

CITY OF LOCKPORT 2017-2019 STRATEGIC PLAN

THE CITY OF HISTORIC PRIDE



LOCKPORT

Mayor

Steven Streit

City Clerk

Alice Matteucci

Administrator

Ben Benson



City of Historic Pride

Alderman

Jim Petrakos - 1st Ward

Kris Capadona - 1st Ward

Brian Smith - 2nd Ward

JR Gillogly - 2nd Ward

Darren Deskin - 3rd Ward

Jason VanderMeer - 3rd Ward

Joanne Bartelsen - 4th Ward

Robert Perretta - 4th Ward

222 E. Ninth Street • Lockport, IL 60441-3497

November 15, 2016

Residents of Lockport:

We are proud to announce and share the City of Lockport 2017-2019 Strategic Plan

The strategic planning process is a method of self-evaluation, which encompasses many facets of the City, allowing us as partners to assess key initiatives to reach our goals in establishing a brighter future for Lockport.

Our strategic development began back in 2013, with the release of the 2014-2016 Forecast Plan. This initial plan was developed internally on 8 priorities set by the Mayor and key staff. Its objective was to engage our entire group of elected City leaders in our planning process that would then engage the entire community. For 2017-2019 we were led in this plan by an external specialist in strategic planning to ensure an outside perspective that brings trust and open governmental transparency into the overall process.

The independent facilitator met one on one with the Mayor, each Alderman and key staff, as well as steered the group through a planning priorities session together. The meetings and sessions were intended to supplement the participant interview and survey questions to examine our strengths, weaknesses, and opportunities as viewed through the varied perspectives of all the participants. Upon completion of this process, key initiatives were identified.

I want to thank all of those who have participated. Both elected and appointed officials, as well as staff, are committed to utilizing this plan and the initiatives set forth to accomplish the City goals. As we further build the foundation by which we all serve the community and seek guidance for future decisions, we look forward to continuing to make the City of Lockport the best community to live, work and play in.

Sincerely,

*Ben Benson
City Administrator*



TABLE OF CONTENTS

A long range strategic plan is outcome driven, includes action items, assists in determining our priorities, guides budget preparations and gives direction for daily operations.

Elected and Appointed Officials.....	3
Project Intent.....	4
Process.....	5
Top Priorities.....	6
Supporting Graphical Data.....	7
Strategic Themes and Initiatives.....	9
Implementation Plan and Summary.....	14

City Council

Back Row

Darren Deskin
 Robert Perretta
 Jason VanderMeer
 Kris Capadona

Front Row

Joanne Bartelsen
 Mayor Streit
 Brian Smith
 JR Gillogly

Not Shown

Jim Petrakos
 Alice Matteucci - *City Clerk*

Additional Participants

Bill Molony
Chair of Planning and Zoning



PROJECT INTENT

BUILDING ON SEVERAL YEARS OF SUCCESS IN ESTABLISHING GOALS AND PRIORITIES WITH THE 2014-2016 FORECAST PLAN, THE CITY OF LOCKPORT INITIATED THIS STRATEGIC PLANNING PROCESS. THE PURPOSE OF THIS PROCESS WAS TO:

- Identify current city service priorities and address critical issues
- Involve all city elected officials in creating consensus and action around city priorities
- Ensure the best possible and most desired future for Lockport
- Deal with change in a positive manner
- Build agreement for action including funding and service levels
- Create a roadmap for current action to achieve goals
- Incorporate key performance data into the decision making process
- Gain commitment and work together, team build



PROCESS:

THIS PROCESS FOCUSED ON IDENTIFYING THE IDEAS AND CONCERNS OF ALL KEY ELECTED AND APPOINTED LOCAL GOVERNMENT LEADERS/STAKEHOLDERS FOR THE CITY OF LOCKPORT. THE SPECIFIC STEPS WERE:

STEP 1

Seventeen (17) participants were identified and interviewed one-on-one by a consultant. Interviewees were the Mayor, eight (8) Aldermen, City Administrator, City Attorney, Finance Director, Public Works Director, Community and Economic Development Director, Director of Engineering, Chief of Police and the City Clerk.

Questions posed to each person included: What was Lockport's most significant accomplishment last year? What barriers may prevent Lockport from having its best possible next few years? Other forward thinking examinations were explored.

STEP 2

Results from the interviews were compiled into a report and submitted as Report No. 1. This lengthy and detailed report captures the full scope of issues, ideas, opportunities and challenges faced by the City of Lockport.

STEP 3

Based on Step No. 2, all responses were sorted into the major themes that had surfaced during the interviews. These are the five (5) themes that emerged (not in any order) from the interviews:

- 1.** City Services
- 2.** History, Culture and Image
- 3.** Fiscal Responsibility
- 4.** Governance & Leadership
- 5.** Community Development is Economic Development

STEP 4

City staff created a report called Lockport by the Numbers. Lockport by the Numbers is a report that presents city-centric key performance indicators (KPI's). These KPI's reflect high-level financial, comparative and city service trends. The City intends to use this report (and updates) as a reference guide for decision making.

STEP 5

The City held a strategic planning workshop. During the workshop the team:

- Reviewed the results of Reports 1 and 2
- Reviewed Lockport by the Numbers as presented by the City Administrator
- Met in small groups to further refine each Theme
- Considered and decided upon the key actions within each Theme
- Reached initial consensus regarding key priorities

TOP PRIORITIES:

“To embrace and respect our history while promoting and driving the development opportunities before us. To facilitate community pride through collaborative civic connections focused on the betterment of Lockport. To provide quality city services while maintaining a fiscally sound budget.”

-Mayor Streit



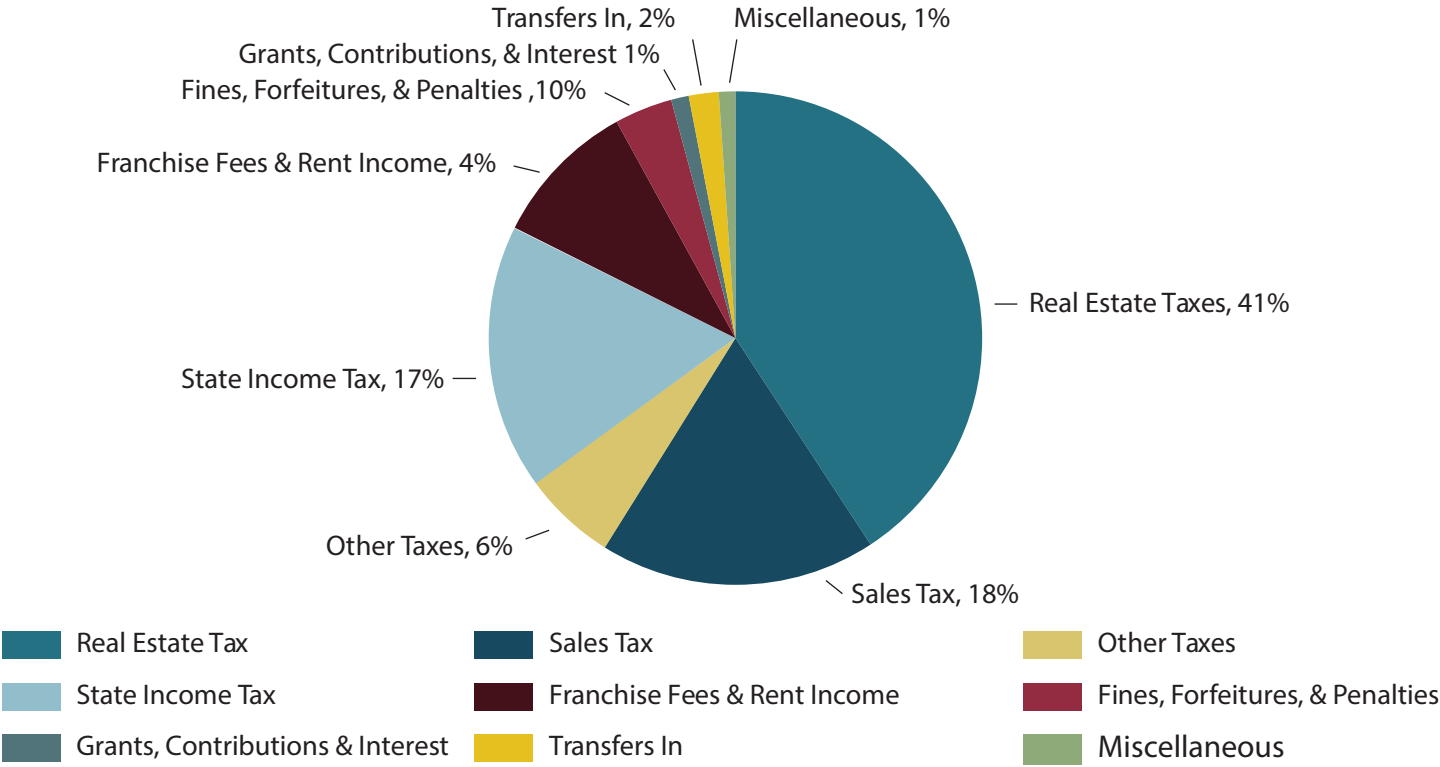
The above Mission Statement was written in 2013 by the Mayor during the 2014-2016 Forecast Plan process, (8) Top Priorities came from this document and we want to reiterate those values and vision: Economic Vitality, Fiscal Health, Infrastructure, Downtown Renovation, Character and Livability, Communication and Technology, Organizational Development and Regional Promotion.

From these priorities we achieved an initial platform, and after our 2016 sessions together, we have a fresh emphasis on their importance .

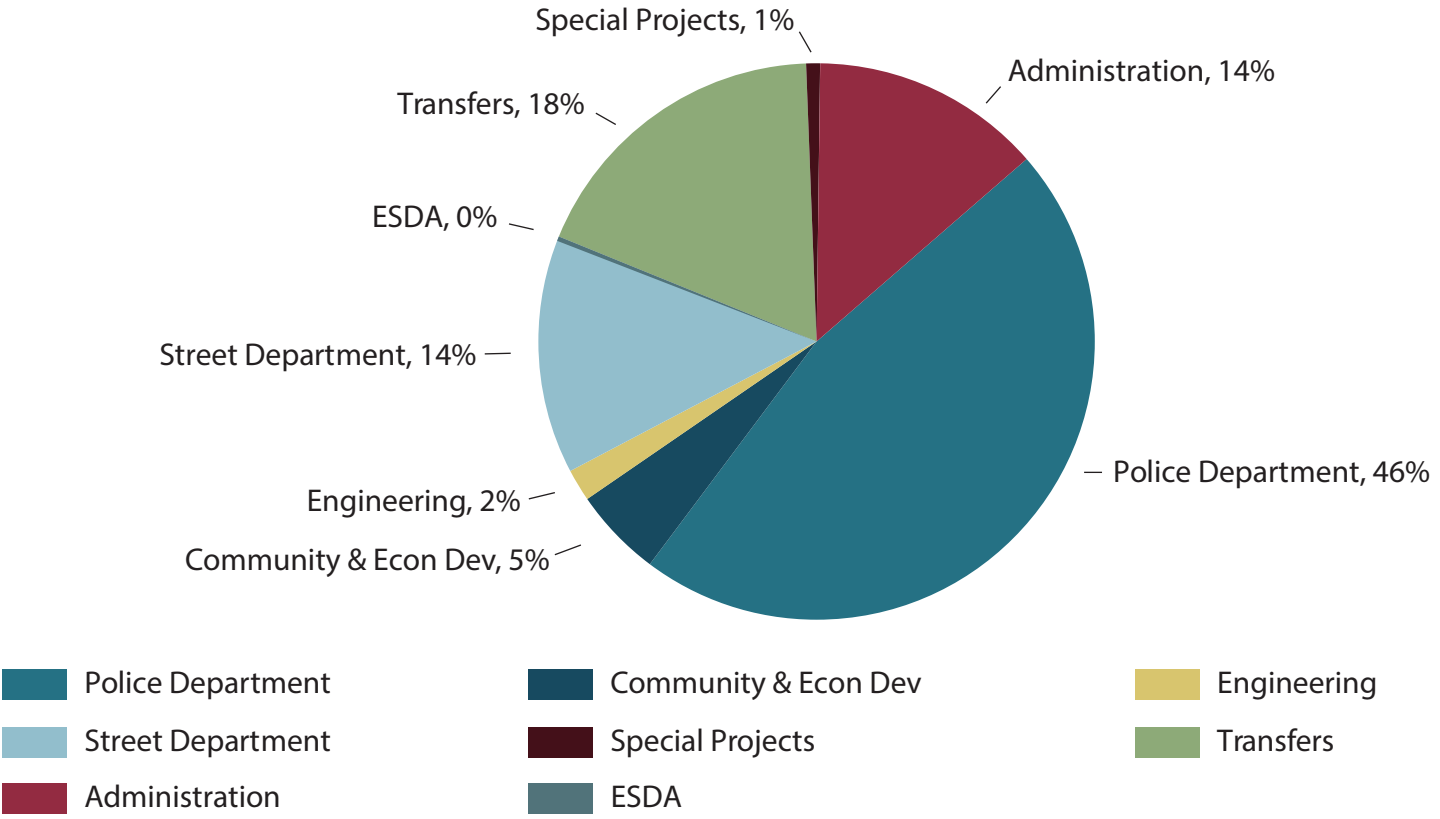
Three Highest Priority Initiatives: During the strategic planning process, participants identified three key strategic initiatives for 2017-2019.

- 1.** To ensure the livability of its neighborhoods and provide needed utility services for future development, the City will determine its CIP priorities and funding solutions to achieve them. To also guarantee the City has adequate drinking water and waste water capacity for future residents and businesses, the City Council will review service level needs and recommendations based on the analysis completed by city staff and consultants
- 2.** To review city process and procedures for efficiencies and effectiveness throughout the organization and improve communication within the departments for proficiencies. Further, to demonstrate Lockport’s pro-business attitude and to increase local shopping and dining opportunities, the City will re-engineer the processes of its development, transportation, permitting, economic development and engineering services
- 3.** To increase engagement of residents, developers, elected officials and other governmental agencies, the City will work to increase communication efforts through social media, community events, transparency and intergovernmental agreements

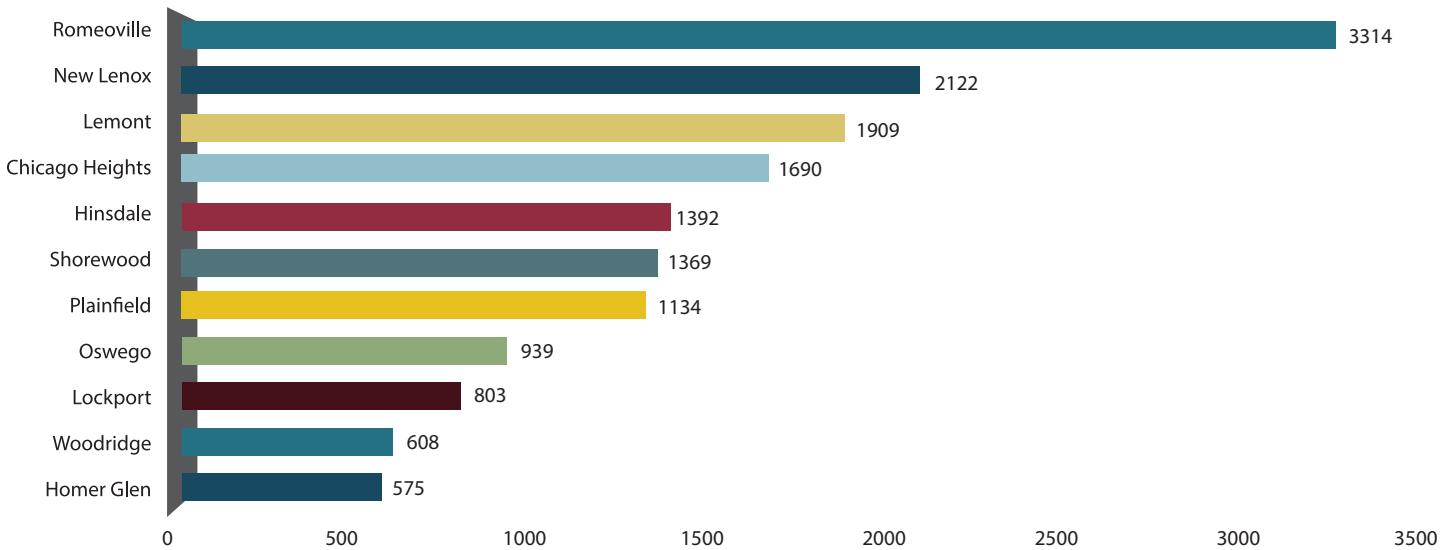
2017 REVENUE



2017 GENERAL FUND EXPENSE BY DEPARTMENT



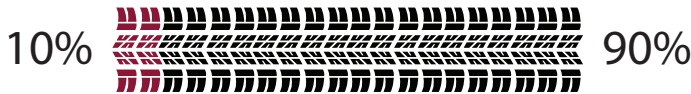
DEBT BY MUNICIPALITY PER CAPITA



ROAD CONDITION COMPARISON

2014 CONDITIONS

Full Reconstruction 10%



2016 CONDITIONS

Full Reconstruction 3%



2020 ESTIMATES



STRATEGIC THEME: CITY SERVICES

VISION: CITY SERVICES

Standing in the future, Lockport's government has built on its commitment to transparency, quality and reliability. City services are easily accessed, coordinated and resident/development friendly. Lockport's capital needs (e.g., streets, sidewalks, underground utilities) are well maintained and repairs/replacement of infrastructure are planned well in advanced and funded at necessary levels. Lockport is a regional leader in initiating a cooperative and respectful stance with other governmental bodies.

SIGNIFICANT OPPORTUNITIES:

- Create a 'one-stop-shop' at city hall for residents. Improve customer service at city hall through better signage, work flow design, and employee interaction
- Address inflow/infiltration of water into sanitary system
- Improve development and permitting processes to create efficient and welcoming environment
- Enhance city's development friendly image
- Plan for water and waste-water infrastructure needs (current and future); complete rate analysis to fund improvements; develop construction schedule
- Update the Capital Improvement Plan (CIP); determine future funding sources
- Elected officials and employees embrace and engage with this plan and city direction; team becomes more proactive (i.e., 'see a problem, fix the problem')
- Review departmental staffing levels to meet service demands, in the police department and public works
- Remains a safe place to live with a low crime rate
- Seek out additional intergovernmental projects and opportunities for cooperation with State of Illinois and neighboring communities
- Continue the trend of recent infrastructure improvements that enhance neighborhood livability and sustain property values
- Prepare in advance staff succession planning and consider employee retention
- Enforce residential and commercial property maintenance and community code compliance to improve Lockport's image, property values and livability

2017 - 2019: STRATEGIES AND INITIATIVES:

- 1.** To ensure the City has the drinking water and waste water capacity to meet the needs of its growing community, the City Council will review service level needs, recommendations and take action based on the analysis completed by city staff and consultants
- 2.** To ensure the City owned infrastructure (e.g. street, sidewalks, curbs, gutters, street lights, buildings, facilities, parking lots, storm sewers, new projects, etc.) is constructed and maintained at acceptable service levels, the City will update its city-wide Capital Improvement Plan using projected life-cycles and construction standards for all qualified city assets
- 3.** To simplify and better coordinate service to citizens and businesses, the City will consolidate multiple government services at city hall and create an entrance/lobby design with updated "Way-Finding" signage. The city will create a customer service plan and evaluate its staffing levels and core responsibilities
- 4.** To achieve its economic development and city-service customer service goals, the City will re-engineer its development and permitting processes for best industry practice
- 5.** To improve the City's appearance and livability, and to maintain property values, the City, through its entire Police Department (as its code enforcement agency), will engage all sworn officers to develop and enforce a systematic code enforcement and property maintenance plan

STRATEGIC THEME: HISTORY, CULTURE AND IMAGE

VISION: HISTORY, CULTURE AND IMAGE

Standing in the future, the City of Lockport is grounded in its rich history. The City's internal and external communications reflect a high level of trust, transparency and pride. The entire community is well informed regarding city services, progress, volunteerism and community events. City employees feel engaged in their work and emphasize customer/citizen service. The City has taken a lead role in facilitating communication with residents and businesses through local media, social media and other direct means to promote participation and knowledge of local events, business news, shopping opportunities, city initiatives, history and culture.

SIGNIFICANT OPPORTUNITIES:

- Promote Lockport's uniqueness to current and future generations
- Create a strategic outreach plan to residents and businesses to:
 - ensure that the City is inviting/transparent to entire population
 - gain trust and build community pride
 - inform the public about city services and events
 - inspire a new generation of leaders to become involved
- Create gateways that convey an inviting and visionary image
- Improve experience at city hall through 1) "Way-Finding" signage/design and 2) first contact with city employees with great customer service
- Pursue family focused events and evaluate alternative dates for Old Canal Days
- Work with local newspapers to improve promotion of city events
- Provide consistent code enforcement and property maintenance to change image and promote livability
- Promote "Lockport Love" as an example of community spirit
- Improve use of social media communications
- Continue to recognize how city council promotes a positive city image through their leadership and respect for one another

2017 - 2019: STRATEGIES AND INITIATIVES:

- 1.** The City will 1) improve communication regarding city services, 2) inform residents about key decisions and 3) invite greater participation in community culture events. To accomplish this, the City will create an outreach and communications plan to all residents and businesses. This plan may include:
 - a.** Ward-based communication meetings hosted by the City and Aldermen.
 - b.** Use of diverse communication tools such as Facebook, email blasts, Twitter, LCTV announcements/advertisements, event signage on corridors and neighborhood entrance ways, advertisements/inserts in Lockport Legend and Herald News
 - c.** Improve resident and visitor experience at city hall through a new Way-Finding signage plan
- 2.** Given the growing number of families and the desire to promote Lockport's history and culture, the City will explore broader family-based community events

STRATEGIC THEME: FISCAL RESPONSIBILITY

VISION: FISCAL RESPONSIBILITY

Standing in the future, Lockport's finances are strong and all city services are properly funded. Lockport's diverse revenue portfolio is grounded in stable property taxes, new development revenues and balanced general fund revenues. Enterprise Funds are properly funded to meet operating expenses, infrastructure needs and sufficient capacity demands

SIGNIFICANT OPPORTUNITIES:

- Recognize that a lack of diverse revenues will lead to an inability to fund projected operating costs
- A commitment to on-going infrastructure improvements (e.g., underground utilities, street repaving) will contribute to increasing property values, support business development, and ensure capacity demands
- Anticipated future development alone will not create adequate revenues to sustain city services at present levels. Home rule should be sought to provide options for future revenues if warranted
- Explore new or expanded revenue sources, to fund city services
- Pursue cost controls and regional service cooperation
- City council to discuss and decide on future funding for the CIP

2017 - 2019: STRATEGIES AND INITIATIVES:

- 1.** To ensure financial security and the ability of the City to fund services at the desired level, Lockport will pursue opportunities to diversify its revenue base through:
 - a.** A special census
 - b.** A utility rate study
 - c.** Consideration of additional revenue options
- 2.** Lockport will update its multi-year Capital Improvement Plan (CIP) and review funding options:
 - a.** Explore funding options including new debt, scale back plans, use of existing revenues, achieve more grants, identify new earmarked revenues, reduce existing operating costs
 - b.** City staff will formulate a multi-year plan with options for city council consideration
- 3.** To be good stewards of taxpayer dollars, Lockport will continue to review existing expenses for prioritization, best value, and optimal efficiency:
 - a.** Obtain request for proposal to achieve best possible price
 - b.** Seek interdepartmental purchases
 - c.** Analyze each purchase for need

STRATEGIC THEME: GOVERNANCE AND LEADERSHIP:

VISION FOR LOCKPORT'S GOVERNANCE AND LEADERSHIP

Standing in the future, Lockport is governed with a shared vision that embraces the City's rich history and now engages all residents and businesses in current issues and future opportunities. Elected officials and staff act collectively through key strategies, thoughtful planning and resourceful budgeting.

SIGNIFICANT OPPORTUNITIES:

- Demonstrate Lockport's pro-business attitude by creating a coordinated and improved process for its development, transportation, permitting, economic development and engineering services
- Improve communications between: 1) elected body to public and 2) mayor and staff to city council and 3) Department to Department
- Improve inter-governmental communications and cooperation between city and schools, townships, county, park district, CMAP, IDOT, Tollway, Legislative Members, and IML/WCGL
- Develop processes to enhance role of aldermen in communicating projects and outreach to community
- Build on the recent positive and cooperative tone that has been set by elected officials
- Build on recognition that employees are skilled and dedicated to the City
- Reach out and pro-actively seek more resident involvement and the next generation of community leaders

2017 - 2019: STRATEGIES AND INITIATIVES:

- 1.** To establish Lockport's pro-business attitude and plans to increase local shopping and hospitality opportunities, Lockport will improve its internal development review and approval processes. Steps will include:
 - a.** Conduct surveys and generate metrics to focus on key process improvements; track progress
 - b.** Implement city council and staff driven efficiencies
- 2.** Improve overall communications and outreach
 - a.** Aldermen will assist in recruiting a new generation of community leaders (i.e., "believers and doers")
 - b.** Conduct city council meetings, town hall meetings and gatherings away from city hall
 - c.** Inform citizens and businesses using new communication tools, e.g., technology
 - d.** Continue to improve resident engagement and communication
 - e.** Seek opportunities to allow residents and stake holders to communicate with the City, share staff reports
- 3.** Engage in more opportunities for intergovernmental cooperation
 - a.** Explore opportunities to consolidate, share and improve the efficiency and effectiveness of local government
 - b.** Engage in efforts to improve regional cooperation through existing cooperatives
 - c.** Promote regional issues and initiatives (e.g., legislative priorities, joint-ventures, service sharing, regional transportation improvements, etc.)
- 4.** Enhance the role and responsibility of Aldermen in community engagement
 - a.** Mayor will work with Aldermen to identify opportunities and assign/volunteer for meaningful involvement in community issues and programs
 - b.** Existing liaison assignments will continue to evolve as a means of improving communications and governance

STRATEGIC THEME: COMMUNITY DEVELOPMENT IS ECONOMIC DEVELOPMENT

VISION: COMMUNITY DEVELOPMENT IS ECONOMIC DEVELOPMENT

Standing in the future, Lockport has a vibrant local economy. Residents, visitors and businesses enjoy increased dining, shopping and entertainment choices located in the historical downtown and stretching to the I-355 eastern edge of the City. Lockport is a development-ready community with best-in-class development processes. Developers and builders feel welcomed, processes are efficient and the rules are understood.

SIGNIFICANT OPPORTUNITIES:

- Define and understand each person's role (elected and appointed) within an agreed to development policy and process
- Reverse impression that City is "Not Open for Business" i.e., not coordinated, not friendly, different direction given, variable attitudes, unsure who to talk to
- Strengthen internal development processes and communications with developers
- Create realistic development plans and goals (i.e., what businesses to pursue and attract)
- Coordinated and consistent communication with developers and land owners seeking to understand city zoning, land use and planning processes by:
 - All city officials on same page - know and promote same policies and process
 - Importance of early staff involvement for managing issues, plan review, code interpretation, planning compliance, explanation of city requirements and recommendations
 - Increase opportunities for staff training
- Demonstrate an inviting image and customer service that encourages investment (i.e. "Who wants to stay for dinner?")
- Create local shopping, entertainment and dining options to combat retail dollars leaking to other communities

2017 - 2019: STRATEGIES AND INITIATIVES:

- 1.** To improve employee capacity and conduct process re-engineering, the City will budget funds for training and process improvements
- 2.** The City will initiate development process re-engineering with focus on customer service and coordination between departments
- 3.** City staff will coordinate messaging, policies, procedures and related training
- 4.** Conduct "Lockport University", engage outside consultants to make presentation to all elected officials and key staff on roles and responsibilities of governing bodies

IMPLEMENTATION PLAN:

The City of Lockport has multiple layers of projects and implementation strategies. In addition to the priorities listed in this Strategic Plan, there are numerous projects and other efforts underway within each department. For Example: update development and building codes, consider forced annexations and property acquisitions, redo all neighboring municipal boundaries. Things of these nature are complex issues that take time to implement. That said, city leaders recognize that the priorities in this document represent their key consensus priorities – priorities that must be addressed now. Accordingly, the City commits to the following on-going steps:

Mayor and Aldermen: As a governing body, the elected officials:

- 1.** Annually review the Strategic Plan. Accept responsibility for the plans overall success
- 2.** Discuss, decide and approve annual priorities for each Theme
- 3.** Support the plan and annual priorities through leadership, policy development, determined/required funding and community involvement/education
- 4.** Review and discuss regular written reports regarding the status of each priority
- 5.** Will participate in on-going oversight through their liaison responsibility and possible new committees

City Administrator:

- 1.** Accepts responsibility for the overall implementation of the plan through engaging city departments
- 2.** Develops and executes a communications plan intended to engage citizens, businesses and employees
- 3.** Develops on-going management strategy to engage elected officials with liaison positions and committees
- 4.** Initiatives will coincide with Lockport's Fiscal Year. Elected officials and department directors will annually propose new, revised or carry-over initiatives for each Fiscal Year. A final decision regarding annual initiatives will be made by the City Council
- 5.** Establish a management system/process to track and guide the specific actions required to implement each initiative. The process will identify:
 - The applicable theme
 - The specific initiative for each theme
 - Action(s) anticipated for each initiative
 - The responsible person and department for each initiative and action
 - High Performance Organization: less hierarchy, employee empowerment, and foster motivation
- 6.** Provide reports to the elected officials regarding the status of the annual priorities including timeliness, obstacles and administrative or organizational needs

SUMMARY:

The elected and appointed officials of the City of Lockport recognize that it is up to them to lead and engage the community into its best possible future.

The City of Lockport faces many challenges. How well leaders are able to address these challenges will determine the extent to which the City achieves its vision, it will take a collaborative and dedicated effort.

The City extends its appreciation to the elected officials and staff who participated in this process and made this outcome possible.