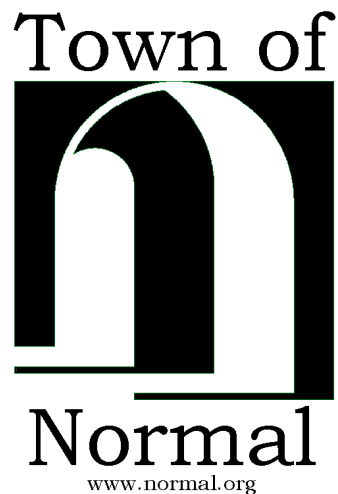


STRATEGIC PLAN

2020 → 2025 → 2035

EXECUTIVE SUMMARY

Mayor, Town Council and
Town Manager



Normal, Illinois
October 2019



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STRATEGIC FRAMEWORK

VISION 2035

“Desired Destination for Normal”

PLAN 2025

“Map to Normal’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Normal’s Town Government”

BELIEFS

“Expectations of Normal’s Town Employees”

Vision 2035 Normal

NORMAL 2035
is a *COMMUNITY FOR ALL GENERATIONS.*

=====

OUR VIBRANT UPTOWN,^(A)
OUR STRONG, DIVERSE LOCAL ECONOMY,^(B)
OUR GREAT NEIGHBORHOODS^(C)
HOME OF ILLNOIS STATE UNIVERSITY^(D)
OUR SUSTAINABLE AND EQUITABLE COMMUNITY^(E)
OUR SMART CITY^(F)
OUR LEISURE AND RECREATIONAL CHOICE FOR ALL^(G)

=====

We take PRIDE IN OUR NORMAL COMMUNITY^(H)

Normal Vision 2035

Guiding Principles

PRINCIPLE A

VIBRANT UPTOWN

► Means

1. An 18-hour, 7-day regional activity center providing unique, memorable experiences – a destination for residents and community
2. Urban center with mixed uses
3. Gathering places for special events, casual meetings, festivals with people interacting and having fun
4. Transportation hub with high speed passenger rail and regional transit
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. Library as an anchor for Uptown
8. Diverse specialty retail shops and offices with convenient hours and adequate parking for residents, visitors, guests and students
9. Attractive buildings, landscaping and public areas that are clean and well maintained

PRINCIPLE B

STRONG, DIVERSE LOCAL ECONOMY

► Means

1. Nurturing small business growth and expansion with incubator/start up center and space
2. Successful Rivian Automotive with support businesses
3. Whole medical district with a focus on personal wellness
4. Partnering with Illinois State University to create jobs and develop new businesses and technology transfer
5. Strong and effective organizations partnering for a growing economy and increased business investments – EDC, CVB, Normal, Bloomington, BN Advantage, etc.
6. Innovation District growing businesses
7. Local workforce trained for 21st century jobs and careers
8. Community with a strong entrepreneurial spirit
9. Sports tourism hub for high school athletics, special Olympics and amateur sports with a variety of venues
10. Normal reputation as a “business friendly” community

PRINCIPLE C

GREAT NEIGHBORHOODS

► Means

1. Well-maintained and attractive streets, sidewalks, infrastructure and landscaping
2. Variety of quality housing choices: single-family, townhomes, condos, apartments and senior housing
3. Innovative developers with new ideas
4. Connected neighborhoods through streets, sidewalks, paths and trails
5. Modernized, well-maintained older housing stock
6. Accessory dwelling units with single-family homes
7. Code compliant rentals in single-family neighborhoods
8. Neighborhood access to commercial businesses and services
9. First tier, high quality primary and secondary schools
10. Safe community – people feeling and are safe

PRINCIPLE D

HOME OF ILLINOIS STATE UNIVERSITY

► Means

1. Community is integrated and partnering with the University – physically, socially and culturally
2. Normal community welcoming diverse faculty and students
3. Community leveraging talent and brain power available at the University
4. University community playing significant role as economic engine for community
5. Normal recognized as being among other first tier university communities (Iowa City, Madison, Ann Arbor, Boulder, Tempe, etc.)
6. Retaining Illinois State University graduates and their emerging businesses
7. Normal as a recruitment tool for faculty and students

PRINCIPLE E

**SUSTAINABLE AND EQUITABLE
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, effective stormwater management and stream bank restoration
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, everyone contributing to Normal community and residents involved in issues
6. Functional methods for moving people providing options to single occupied vehicles (SOV)
7. Community prepared for and adapting to climate change impacts
8. Social services available responsive to family and community needs
9. Minimizing urban sprawl
10. Regional approach to a sustainable and equitable community – Normal, Bloomington and McLean County

PRINCIPLE F

SMART CITY

► Means

1. Safe and accessible database with policies and effective governance
2. Town services and communications provided by state-of-the-art technology
3. “Smart City” defined and practiced
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)
6. Affordable and equitable services for all
7. Use Town Data Center as a revenue source
8. Town infrastructure prepared for autonomous vehicles

PRINCIPLE G

**LEISURE AND RECREATIONAL CHOICES
FOR ALL**

► Means

1. Top quality Library facility with a variety of programs, activities and services serving the needs of residents and businesses
2. Top quality parks with venues and amenities for all
3. Variety of specialty parks responsive to the needs of all generations
4. Sustainable, and active use of Constitution Trail and trail connectors
5. Range of recreational programs serving the needs of all family generations
6. Quality sports fields for recreation, travel sports and tournaments
7. Recreational facility and programs access to all – social equity
8. Year-round community events and festivals bringing the community together and attracting people from the region and the state
9. Destination for arts and cultural activities and programs
10. Tapping our assets through events and activities: our historic roots – “Route 66” and “EV” Town

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 calculated 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 and showcasing community successes, opportunities and accomplishments
7. Proactive two-way communications with residents and businesses
8. Recognized as a national and international leader – “Best Practice” models for sharing and marketing success and innovation
9. Preferred place to live in Central Illinois
10. High quality public services at the greatest value to residents

Normal Town Government: Our Mission

NORMAL TOWN GOVERNMENT MISSION *is to*
***act as* RESPONSIBLE FINANCIAL STEWARD,⁽¹⁾**
to GOVERN THE COMMUNITY⁽²⁾,
to INVOLVE THE COMMUNITY⁽³⁾, and to
PROVIDE EXCELLENT MUNICIPAL SERVICES⁽⁴⁾
***in a* CUSTOMER-FRIENDLY MANNER⁽⁵⁾.**

Normal Town Government: Core Beliefs

We Take

P *roductivity*

R *esponsibility*

I *ntegrity*

D *edication*

E *mpathy*

In SERVICE EXCELLENCE

Town of Normal Goals 2025

Growing and Diverse Economy



Financially Sound Town – Service Excellence and Value



Strong Community Partners – Pride In Normal



Vibrant Uptown – An Exciting Destination



Quality Neighborhoods – Great Places To Live

GOAL 1

GROWING AND DIVERSE ECONOMY

► Objectives

1. Retention and growth of local businesses
2. Expanded job and career opportunities and a workforce prepared for 21st century jobs
3. Successful Rivian and complimentary businesses
4. Positive environment for innovators and entrepreneurs
5. Reputation as a “business-friendly” Town government and community
6. Illinois State University with strong academic programs and spinning off businesses

► Short-Term Challenges and Opportunities

1. More cohesive, regional efforts for economic development
2. Funding sources for economic development
3. Divided opinions on government’s role and incentives for economic development
4. Strengthening sports tourism
5. Preparation for 21st century career and job opportunities
6. Uncertain future direction of State Farm
7. Enhancing the image – Normal and Bloomington
8. Defining and measuring economic performance and success
9. Collaboration with other local governments – message and incentives
10. Tapping the business potential of Rivian and Illinois State University
11. Defining the Town government roles in economic development

► **Actions 2020**

Policy Agenda

1. Major Sports Complex: Direction and Funding Mechanism
2. Regional Economic Development Structure and Strategy
3. Workforce Development Strategy
4. Town Economic Incentives
5. Rivian: Next Town Actions

Management Actions

1. Innovation District: Development
2. “EV Town”: Refresh Brand
3. Small Business Development Center

Management in Progress

1. BN Advantage: Participation

GOAL 2

FINANCIALLY SOUND TOWN – SERVICE EXCELLENCE AND VALUE

► Objectives

1. Services delivered in the most cost-effective manner
2. Maintain general fund reserves to 15%
3. Maintain “AAA” bond rating
4. Adequate revenues to support defined services and service levels
5. Services responsive to community needs
6. Restore pension funding to 100% before 2040
7. Increase service collaboration with the City of Bloomington for operational efficiency

► Short-Term Challenges and Opportunities

1. Growing tax base through economic development
2. Flat and decline in some Town revenue sources: sales tax, income tax, utility tax
3. Pension funding – extending deadline and formula
4. Increasing operational costs: fuel, vehicles, equipment, raw materials
5. Impact of increasing the minimum wage on Town budget and finances
6. Perception of debt
7. Providing timely accurate information that is easily understood and used by residents

► Actions 2020

Policy Agenda

1. Pension Funding Strategy
2. Community Input/Involvement Strategy
3. Financial Plan with Projections: Update
4. Proactive Communications Position and Plan
5. New Alternative Revenues

Management Agenda

1. Open Data and Governance
2. Information Technology Strategic Plan
3. Water Service to Rivian Plant
4. ADA Compliance: Assessment, Report with Findings
5. Historic Property Architectural and Engineering Contract
6. Town-Owned Properties: Direction and RFP
7. Stormwater Master Plan: Development
8. Fire Station #2: Design

Management in Progress

1. Historic Documents Digitalization
2. ISO Re-rating
3. Library Facility Plan
4. Metro Zone: Court Ruling
5. Safety Training 2020: Implementation
6. Insured Social Security and Birth Date Information: Update
7. Emergency Management and Preparation: Exercise
8. Police Tactical Communications Plan: Update
9. Supply Procurement Database and Solicitation Template
10. 2009 Bond Refunding: Finalization
11. METCOM Server Replacement
12. Old Computer Equipment 2015-2016: Phaseout
13. Labor Negotiations and Contracts: Police, Fire
14. Police Accreditation Compliance Tear 3
15. Network Infrastructure and Storage Replacement: Switches, Library Firewall, ClearPass Security Server
16. New Well Locations: Test Well Location
17. New CDBG Programs: Creation and Consolidated Plan
18. Radio Encryption: Upgrade
19. Vehicle Replacement Policy: Revision and Implementation
20. Health Benefits Design, Structure, Funding and Management: Evaluation

► **Actions 2020** (continued)

Management in Progress

21. Fire Station Alerting
22. Fire ProQA at METCOM
23. Stop the Bleed Training for Schools and Civic Organizations
24. Succession Planning and Program: Next Steps
25. Searchable Database for Contracts and Agreements: Development
26. TRAKiT Software: Implementation
27. Fire SOG's and SOP's: Update
28. Internal "Talent Pipeline": Development
29. Engineering Department Website: Redesign
30. E-Citation Program
31. Alcohol and Cannabis Enforcement/Education Initiative: Partnership with Chestnut and Other Local Agencies
32. Cloud-Based Meeting and Agenda Management Software: Implementation
33. Vault Reorganization
34. Records Management Software: Review
35. Bunker Gear/Cancer Prevention Second Set
36. Onboarding/General Personnel Purposes Forms and Documents: Revision
37. Office 365 Implementation
38. Cyber Security Plan
39. HR Intranet Page: Revision
40. Frame Rail Corrosion: Funding
41. Job Descriptions: Update
42. Natural Gas Energy Procurement

GOAL 3

STRONG COMMUNITY PARTNERS – PRIDE IN NORMAL

► Objectives

1. Effective communications with the community – better understanding of Town government
2. Greater civic awareness and engagement of residents, businesses and community organizations
3. Further strength alignment of partnership between the Town of Normal and Illinois State University
4. Stronger alignment of partnership between the Town of Normal and City of Bloomington/McLean County/Unit 5/Heartland Community College
5. Leverage resources for community benefit

► Short-Term Challenges and Opportunities

1. Working with City of Bloomington
2. Less funding for partners and looking to the Town for support
3. Impacts of state funding on Schools – Unit 5
4. Uncertain funding for Illinois State University and Heartland College
5. Concern about partners due to past performance and experiences
6. Normal – Bloomington perceived as one community
7. Differing goals and conflicting priorities between Town and partners

► Actions 2020

Policy Agenda

1. School Unit 5: Communications and Discussion
2. City of Bloomington Strategy
3. Illinois State University Action Plan

Management in Progress

1. Mental Health Services: Report

GOAL 4

**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. Transition to more private sector developments
5. Complete urban connector for Uptown

► Short-Term Challenges and Opportunities

1. Developing south Uptown
2. Lack of certain amenities: grocery store, dog park
3. Funding for urban connector via underpass
4. Developing residential options: type, ownership/rental, price points
5. Maintaining/refining events and festivals
6. Community understanding the Uptown Vision/Plan and the Town's role
7. Funding of maintenance in Uptown

► **Actions 2020**

Policy Agenda

1. Uptown Connector Underpass: Funding
2. Parking Management System
3. Trail East Development: Next Steps
4. Retail Development in One Uptown Circle 1st Floor
5. Business Development in One Uptown Circle 2nd Floor

Management in Progress

1. Normal Theater Strategic Plan: Development
2. Uptown Events and Festivals: Refresh and Sponsorships
3. CDM Admission and Program Fee Structure: Increase

Major Projects

1. Uptown Station Platform Vandalism and Canopy Protection
2. Uptown Station CCTV Coverage Improvements

GOAL 5

**QUALITY NEIGHBORHOODS – GREAT PLACES
TO LIVE**

► Objectives

1. Improve and promote neighborhood mobility especially for children, seniors and individuals with disabilities
2. People feeling safe and secure in their neighborhoods
3. Greater choice of housing styles and with a range of living opportunities
4. Focus on infill development avoiding urban sprawl
5. Maintain stable property tax
6. Upgrade Town infrastructure in neighborhoods

► Short-Term Challenges and Opportunities

1. Aging neighborhood infrastructure needing repairs, restoration, replacement (sidewalks, streets)
2. Impacts of State Farm workforce changes
3. Cutbacks in human services funding and the impacts on Town services
4. Funding for quality of life amenities and facilities, including cultural arts
5. Limited variety of housing stock
6. Aging commercial centers needing reuse/redevelopment/replacement
7. Allowing accessory housing

► Actions 2020

Policy Agenda

1. Equitable Diverse Housing: Direction and Strategy
2. Older Fire Stations: Direction and Funding
3. Liquor Code: Rewrite

Management Actions

1. Community – Police Culture Board: Implementation
2. Bike-Ped Master Plan: Update
3. Public Arts Policy: Review and Revision
4. Bike Share Program
5. One Normal Plaza PUD: Code Update

Management in Progress

1. Annual Housing Inspection Program: Modifications
2. Mayor’s Design Institute
3. “Healthy Me!”: Design, Building and Funding Exhibit
4. CDM Foundation and Development Programs: Rebuilding
5. Route 66 Partnership with McLean County
6. Census 2020 Preparation
7. Small Cell Implementation (5G)
8. Riparian Maintenance Contract Agreement: Completion

Major Projects

1. Anderson Park Improvements
 - a. Irrigation
 - b. Slide Tower RenovationTennis Court Renovation
2. Underwood Park Improvements
 - a. Native PlantingsTennis Courts Renovation
3. Fairview Family Aquatic Center Zero Depth Pool Resurfacing
4. Trail Improvements: East Vernon [Towanda Avenue to Veterans Parkway]
5. Glenn Avenue Bridge Replacement
6. Savannah Park Shelter Replacement
7. Route 66 Trail Connection [Kelley Detention]: Construction
8. Town Retention Ponds Aeration
9. Sidewalk Improvement Project 2020
10. Road Resurfacing Projects 2020
11. Sugar Creek [College Avenue – Blair Street]
12. Ironwood Park Batting Cage and Storage Building

Actions 2019 – 2020 (continued)

Major Projects

13. Maxwell Park Projects
 - a. Disc Golf Course
 - b. Dog Park Expansion
 - c. Multi-Purpose Trail
 - d. Bocce Ball Court
 - e. Bags Court
 - f. Softball Field Renovation
 - g. South Parking Lot Improvements and ExpansionCross Country Course/Fitness Trails
14. Creek Improvements and Design
15. East Detention Basin Playground Replacement
16. Carden Park Shelter Replacement

Town of Normal Policy Agenda 2019 – 2020

In Goal Order

Major Sports Complex: Direction and Funding Mechanism

Regional Economic Development Structure and Strategy

Workforce Development Strategy

Town Economic Incentives

Rivian: Next Town Actions

Pension Funding Strategy

Community Input/Involvement Strategy

Financial Plan with Projections and Model

Proactive Communications Position and Plan

New Alternative Revenues

School Unit 5: Communications and Discussion

City of Bloomington Strategy

Illinois State University: Action Plan

Uptown Connector Underpass: Funding

Parking Management System

Trail East Development

Retail Development in One Uptown Circle 1st Floor

Business Development in One Uptown Circle 2nd Floor

Equitable Diverse Housing: Direction and Strategy

Older Fire Stations: Direction and Funding

Liquor Code: Rewrite

Town of Normal Management Actions 2019 – 2020

In Goal Order

Innovation District: Development
“EV Town”: Refresh Brand
Small Business Development Center
Open Data and Governance
Information Technology Strategic Plan
Water Service to Rivian Plant
ADA Compliance: Assessment, Report with Findings
Historic Property Architectural and Engineering: Contract
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Stormwater Master Plan: Development
Fire Station #2: Design
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Bike-Ped Master Plan: Update
Public Arts Policy: Review and Revision
Bike Share Program
One Normal Plaza PUD: Code Update

Town of Normal

Management in Progress 2019 – 2020

1. BN Advantage: Participation
2. Historic Documents Digitalization
3. ISO Re-rating
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5. Metro Zone: Court Ruling
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53. Small Cell Implementation (5G)
54. Riparian Maintenance Contract Agreement: Completion

Town of Normal

Major Projects 2019 – 2020

1. Water Main Replacement
2. Ridgmont Area Water Main Replacement
3. Well Rehabilitation Projects – Well #19
4. Library Main Floor Restroom – Accessible
5. Library West Roof Replacement
6. Water Meter and Reading Equipment: Update
7. Lime Storage Silo Air Sweeps
8. Treatment Plant Freight Elevator Replacement
9. Re-carbonation Wall Recoating
10. Sump Pump Drain Line Program
11. Emergency Drainage Ditch Repairs
12. Hewett House Exterior Repairs
13. Fire Parking Lot
14. CAC Hydronic Heat Piping
15. Public Works Yard Reconfiguration
16. Solid Waste Plan Projects
17. Anderson Park Improvements Irrigation
18. Underwood Park Improvements Native Plantings
19. Fairview Family Aquatic Center Zero Depth Pool Resurfacing
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