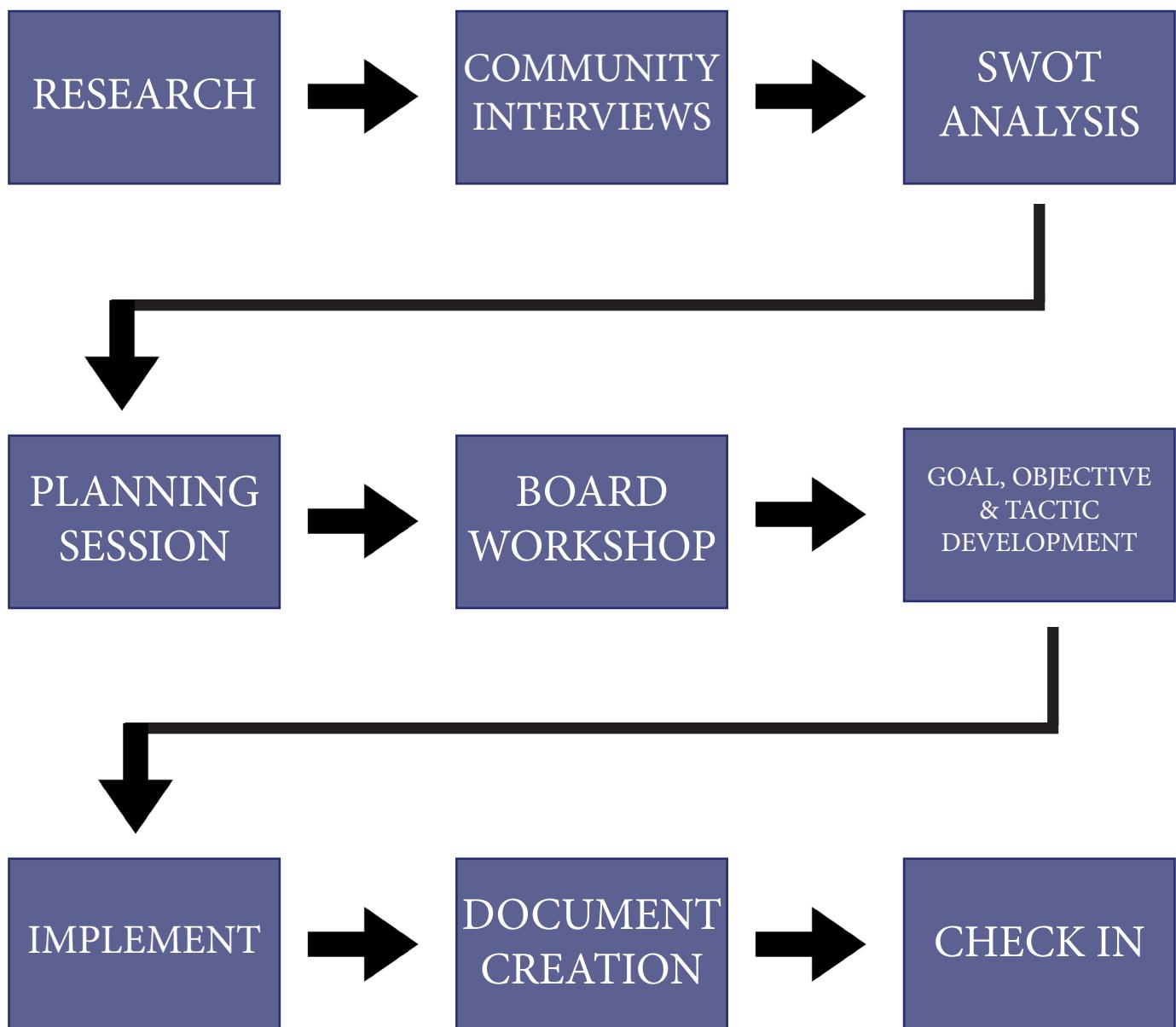
The community of Fox Lake takes pride in its awarding winning schools, local commerce, dedication to the environment, recreational excellence, and outstanding Village service.

The Village of Fox Lake's rich history, and vision towards the future champions the Village's slogan "Anchoring Traditions...Linking the Future."

The Village of Fox Lake began the Strategic Planning Process in September 2016. For a full copy of the Strategic Planning Document, visit the website at www.foxlake.org.



STRATEGIC PLANNING PROCESS



OUR MISSION, VISION AND VALUES

In February 2017, the Village Board of Trustees officially adopted a mission statement and set of core values developed as part of the strategic planning process.

Mission Statement

The mission of the Village of Fox Lake is to take full advantage of opportunities for social and Economic development that embrace and inspire strong family values while building an attractive, sustainable and safe environment for the enjoyment of our residents, businesses, and visitors.

Core Values

The Village of Fox Lake Pursues its mission by demonstrating these seven core values (SERVICE):

- **Sense of Community** where pride and respect prevail
- **Effective Teamwork** through key collaborations and partnerships
- **Resource Planning** that is friendly, professional, and innovative
- **Value Driven** to maximize benefits to our community
- **Integrity** through honesty, transparency, and accountability
- **Commitment** to quality and public safety
- **Effective Communications** that are open, timely, and informative

STRATEGIC GOALS

GOAL, OBJECTIVE, AND TACTIC DEVELOPMENT

Strategic Goal Development

Each strategic planning team's strategic goal encompasses the overarching responsibility and purpose of each strategic planning team. Strategic Goals for each team are:

Infrastructure

Continue to provide safe and properly maintained roadways, water systems, and sewers for residents, businesses, and visitors.

Marketing

Enhance the Village's marketing program to promote tourism, livability, opportunity, and community events.

Recreation

Promote community programming and enhanced recreation opportunities for the residents of Fox Lake and community partners in a safe and fiscally responsible manner.

Technology

Continue to analyze, design, and implement information and technology assets to support Village operations.

Economic Development

Enhance the Village's community planning, business development, and business Retention efforts to continue and enhance quality of life for residents, businesses, and visitors within the Village of Fox Lake.

Communication / Public Outreach

Enhance the Village's communication and public outreach to provide expedient and Effective dissemination of information to internal and external customers of the Village.

INFRASTRUCTURE

Infrastructure	
Continue to provide safe and properly maintained roadways, water systems, and sewers for residents, businesses, and visitors.	
Objective 1	Enhance interconnectivity of water and sewer systems
TACTICS	<p>Construct the sewer interconnect beginning at the Tall Oaks treatment plant, ending at Route 12</p> <p>Utilizing GIS, plot location of local sewer and water systems to determine weaknesses in connectivity</p> <p>Continue to apply for water related grants and low interest loans</p>
Objective 2	Provide sustainable, safe, and properly maintained roadways
TACTICS	<p>Review and revise completed report of structural health of all Village streets and develop a comprehensive replacement program</p> <p>Analyze current street maintenance and plowing procedures to determine if efficiencies exist</p> <p>Improve local traffic by analyzing problem areas and other areas of concern for the Village to increase public safety</p> <p>Develop a Complete Streets Program</p>
Objective 3	Establish a financially solvent capital improvement and replacement program(s)
TACTICS	<p>Determine funding vehicle for a capital improvement and comprehensive replacement program</p> <p>Establish a methodology for determining the replacement of vehicles and equipment based on key measurable indicators</p> <p>Analyze all Village owned buildings and property, and determine what if any repairs must be made</p> <p>Determine funding model for capital improvement and replacement program</p>
Objective 4	Enhance community walkability and bike ability
TACTICS	<p>Utilizing GIS, document all local sidewalks, and the organizations responsible for maintenance</p> <p>Develop sidewalk replacement and enhancement program</p> <p>Enhance signage and roadway markings to promote bikeability and walkability</p> <p>Work with community partners to encourage communication regarding walkability and bikeability</p>
Objective 5	Continue providing quality services to residents, businesses, and municipal partners
TACTICS	<p>Utilize various forms of communication to receive internal and external feed about services provided, analyze, and develop a method to addressed feedback</p> <p>Increase joint purchasing opportunities and partnerships with area governmental agencies, and other municipalities</p> <p>Develop a tree maintenance and replacement program</p> <p>Continue to provide quality water treatment to existing municipal entities and continue a strong relationship with Lake County</p> <p>Develop stormwater management program and continue to work with Stormwater Management Commission</p>
Objective 6	Analyze current practices and evolve best practices based on effective, efficient, and alternate service delivery models
TACTICS	<p>Analyze current methods of service delivery within all departments</p> <p>Analyze the strengths of the current workforce, and provide opportunities for growth and succession planning</p> <p>Analyze current relationships with Village contractors and vendors to increase efficiencies</p> <p>Review opportunities to increase energy efficiencies such as wind technology and green infrastructure</p>

MARKETING

Marketing

Enhance the Village's marketing program to promote tourism, livability, opportunity, and community events.

Objective 1	Unify, promote, and enhance the Village of Fox Lake Brand
TACTICS	Develop a Brand style guide for Village publications, mailings, correspondences, and materials
	Review current signage, banners, uniforms and other items within the Villages property and update with new Anchor logo
	Incorporate the new Village Mission Statement and Core Values into the Village of Fox Lake Brand
	Review current marketing materials, social media platforms, and other forms of external communication and update with new Anchor logo
	Provide templates to all Village Departments with new Anchor logo to ensure a smooth transition of the brand
Objective 2	Promote the Village through increased partnerships
TACTICS	Increase and evaluate partnerships with local Village of Fox Lake area charity and community organizations
	Increase and evaluate partnerships with Visit Lake County, and other area tourism organizations
	Increase and evaluate partnerships with other governmental agencies to promote cross-marketing and increase communication
	Increase and evaluate partnerships with area businesses through use of a business focused e-newsletter
Objective 3	Promote the Village on a regional, state, and national scale
TACTICS	Develop a marketing plan that encompasses regional, state, and national promotion of the Village of Fox Lake
	Develop a Village of Fox Lake Mobile Application for Android and iPhone
	Research various regional, state, and national marketing opportunities, and analyze feasibility
	Research current trends in municipal marketing and branding, and apply knowledge gathered to Village of Fox Lake efforts

RECREATION

Recreation

Promote community programming, and enhanced recreation opportunities for the Residents of Fox Lake and community partners in a safe and fiscally responsible manner.

Objective 1	Establish a financially solvent program and event model
TACTICS	Complete a fee analysis of all Village sponsored events and rentals
	Establish a new fee structure based on fee analysis
	Increase sponsorship levels through business and agency partnerships
	Establish Celebrate Fox Lake 501(c)3
	Analyze program efficiencies
Objective 2	Establish a financially solvent equipment improvement and replacement program(s)
TACTICS	Analyze and review current recreation equipment/property
	Develop an equipment replacement program based on analysis
	Review, locate, and apply for new funding opportunities to decrease burden off general fund
	Continue to review building and splash pad expansion opportunities
Objective 3	Provide safe, audience targeted, and functional parks, community buildings, programs, and events
TACTICS	Gather feedback on various programs, buildings, events and property through a customer satisfaction survey
	Review feasibility of a Village "Riverwalk"
	Utilize current trends to develop programming
	Increase Public Safety by installing surveillance cameras at all Village Parks
	Analyze feasibility of "beer can bridge" closure for Lakefront Park Expansion and possible beach area
	Review area properties and determine the feasibility of additional park expansion
	Analyze community needs and develop programming based on feedback from a community survey
	Develop new programs based on community survey results
Objective 4	Increase internal and external partnerships
TACTICS	Increase sponsorships from external stakeholders
	Establish Champion of the Chain 501(c)3
	Increase partnerships with local area establishments and natural resources such as Chain O'Lakes State Park, local marinas, and local resorts
	Continue to develop external partnerships with businesses, organizations and other governmental agencies
	Develop Volunteer and Internship Program
	Streamline use of Village resources to accomplish departmental goals
	Increase marketing of events, buildings, and parks

ECONOMIC DEVELOPMENT

Economic Development

Enhance the Village's community planning, business development, and business retention efforts to continue and enhance quality of life for residents, businesses, and visitors within the Village of Fox Lake.

Objective 1	Enhance and develop Route 12
TACTICS	Work to develop TIF property and continue feasibility study on additional TIF Districts
	Review and revise ordinance on Hotel/Motel taxes
	Work with other agencies to increase transportation connectivity and opportunities such as PACE Bus routes, Metra, and Paratransporation system
	Create a developer outreach program to increase new construction as well and revitalization
	Develop partnerships to enhance beautification and safety along Route 12
	Update the sign ordinance to decrease sign pollution
	Seek funding opportunities to enhance walkability and bikeability along Route 12
Objective 2	Enhance Downtown Fox Lake
TACTICS	Increase marketing and funding model for façade improvement program to local area businesses
	Increase beautification, walkability, bikeability, and branding within downtown
	Review options for grants, and alternative methods of funding
	Increase community events to promote downtown engagement
	Analyze current zoning regulations within downtown
	Develop changes to zoning regulations that increase businesses that promote and attract tourism
	Develop a main street association to enhance downtown Fox Lake businesses
Objective 3	Enhance business attraction and retention
TACTICS	Develop business centered e-newsletter
	Develop marketing materials to increase business attraction to Fox Lake
	Develop a business education program
	Increase partnership with Lake County Partners to enhance business and employee attraction and retention
	Create a standard and implementation guide for business incentives
	Start an open house program for local business to meet Village staff, and elected officials
Objective 4	Enhance community beautification, sustainability, and creative economy
TACTICS	Increase walkability and bikeability within Fox Lake
	Updated sign and code ordinances to encourage natural beauty and safe practices while remaining business and resident friendly
	Increase partnerships with local organizations
	Increase dedication to the local food movement and micro-economies through the Community garden, and development of a farmers market
Objective 5	Review and analyze current practices, and evolve best practices based on current trends
TACTICS	Review market analysis to determine business, consumer, and residential trends within national, regional, and county areas
	Conduct a Business Development District analysis of targeted areas inclusive of Route 12 and Downtown Fox Lake
	Implement recommend results from BDD analysis
	Create efficiencies for businesses when utilizing village services
Objective 6	Promote multi-modal transportation to increase interconnectivity and transit orientated development
TACTICS	Research funding opportunities for downtown Metra station
	Review and analyze Metra station, downtown and Village wide parking strengths and weaknesses
	Improve local traffic by analyzing problem areas and other areas of concern for the Village to increase public safety
	Analyze connectivity gaps and challenges in creating a multi-modal epicenter

TECHNOLOGY

Technology

Continue to analyze, design, and implement information and technology assets to support Village operations.

Objective 1	Review, monitor, and analyze current practices and evolve best practices based on effective, efficient, and current trends
TACTICS	<ul style="list-style-type: none"> Analyze current infrastructure, equipment, and connectivity Review current technology trends and provide recommendations for improvement if applicable Continue to monitor current infrastructure and technology for daily and long-term effectiveness Increase utilization of GIS across all Village Departments Analyze the feasibility of increased Fiber optic technology for optimum connectivity Determine feasibility of financial opportunities that may stem from development of fiber optic growth
Objective 2	Establish a financially solvent multi-year replacement and upgrade program
TACTICS	<ul style="list-style-type: none"> Analyze all Village equipment for functionality Create and implement a multi-year replacement and upgrade program based on current technology assets Incorporate replacement program into CIP budget Analyze needs within 911 Dispatch Center, and develop plans for further expansion
Objective 3	Incorporate, review, and analyze revolving needs of internal stakeholders
TACTICS	<ul style="list-style-type: none"> Continue to gather internal stakeholder feedback regarding technology needs Continue to explore efficiencies in software, to enhance service delivery Review current programs, software and equipment for effectiveness Analyze and review security camera system for all Village wide buildings and parks to enhance public safety Continue to work with the Police Department regarding radio upgrade and implementation, CIP replacement program for incar cameras and computers, and new CAD technology Continue to evaluate and review reverse 911 and Nixel operations Review technology needs for 911 Dispatch Center including Starcom, Solocom, NextGen, and CAD software and updates Purchase a new Village wide telephone system

COMMUNICATION / PUBLIC OUTREACH

Communication / Public Outreach

Enhance the Village's communication and public outreach to provide expedient and effective dissemination of information to internal and external customers of the Village.

Objective 1	Increase utilization of varying platforms to communicate with residents, businesses, and external stakeholders
TACTICS	Review current social media platform use, and determine how to best utilize the various platforms Develop and implement a communications plan for emergency and non-emergency events that encompasses the various methods of communication throughout the Village Develop a Village wide e-newsletter Research current trends in communication and apply knowledge gathered to Village of Fox Lake efforts
Objective 2	Provide over-the-top customer service to residents, businesses, and municipal partners
TACTICS	Develop a customer satisfaction survey to be utilized after inspections, water-bill payments, street repairs, and local water and sewer interactions Develop a customer satisfaction survey to be utilized after all park and recreation events, event rentals, and classes offered Research feasibility of a public access channel or YouTube station to broadcast all Village Board meetings to increase transparency Research the feasibility of a Customer Relationship Management software and program Develop a Conversation and Coffee Program Develop a customer service program for all front desk staff that is measurable, and obtainable Develop a Government and Education Program Develop a communication program directed towards the aging population Increase transparency of all Village materials, and documents through the use of a new "transparency portal on the Village website"
Objective 3	Enhance internal Village communications
TACTICS	Establish a bi-annual Supervisor meeting to update supervisors and mid-level management about current departmental projects Develop a monthly report with departmental updates and board decisions for all employees Develop an employee portal with information, documents, and forms to increase access
Objective 4	Promote and enhance public outreach and external communication with residents, businesses, and local organizations
TACTICS	Utilize social media platforms to increase communication Review structure and content of website to promote transparency and end user friendliness Research various see, click, fix programs and applications, and implement based on feasibility Utilize other platforms such as the website, and Nixel to increase communication Develop a gavel to gavel communication program to inform the public of Board level decisions Enhance community programs that increase external communication with area residents Develop and implement a public outreach program that is inclusive of town hall meetings, business outreach, and resident outreach programs Continue to grow and enhance the Community Leaders Forum Encourage residents, guests, and business owners to communicate any issues or illegal activity as a method to increase public safety

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