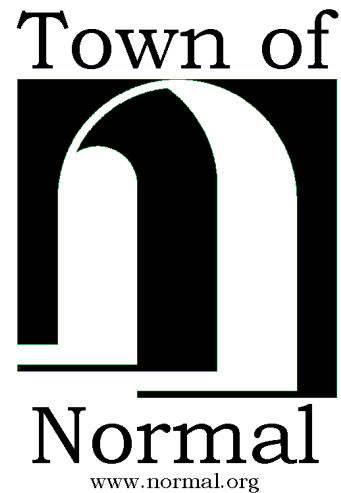


# STRATEGIC PLAN

## 2018 → 2023 → 2033



Normal, Illinois  
October 2018



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# **STRATEGIC PLANNING FOR THE TOWN OF NORMAL**

# Strategic Planning Model for the Town of Normal

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of Town government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **NORMAL VISION 2033**

# *Normal Vision 2033*

**NORMAL 2033**

**is a *COMMUNITY FOR ALL GENERATIONS*<sup>(A)</sup>**

**that is**

***HOME OF ILLINOIS STATE UNIVERSITY.*<sup>(B)</sup>**

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**NORMAL 2033**

**has a *VIBRANT UPTOWN*,<sup>(C)</sup>**

**a *STRONG LOCAL ECONOMY*,<sup>(D)</sup>**

***QUALITY NEIGHBORHOODS*<sup>(E)</sup>**

**and *TECHNOLOGY CONNECTIONS.*<sup>(F)</sup>**

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**NORMAL 2033**

**is a *SUSTAINABLE COMMUNITY.*<sup>(G)</sup>**

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**We take *PRIDE IN NORMAL*<sup>(H)</sup>**

# *Normal Vision 2033*

## **PRINCIPLE A**

### **COMMUNITY FOR ALL GENERATIONS**

#### **► Means**

1. Neighborhoods and business districts
2. Wide range of housing options for all age and lifestyles
3. Diverse employment opportunities
4. Excellent parks, recreation programs and facilities for all ages
5. Convenient entertainment and shopping
6. Access to alternative transportation modes
7. Accessible, quality healthcare
8. First tier, quality primary and secondary schools
9. Exceptional post-secondary educational opportunities:  
Illinois State University, Heartland Community College,  
Lincoln College, Illinois Wesleyan University

## **PRINCIPLE B**

### **HOME OF ILLINOIS STATE UNIVERSITY**

#### **► Means**

1. Community is integrated and partnering with the University – physically, socially and culturally
2. University contributing to local economic expansion
3. Community leveraging of talent and brain power available at the University
4. Recognizing that the University is playing an active role in encouraging good student citizenship
5. University community playing significant role as economic engine for community
6. Normal recognized as being among other first tier university communities (Iowa City, Madison, Ann Arbor, Boulder, Tempe, etc.)
7. Cooperative joint venture for sports, arts and culture, recreation and others
8. Retaining Illinois State University graduates and their emerging businesses
9. Normal vibrancy and safety as a recruitment tool for faculty and students

## **PRINCIPLE C**

### **VIBRANT UPTOWN**

#### **► Means**

1. An 18 hour, 7 day regional activity center providing unique, memorable experiences
2. Successful conference center with multiple hotels hosting attendees
3. Gathering places for special events, casual meetings, festivals with people interacting and having fun
4. Enduring architectural styles that preserve and enhance the unique character of Uptown
5. Variety of year round residential choices: type (condo, apartment, town house); price points; rental and ownership
6. Pedestrian friendly urban area that is easily accessible
7. Range of quality restaurants and live entertainment venues.
8. Basic services for residents and visitors
9. Diverse retail shops and offices with convenient hours and adequate parking for residents, visitors, guests and students
10. Attractive buildings, landscaping and public areas that are clean and well maintained
11. Transportation hub with high speed passenger rail and regional transit
12. Governmental Center with Town Hall, Library, Normal Theater and Children's Discovery Museum

## **PRINCIPLE D**

### **STRONG LOCAL ECONOMY**

#### **► Means**

1. Nurturing small business growth and expansion with incubator/start up center and space
2. Exciting regional retail center
3. Regional healthcare center
4. Partnering with Illinois State University to create jobs and develop new businesses
5. Agriculture based businesses
6. Tech related businesses and manufacturing
7. Tourism: conferences, sports tournaments and camps
8. Community with a strong entrepreneurial spirit



## **PRINCIPLE E**

### **QUALITY NEIGHBORHOODS**

#### **► Means**

1. Well-maintained and attractive streets, sidewalks, infrastructure and landscaping
2. Design standards guiding development
3. Innovative developers with new ideas
4. Connected neighborhoods through streets, sidewalks, paths and trails
5. Inclusive neighborhoods with a wide range of prices and types of housing
6. Homes and property in compliance with exterior codes
7. Code compliant rentals in single family neighborhoods
8. Cohesive and active neighborhoods where residents are working together and taking responsibility

## **PRINCIPLE F**

### **TECHNOLOGY CONNECTIONS**

#### **► Means**

1. Secure technology infrastructure serving the entire community
2. Town services and communications provided via website, social media, and e-government
3. Convenient community access to GIS based maps and information
4. Use of technology for policy development and citizen involvement
5. Regional leader/Tier 1 broadband connectivity for businesses, institutions and homes provided via the Central Illinois Regional Broadband Network (CIRBN)

**PRINCIPLE G**  
**SUSTAINABLE COMMUNITY**

► **Means**

1. Balancing personal livability, environmental stewardship, economic opportunities and community building
2. Personal livability: safe, attractive, accessible buildings with landscaping amenities
3. Environmental stewardship: preservation of natural resources, tree lined streets, and effective stormwater management
4. Economic opportunities: business investments, climate for business success and increasing community wealth
5. Community building: strong events and festivals bringing residents together, Town partnering with community organizations, encouraging active neighborhood organizations, and everyone contributing to Normal community

**PRINCIPLE H**  
**PRIDE IN NORMAL**

► **Means**

1. High expectations for Town government, and it services our community
2. Residents contributing to enhance the community
3. Taking risks and actions to produce defined results
4. Political will and courage to make difficult decisions
5. Focusing on the future and keeping the vision in mind
6. Celebrating community successes and recognizing accomplishments
7. Proactive communications with residents and businesses
8. Recognized as a national and international leader – sharing and marketing success and innovation

# **NORMAL TOWN GOVERNMENT OUR MISSION**

# ***Normal Town Government: Our Mission***

**The Mission of the NORMAL TOWN GOVERNMENT**

**is to: Provide *EXCELLENT PUBLIC SERVICES* <sup>(1)</sup>**

**in a *RESPONSIVE, EFFICIENT MANNER* <sup>(2)</sup>**

**and**

***PLAN FOR FUTURE DEVELOPMENT* <sup>(3)</sup>**

**while *PROTECTING THE***

***COMMUNITY'S INVESTMENT* <sup>(4)</sup>**

**that adds *VALUE TO OUR CITIZENS' LIVES.* <sup>(5)</sup>**

# *Normal Town Government: Our Mission*

## **PRINCIPLE 1**

### **EXCELLENT PUBLIC SERVICES**

#### **► Means**

1. Delivering services using state of the art equipment and techniques
2. Completing projects on time and within budgets
3. Going the “Extra Mile” to satisfy a customer
4. Taking time to explain actions or why there is a “no” response
5. Evaluating the service and exploring ways to improve
6. Knowing the community’s needs and town’s responsibilities
7. Recognition by customers and professional organizations, for “Service Excellence”

## **PRINCIPLE 2**

### **RESPONSIVE, EFFICIENT MANNER**

#### **► Means**

1. Providing services that are responsive to citizen and community needs
2. Having adequate resources to support defined services and service level
3. Delivering services in the most cost effective manner
4. Having Financial Reserves Consistent with Defined Town policies
5. Evaluating the level of customer satisfaction with town services
6. Continuously identifying and evaluating new methods for achieving town services

### **PRINCIPLE 3**

#### **PLAN FOR FUTURE DEVELOPMENT**

► **Means**

1. Defining and evaluating community standards for development and buildings
2. Developing comprehensive land use plan and master plans to guide Normal's future
3. Partnering with others for economic expansion
4. Maintaining a customer-friendly development process while protecting community interests
5. Participating in regional planning
6. Enforcing zoning, development, building and property maintenance codes

### **PRINCIPLE 4**

#### **PROTECTING THE COMMUNITY'S INVESTMENT**

► **Means**

1. Planning for future capital needs
2. Funding maintenance programs
3. Maintaining town's infrastructure and equipment
4. Mobilizing resources from outside sources
5. Participating in regional planning for transportation and infrastructure

## **PRINCIPLE 5**

### **VALUE TO OUR CITIZENS' LIVES**

#### **► Means**

1. Protecting property values
2. Feeling secure and living without fear
3. Timely response to a service need or emergency call
4. Experiencing convenient travel on quality streets
5. Having development and infill following town's plans
6. Having economic and job opportunities

# **NORMAL TOWN GOVERNMENT CORE BELIEFS**



# *Normal Town Government: Core Beliefs*

## *We Take*

**P** *roductivity*

**R** *esponsibility*

**I** *ntegrity*

**D** *edication*

**E** *mpathy*

**In SERVICE EXCELLENCE**

# *Normal Town Government: Core Beliefs – Definition*

## **BELIEF 1**

### **PRODUCTIVITY**

#### **► Means**

1. Using town resources in an efficient manner
2. Taking the initiative to provide services or solve problems
3. Being willing to place your Normal on the final work product
4. Looking for and implementing better ways to do the job
5. Maintaining core competencies and skills
6. Always working to give 100% effort
7. Willing to help or assist others in completing their tasks
8. Producing accurate and thorough work products

## **BELIEF 2**

### **RESPONSIBILITY**

#### **► Means**

1. Being accountable for your decision, actions and the “bottom line” results
2. Taking the initiative to anticipate and solve problems
3. Keeping others informed
4. Being self-motivated
5. Taking time to explain your decisions and actions
6. Doing the job right the first time
7. Hold others accountable for their performance and the results
8. If not your problem, guiding the other person to the appropriate person who can handle the issue

**BELIEF 3**  
**INTEGRITY**

► **Means**

1. Being truthful and honest
2. Delivering on commitments and fulfilling expectations
3. Communicating in an open, direct manner
4. Having a positive, “can do” attitude
5. Being fair and equitable in your treatment of others
6. Giving a day’s work for a day’s pay
7. Working with others to resolve conflicts

**BELIEF 4**  
**DEDICATION**

► **Means**

1. Being loyal to the town, mayor, council and administration
2. Willing to work with others as a team to accomplish town goals and objectives
3. Exceeding our customers’ expectations
4. Focusing on what is good for the town, town organization before acting
5. Having the desire to serve others
6. Serving as a positive ambassador for the town
7. Having passion for public service

## **BELIEF 5**

### **EMPATHY**

#### **► Means**

1. Caring about town employers, customers, and partners: their needs and feelings
2. Listening to and seeking to understand the message
3. Having the other person feel that their concern was heard and will be given proper attention
4. Respecting individual differences and diversity
5. Acting in a polite and courteous manner
6. Caring about other town employees; their needs and feelings
7. Developing positive work relationships with peers, colleagues and employees

# **TOWN OF NORMAL PLAN 2018 – 2023**

# ***Town of Normal Goals 2023***

**Financially Sound Town – Service Excellence and Value**

=====

**Vibrant Uptown – An Exciting Destination**

=====

**Quality Neighborhoods – Great Places to Live**

=====

**Strong Community Partners – Pride In Normal**

# Goal 1

## Financially Sound Town – Service Excellence and Value

### OBJECTIVES

1. Highly motivated staff developing creative and innovative programs
2. Maintain “AAA” bond rating
3. Adequate revenues to support defined services and service levels
4. Services delivered in the most cost-effective manner
5. Services responsive to community needs
6. Staff performance: P-R-I-D-E in Service Excellence
7. Maintain general fund reserves to 15%

### VALUE TO RESIDENTS

1. Value for their tax dollars and fees.
2. Reliable town services.
3. Protection of life and property.
4. Timely response to emergency calls for service.
5. Services delivered in a personal, customer-friendly manner.
6. Stewardship of the public tax dollar.

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

1. Growing tax base through economic development
2. Increasing number and complexity of FOIA requests, regulations and requirement, and citizens demand for Town information and impacts on Town staff resources
3. Flat and decline in some Town revenue sources: sales tax, income tax, utility tax
4. Staff reductions and impacts with limited organization capacity for more workload
5. Pension funding – extending deadline and formula
6. Reliance on sales tax impacted by growing internet sales and declining retail growth
7. Maintain Town information and avoid potential of a “cyber” attack on Town government
8. Future State financial problems
9. Succession planning and new managers/employees
10. Perception of debt

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

1. Increasing operational costs: fuel, vehicles, equipment, raw materials
2. Providing timely accurate information that is easily understood and used by residents
3. Future for facilities, buildings and equipment maintenance
4. Misinformation “false” facts about Town government and Town response
5. State threats to local government revenues: income tax, sales tax, MFT
6. Determining how to communicate with residents
7. State taking revenues from cities
8. Low interest rate and changing environment impacting pensions, borrowing and investments
9. Declining property values – lower EAV
10. Fewer grants and outside funding sources
11. Closing McLean County Landfill and loss of Host Fees
12. Local preference and cost of projects



**POLICY ACTIONS 2018 – 2019**

- 1. Pension Funding Strategy Top Priority
- 2. Proactive Communications Position and Plan Top Priority
- 3. Budget FY 19: Service Levels and Revenues Top Priority
- 4. Amusement Tax/Streaming Data Tax Report Top Priority
- 5. Fire Station #2: Land Acquisition and Design High Priority
- 6. Library Short-Term Action Plan
- 7. Open Data and Community Dashboard Report

**MANAGEMENT ACTIONS 2018 – 2019**

- 1. Sanitary Sewer Master Plan: Implementation and Project Top Priority
- 2. Local Bidder Preference Policy: Revision Top Priority
- 3. Network Security Assessment and Plan Top Priority
- 4. Town Organization Restructure Report Top Priority
- 5. Maxwell Park Upgrade: Grant and Town Funding High Priority
- 6. C and D Recycling: Direction High Priority
- 7. Vehicle and Equipment Replacement Policy and Plan High Priority
- 8. ALS Engine Companies: Funding High Priority
- 9. Community Engagement Strategy High Priority

### **MANAGEMENT IN PROGRESS 2018 – 2019**

1. Cleanable Square Footage and Flooring Materials Type: Audit
2. Tornado Siren Radio Upgrade [with Bloomington and County EMA]: Re-programming
3. Network Infrastructure and Storage: Update and Replacement
4. Police Body Cameras: Implementation
5. Insured Social Security and Birthdate Information: Update for ACA
6. Police Officer of the Year Award: Development
7. Mayor – City Council Salary: Adjustment
8. Metro Zone: Court Ruling
9. Safety Training 2019: Implementation
10. ERP to Cloud: Implementation
11. Emergency Management and Preparedness: Severe Weather Exercise, NIMS Training
12. Police Tactical Communications Plan: Update
13. New Well Locations: Test Well Locations
14. Energy Tracking System: Upgrades
15. Succession Planning and Program: Next Steps
16. Records Database and Crime Statistics: Dashboard
17. Historic Documents Digitalization
18. Inspection Process Streamlining: Software Implementation
19. Security Cameras System Replacement/Upgrade (100 cameras)
20. Police Procedural Justice Training: Completion
21. Media Training: Mayor-City Council and Administration

### **MANAGEMENT IN PROGRESS 2018 – 2019**

22. Facility Management Operational Manual
23. Facility Management Energy Standards
24. Capital Forecast Projections for Equipment and Systems: Development
25. Cloud-based Meeting and Agenda Management Software: Acquisition and Implementation
26. Job Fairs/Proactive Recruitment: Actions

### **MAJOR PROJECTS 2018 – 2019**

1. Human Resources Reception Counter: Modifications
2. Roof Replacements
  - a. CAC
  - b. Water Treatment Plant
3. Broadview Mansion Bell Tower Condition Assessment: Report
4. Wells Rehabilitation Projects: #9 and #17
5. Sandblast Water Treatment Plant Clarifier 2
6. Amtrak Service Counter Modifications in MMTC
7. CAC Electrical Distribution Panel Renewal
8. Public Works Yard Re-configuration
9. Uniform Restroom Design and Conversion Program: Completion
10. Water Meter and Reading Equipment: Update
11. Water Main Replacement

### **ON THE HORIZON 2019 – 2023**

1. Town Logo/Branding: Direction and Funding
2. Social Media Policy: Update
3. New/Alternative Revenues Report
4. Library Outreach: Direction and Funding
5. MetroZone: Direction
6. Town Fees Reduction Report
7. Community Leaders Development
8. Festivals/Events Expansion: Direction and Funding
9. Town Process “Business-Friendly” Improvements
10. Public Works Yard Storm Water Plan
11. Alley Condition. Assessment: Direction and Funding
12. Information Technology Plan: Finalization and Implementation
13. Fire Station #3: Land Acquisition and Design
14. Ordinance Re-Codification
15. Water Rate Study: Update
16. ISO Rating
17. Raw Water Main to West Well Field: Evaluation and Funding
18. Water Servic3 to Rivian Plant: Evaluation Report
19. Fire Bar Code Scanner system
20. Traffic Light Pre-emption Plan [Major Intersections]
21. Hewett House Exterior Repairs
22. Fire Parking Lot: Funding
23. Parking Deck Maintenance: Funding
24. CAC Exterior Door Replacement
25. Future Police Department Site: Direction
26. Town as a News Provider
27. Town Crisis Communication Plan: Revision

# Goal 2

## Vibrant Uptown – An Exciting Destination

### OBJECTIVES

1. Easy access for public transit, bikes and pedestrians serving as regional multimodal transportation hub
2. More businesses: retail, entertainment, office and basic services
3. Uptown becoming residential and employment center
4. Grow synergy with Illinois State University and the community focusing on Uptown
5. Transition to more private sector developments
6. Attractive buildings consistent with Uptown's unique character
7. Complete underpass link to Uptown 2.0

### VALUE TO RESIDENTS

1. More reasons to go Uptown.
2. Opportunities to have fun in your leisure time.
3. Places to live in an urban setting – unique living.
4. Places to meet people and friends.
5. Increased job opportunities.
6. Convenient access and parking to retail shops.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Lack of certain amenities: grocery store, dog park
2. Changing retail businesses and open retail space
3. Funding for underpass
4. Private sector access to capital markets for financing projects
5. Developing residential options: type, ownership/rental, price points
6. Changing traffic patterns
7. Finding “right” developers for available Uptown sites
8. Lack of eating/food options
9. Increased freight train traffic
10. Lighting in Uptown with growing landscaping

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. State of Uptown Partners
2. Consistent parking enforcement
3. TIF Expansion in 2026 and impact on development
4. Maintaining/refining events and festivals
5. Increasing number of transient and homeless population
6. Developing south Uptown

**POLICY ACTIONS 2018 – 2019**

- 1. Trail East Development Top Priority
- 2. College Avenue Parking Deck Commercial Development High Priority
- 3. Pedestrian Rail Crossing/Underpass: Federal Funding High Priority
- 4. Uptown 2.0 Master Plan: Initiated High Priority
- 5. Uptown Traffic Study

**MANAGEMENT ACTIONS 2018 – 2019**

- 1. Retail Development in One Uptown Top Priority
- 2. Uptown Lighting Plan: Development and Funding
- 3. Parking Management and Enforcement: Action Plan
- 4. Normal Theater Strategic Plan
- 5. Uptown WiFi Expansion
- 6. Condo Association bylaws and Facility Assessment: Direction

**MANAGEMENT IN PROGRESS 2018 – 2019**

- 1. Uptown Parking Structure Repairs Capital Forecasting

**ON THE HORIZON 2019 – 2023**

- 1. Townhome Development in Uptown
- 2. Trail West Development
- 3. Uptown Normal Communications and Plan: Development
- 4. Uptown Gateway Signs
- 5. Normal Theater Rigging and Stage Curtain Renewal: Funding
- 6. Uptown Grocery Store Recruitment

# Goal 3

## Strong Community Partners – Pride in Normal

### OBJECTIVES

1. Stronger coordination and planning between the Town and community partners
2. Effective communications with the community – better understanding of Town government
3. Greater civic awareness and engagement of residents, businesses and community organizations
4. Greater personal and business pride in Normal
5. Further strength alignment of partnership between the Town of Normal and Illinois State University
6. Community and civic leaders focusing on the future, making courageous decisions and taking action
7. Leverage resources for community benefit
8. Stronger alignment of partnership between the Town of Normal and City of Bloomington/McLean County/Unit 5/Heartland Community College

### VALUE TO RESIDENTS

1. Citizens sharing responsibility in making Normal a better community.
2. Easy access to the town for programs and services.
3. Opportunities to volunteer for a board, commission or taskforce.
4. Opportunities to participate in town governance and policy development.
5. Opportunities for lifelong learning and affordable leisure and cultural activities.
6. University contributing resources to the community.
7. Pride as a top – tier university community.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Impacts of state funding on Schools – Unit 5
2. Working with City of Bloomington
3. Developing true “partnerships” – each partner contributes and gains benefit
4. Working with Illinois State University
5. Normal – Bloomington perceived as one community
6. Less funding for partners and looking to the Town for support

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Leveraging in new leadership
2. Finding the right people at Illinois State University
3. Uncertain funding for Illinois State University and Heartland College
4. Differing goals and conflicting priorities between Town and partners
5. Delivering on commitments in partnership agreements
6. Concern about partners due to past performance and experiences



### **POLICY ACTIONS 2018 – 2019**

1. City of Bloomington Strategy
2. Illinois State University: Action Plan
3. Relationship with Township
4. Bloomington – Normal Water Reclamation District
5. Airport Strategy
6. Schools Unit 5 Strategy and Action Plan

### **ON THE HORIZON 2019 – 2023**

1. BN Advantage: Direction
2. Convention and Visitors Bureau: Direction
3. Shelbourne East Housing for ISU
4. State Legislative Program and Advocacy
5. STEM Education Development

### **MANAGEMENT IN PROGRESS 2018 – 2019**

1. Public Library Cards: Unit 5 Junior High and High School Students
2. Mental Health Services: Report
3. Traffic Management around Schools
  - a. 4-way Stop – Elementary School
  - b. Safe Routes to School – Grant: Junior High

# Goal 4

## Quality Neighborhoods – Great Places to Live

### OBJECTIVES

1. People feeling safe and secure in their neighborhoods
2. Greater choice of housing styles and with a range of living opportunities
3. Upgrade Town infrastructure in neighborhoods
4. Enhance the value of homes
5. Improve and promote neighborhood mobility especially for children and seniors
6. Maintain reputation as a “Safe City” in Downstate
7. Strong and diversified local economy

### VALUE TO RESIDENTS

1. Protection and enhancement of property values.
2. Neighbors sharing responsibility and helping each other.
3. Property owners taking pride and maintaining homes.
4. Choices: where to live at various stages of life.
5. Feeling safe, and in all neighborhoods.
6. Greater pride in neighborhood and community.
7. A beautiful place to live.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Need for an effective economic development organization that increases business investments and jobs
2. Aging neighborhood infrastructure needing repairs, restoration, replacement (sidewalks, streets)
3. Maintaining community aesthetics with potential decreased staff coverage
4. Loss of good paying jobs and attracting major employers
5. Cutbacks in human services funding and the impacts on Town services
6. Tapping the potential Rivian and ISU business development
7. Growing small business and supporting entrepreneurial efforts
8. Impacts of State Farm workforce changes
9. Perception of affordable housing including starter homes and reasonably priced rentals

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Limited variety of housing stock
2. Recruitment and retention of police officers from under represented populations
3. Need for soccer and other sports fields
4. Growing senior population with housing and service needs
5. Increasing property maintenance issues and problems
6. Feeling unsafe – perception of gun activity
7. Coordination of mental health efforts
8. Aging commercial centers needing reuse/redevelopment/replacement
9. Increasing homeless population

### **POLICY ACTIONS 2018 – 2019**

1. Multi-Sports Complex [Indoor/Outdoor]: Direction and Funding Mechanism Top Priority
2. Economic Development Council: Report and Direction Top Priority
3. Equitable and Diverse Housing: Definition, Strategy and Direction High Priority
4. State Farm Action Plan [Incorporated into: #5]
5. Action Plans and Support of Local Economic Drivers (DESTIHL, State Farm, Rivian) High Priority
6. Community-Police Culture Board: Implementation
7. Town Economic Development Policy Framework, Position and Guidelines for Incentives
8. Route 51 Takeover from IDOT: Direction and Funding

### **MANAGEMENT ACTIONS 2018 – 2019**

1. Innovation District: Development Top Priority
2. Short-Term Rental Ordinance: Development High Priority
3. Older Fire Stations: Report, Direction and Funding High Priority
4. Bike-Ped Master Plan: Update
5. Liquor Code: Rewrite
6. Freese Property: Preservation and Funding

### **MANAGEMENT IN PROGRESS 2018 – 2019**

1. Riparian Maintenance Contract Agreement: Completion
2. Engineering Departmental Website: Improvements
3. Medical Exhibit: Update Plan
4. Manual of Practice: Update
5. EAB Tree Replacement
6. Foundation: Training
7. Annexation Agreements: Analysis
8. BN Advantage: Meeting/Participation
9. Bike Share 309 Management: Direction on Next Phase

**MAJOR PROJECTS 2018 – 2019**

*(Continued)*

1. Imagine Air Exhibit
2. Normal Theater Duct Insulation Demo and Replacement Project
3. Emergency Drainage Ditch Repair Projects
4. Route 66 Trail Connection [Kelly Detention]: Construction, Funding
5. Champion Fields Maintenance Barn Expansion
6. Ironwood Golf Course Tee Signs: Review
7. Fairview Family Aquatic Center Water Heater
8. Fairview Family Aquatic Center Zero-Depth Pool Resurfacing Project
9. Vernon and Beaufort Traffic Signal Replacement: Construction
10. Underwood Park Parking Lot and Trail Connection Project
11. Trail Improvement: East Vernon [Towanda Avenue to Veterans Parkway]

**MAJOR PROJECTS 2018 – 2019**

*(Continued)*

12. Carden Park T-ball Field Renovation
13. Town Retention Ponds Aeration [3]
14. Resurfacing Projects
15. Street Resurfacing Projects
16. Sidewalk Improvement Projects
17. Route 66 Gateway and Signage: Committee Action Plan
18. Sugar Creek [College-Blair]: Improvements and Design
19. Glenn Avenue Bridge Replacement: Design and Construction
20. Hidden Creek Natural Area: Invasive Species Removal and New Planting Project
21. Climber: Refurbish
22. Sump Pump Drain Line Program

**ON THE HORIZON 2019 – 2023**

1. Young Professionals/College Graduates  
Attraction/Retention: Strategy and Town Actions
2. Smart Cities Strategy Development
3. Route 66 Development
4. Start Up Business/Incubator Program Space: Development and Funding
5. Neighborhood Reinvestment Plan: Development
6. North Main Redevelopment Strategy
7. Intersection Painting Program: Development
8. Inclusive Community Strategy [Diversity and Engagement]
9. Major Tech Company Attraction Strategy
10. North Normal Warehouse: Tenants
11. Streets and Sidewalks: Service Level And Funding
12. Shoppes at College Hills Development: Sales Tax Extension
13. Town and Park Signage: Update and Funding
14. Regional Economic Development Structure and Strategy
15. Zoning Ordinance Revision: Funding
16. Park Maintenance Facility: Expansion

**ON THE HORIZON 2019 – 2023**

17. Eagles Landing Trail Extension
18. Savannah Green Streets and Alleys
19. Constitutional Trail: ADA Access and Neighborhood Connections
20. Normal Plaza/Normandy Village Redevelopment
21. Community-wide WiFi: Direction and Town Actions
22. Urban Forest Assessment and Plan
23. Tennis Facilities Renovation: Projects and Funding
24. Park Land Acquisition and Development Plan: Direction and Funding
25. Natural Areas Beautification/Restoration: Projects and Funding
26. Additional Pavement Preservation Program: Funding
27. Engineering Contractual Services and Training: Funding
28. New Building Code: Adoption
29. Tennis Court Renovation and Improvements: Funding
30. Pickleball Facilities Expansion: Funding

# **TOWN OF NORMAL ACTION AGENDA 2018 – 2019**

# ***Town of Normal Policy Agenda 2018 – 2019***

## **TOP PRIORITY**

**Pension Funding Strategy**

**Trail East Development**

**Multi-Sports Complex [Indoor/Outdoor]: Direction and Funding Mechanism**

**Proactive Communications Position and Plan**

**Budget FY '19 – '20: Service Levels and Revenues/Revised Process**

**Amusement Tax/Streaming Data Tax Report**

**Economic Development Council: Report and Direction**

## **HIGH PRIORITY**

**Equitable and Diverse Housing: Definition, Strategy and Direction**

**Fire Station #2: Land Acquisition and Design**

**College Avenue Parking Deck Commercial Development**

**Pedestrian Rail Crossing/Underpass: Federal Funding**

**Uptown 2.0 Master Plan: Initiated**

**Action Plans and Support of Local Economic Drivers (Destihl, State Farm, Rivian)**



# ***Town of Normal Management Actions 2018 – 2019***

## **TOP PRIORITY**

**Sanitary Sewer Master Plan: Implementation and Project**  
**Local Bidder Preference Policy: Revision**  
**Retail Development in One Uptown**  
**Innovation District: Development**  
**Network Security Assessment and Plan**  
**Town Organization Restructure Report**

## **HIGH PRIORITY**

**Maxwell Park Upgrade: Grant and Town Funding**  
**Short Term Rental Ordinance: Development**  
**C and D Recycling: Direction**  
**Vehicle and Equipment Replacement Policy and Plan**  
**ALS Engine Companies: Funding**  
**Community Engagement Strategy**  
**Older Fire Stations: Report, Direction and Funding**

# ***Town of Normal Management in Progress 2018 – 2019***

**Cleanable Square Footage and Flooring Materials Type: Audit**  
**Tornado Siren Radio Upgrade [with Bloomington and County EMA]: Re-programming**  
**Network Infrastructure and Storage: Update and Replacement**  
**Police Body Cameras: Implementation**  
**Insured Social Security and Birthdate Information: Update for ACA**  
**Police Officer of the Year Award: Development**  
**Mayor – City Council Salary: Adjustment**  
**Metro Zone: Court Ruling**  
**Safety Training 2019: Implementation**  
**ERP to Cloud: Implementation**  
**Emergency Management and Preparedness: Severe Weather Exercise, NIMS Training**  
**Police Tactical Communications Plan: Update**  
**New Well Locations: Test Well Locations**  
**Energy Tracking System: Upgrades**  
**Succession Planning and Program: Next Steps**  
**Records Database and Crime Statistics: Dashboard**  
**Historic Documents Digitalization**

**Inspection Process Streamlining: Software Implementation**  
**Security Cameras System Replacement/Upgrade (100 cameras)**  
**Police Procedural Justice Training: Completion**  
**Media Training: Mayor-City Council and Administration**  
**Facility Management Operational Manual**  
**Facility Management Energy Standards**  
**Capital Forecast Projections for Equipment and Systems: Development**  
**Cloud-based Meeting and Agenda Management Software: Acquisition and Implementation**  
**Job Fairs/Proactive Recruitment: Actions**  
**Uptown Parking Structure Repairs Capital Forecasting**  
**Public Library Cards: Unit 5 Junior High and High School Students**  
**Mental Health Services: Report**  
**Traffic Management around Schools: 4-way Stop – Elementary School,**  
**Safe Routes to School – Grant: Junior High**  
**Riparian Maintenance Contract Agreement: Completion**  
**Engineering Departmental Website: Improvements**  
**Medical Exhibit: Update Plan**  
**Manual of Practice: Update**  
**EAB Tree Replacement**  
**Foundation: Training**  
**Annexation Agreements: Analysis**  
**BN Advantage: Meeting/Participation**  
**Bike Share 309 Management: Direction on Next Phase**

# ***Town of Normal***

## ***Major Projects 2018 – 2019***

**Human Resources Reception Counter: Modifications**

**Roof Replacements: CAC, Water Treatment Plant**

**Broadview Mansion Bell Tower Condition Assessment: Report**

**Wells Rehabilitation Projects: #9 and #17**

**Sandblast Water Treatment Plant Clarifier 2**

**Amtrak Service Counter Modifications in MMTC**

**CAC Electrical Distribution Panel Renewal**

**Public Works Yard Re-configuration**

**Uniform Restroom Design and Conversion Program: Completion**

**Water Meter and Reading Equipment: Update**

**Water Main Replacement**

**Imagine Air Exhibit**

**Normal Theater Duct Insulation Demo and Replacement Project**

**Emergency Drainage Ditch Repair Projects**

**Route 66 Trail Connection [Kelly Detention]: Construction, Funding**

**Champion Fields Maintenance Barn Expansion**

**Ironwood Golf Course Tee Signs: Review**

**Fairview Family Aquatic Center Water Heater**  
**Fairview Family Aquatic Center Zero-Depth Pool Resurfacing Project**  
**Vernon and Beaufort Traffic Signal Replacement: Construction**  
**Underwood Park Parking Lot and Trail Connection Project**  
**Trail Improvement: East Vernon [Towanda Avenue to Veterans Parkway]**  
**Carden Park T-ball Field Renovation**  
**Town Retention Ponds Aeration [3]**  
**Resurfacing Projects**  
**Street Resurfacing Projects**  
**Sidewalk Improvement Projects**  
**Route 66 Gateway and Signage: Committee Action Plan**  
**Sugar Creek [College-Blair]: Improvements and Design**  
**Glenn Avenue Bridge Replacement: Design and Construction**  
**Hidden Creek Natural Area: Invasive Species Removal and New Planting Project**  
**Climber: Refurbish**  
**Sump Pump Drain Line Program**