



***Strategic Plan***  
*2010 → 2015 → 2025*

***“Jewel of Midwest Cities”***

Adopted by the City Council on January 25, 2010

An electronic version of the Strategic Plan can be found on the City's website:

[www.cityblm.org](http://www.cityblm.org)

If you wish to give feedback on the Strategic Plan, please contact the Mayor at:

[mayor@cityblm.org](mailto:mayor@cityblm.org)

***Bloomington City Council\****

*Tari Renner—Mayor*

*Kevin Lower—Ward 1 Alderman*

*David Sage—Ward 2 Alderman*

*Mboka Mwilambwe—Ward 3 Alderman*

*Judy Stearns—Ward 4 Alderwoman*

*Joni Painter—Ward 5 Alderwoman*

*Karen Schmidt—Ward 6 Alderwoman*

*Scott Black—Ward 7 Alderman*

*Robert Fazzini—Ward 8 Alderman*

*Jim Fruin—Ward 9 Alderman*

***Bloomington City Manager***

*David A. Hales—City Manager*

***Bloomington Staff***

*Sue McLaughlin—Interim Assistant City Manager*

*Tracey Covert—City Clerk*

*Jeff Jurgens—Interim Corporate Counsel*

*Patti-Lynn Silva—Finance Director*

*Mike Kimmerling—Fire Chief*

*Emily Bell—Human Resources Director*

*Scott Sprouls—Information Services Director*

*John Kennedy—Parks, Recreation, & Cultural Arts Director*

*Frank Koehler—Interim Planning & Code Enforcement Director*

*Brendan Heffner—Police Chief*

*Jim Karch—Public Works Director*

*Craig Cummings—Water Director*

***\*City Council as of May 1, 2014***

# *Strategic Planning Model*

<p>Value-based principles that describe the preferred future in 15 years</p>	<p><b>VISION</b></p>	<p>Destination "You Have Arrived"</p>
<p>Strategic goals that focus outcome-based objectives and potential actions for 5 years</p>	<p><b>PLAN</b></p>	<p>Map "The Right Route"</p>
<p>Focus for one year—a work program: policy agenda for Mayor and Council, Management agenda for staff; major projects</p>	<p><b>EXECUTION</b></p>	<p>Itinerary "The Right Direction"</p>
<p>Principles that define the responsibility of city government and frame the primary services—core service businesses</p>	<p><b>MISSION</b></p>	<p>Vehicle "The Right Bus"</p>
<p>Personal values that define performance standards and expectations for employees</p>	<p><b>CORE BELIEFS</b></p>	<p>Fuel "The Right People"</p>

## *Vision 2025*

Bloomington 2025 is a beautiful, family friendly city with a downtown – the heart of the community and great neighborhoods.

The City has a diverse local economy and convenient connectivity. Residents enjoy quality education for a lifetime and choices for entertainment and recreation.

Everyone takes pride in Bloomington.

Jewel of Midwest Cities.

# *Principles of the Vision 2025*

## **Beautiful City**

- Attractive, clean entrances and major corridors
- Incorporating sustainability concepts and respect for the natural environment in our designs, buildings, developments and policies
- Well-maintained parks and public green spaces
- Well-maintained homes, yards and neighborhoods
- Well-designed, attractive public buildings and facilities
- Preservation of buildings and homes with architectural significance/character
- Respect for the heritage of the community and neighborhoods

## **Family Friendly City**

- Hometown feeling
- Feeling safe throughout the city; in their neighborhoods and homes
- Attractive for all family generations, including retirees and young families; as well as single professionals
- Great place to raise children
- Residents working together and sharing responsibility for a sense of Bloomington community
- Access to affordable, family-oriented activities

## **Downtown-The Heart of the Community**

- Preservation of buildings with unique, historic significance
- Place residents and guests want to go – a community destination
- Community gathering place for events, cultural arts festivals, etc.
- Easy access and parking for pedestrians and bike friendly Downtown
- Seat of government with civic campus – Library, Police Headquarters, City Hall
- Growing and keeping successful businesses in Downtown

## **Great Neighborhoods**

- Well-designed, well-maintained and upgraded neighborhood infrastructure
- Range of choice of quality homes – type, price, size
- Emphasis infill development and redevelopment, less sprawl
- Balanced growth – less sprawl, protection of farmland, appropriate land uses
- Expanded home ownership
- Easy, safe access to parks
- Access to essential neighborhood businesses

## **Diverse Local Economy**

- Positive environment supporting the development and growth of small businesses, incubator businesses
- Technology infrastructure in place to support businesses and industries
- Higher education partnerships with businesses

- Home of State Farm, Country Financial Corporations
- Regional shopping destination for residents and non-residents
- Job opportunities for residents – ability to work near home
- Home based businesses and offices with necessary support services and businesses

### **Convenient Connectivity**

- State of the art technology infrastructure connecting businesses and individuals
- First class regional airport with services to multiple major hubs
- Communications networking connecting people to the world
- Well-maintained city streets, sidewalks
- Trails connecting the city and linked to a regional multiuse trail and bike system
- High speed rail link to Chicago
- Convenient access to a well maintained interstate system

### **Quality Education for a Lifetime**

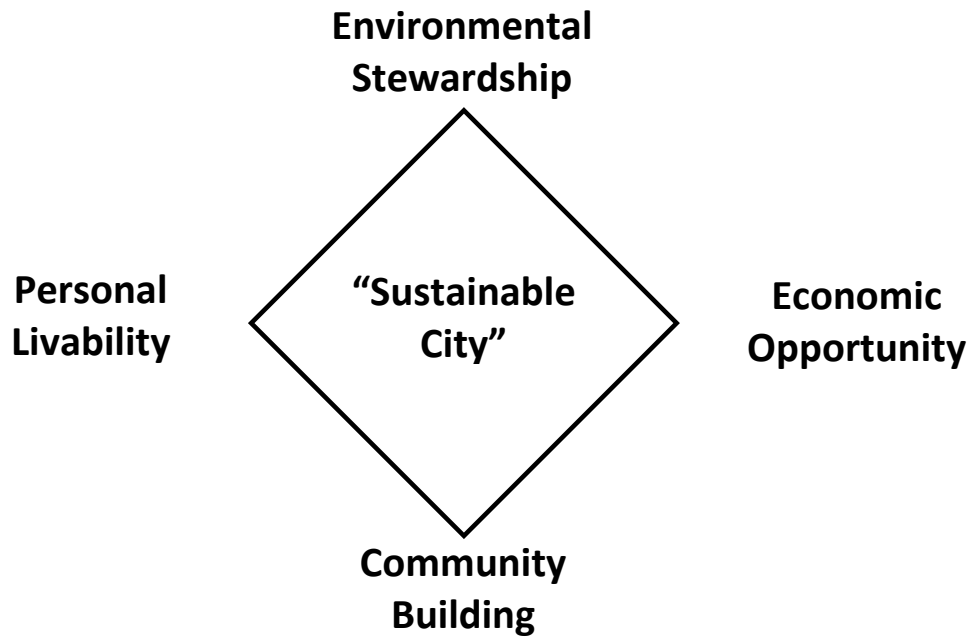
- Access to university and community college programs, degrees and adult education
- Quality education from pre-school through high school
- Strong partnership between the city and schools; schools and businesses
- Vocational and career training programs available in the community
- Appropriate collaboration for quality education and efficiency (K-12)

### **Choices for Entertainment and Recreation**

- Successful Coliseum for the community and local economy with a variety of sports activities, concerts, diverse entertainment, with low city subsidy
- Cultural and arts programs, events and activities, including the Bloomington Performing Arts Center
- Signature event for Bloomington
- Activities for youth, especially at risk youth in partnership with businesses
- Top-quality parks and athletic fields for tournaments, competition and recreational purposes
- Community events and festivals with active participation and support
- Private businesses providing a variety of entertainment venues and activities

### **Pride in Bloomington**

- Residents, community organizations and businesses taking ownership and contributing to a better community
- Partnering with schools, McLean County, Town of Normal for a better regional community
- Residents engaged in civic affairs and open governance process
- Advocacy for the Bloomington community
- Celebrating our community successes and assets
- Maintaining the unique character and identity of Bloomington
- Inclusive community welcoming diverse populations



**Bloomington is striving to be a Sustainable City. The model above shows the four elements that must be in balance for a sustainable city. Each element has critical factors.**

#### **Environmental Stewardship**

- Preservation of natural resources and beauty
- Water quality, air quality
- Effectiveness of storm water management
- Open space

#### **Economic Opportunity**

- Retention of existing businesses
- Business climate and reputation
- Workforce availability and preparation
- Jobs for residents

#### **Community Building**

- Civic engagement and involvement in governance
- Access to city information
- Feeling of inclusion—welcome
- Gathering places throughout the city

#### **Personal Livability**

- Personal safety: perception and reality
- Schools and quality of education
- Affordable recreation opportunities
- Daily convenience



# *Mission*

The Mission of the City of Bloomington is to be financially responsible providing quality, basic municipal services at the best value.

The city engages residents and partners with others for community benefit.

## **Principles of the Mission**

### **Financially Responsible**

- Maintaining reserves consistent with city policies
- Delivering services in the most cost-effective manner
- Focusing on core city services
- Maintaining and enhancing city's bond rating
- Partnering and contracting with the private sector
- Transparency and understanding of how the city and contractors spend tax payers dollars
- Growth paying for growth – services and infrastructure

### **Quality Basic Municipal Services**

- Understanding and evaluating the needs of City residents and businesses and the City's responsibilities
- Providing services in a timely, customer-friendly manner
- Professional, competent and dedicated workforce dedicated to serving the community
- Investing in maintaining city buildings, facilities and infrastructure
- Continuously improving city service delivery and management processes
- Providing resources to support defined services and service levels

### **At The Best Value**

- Residents feeling that they are receiving value for their taxes and fees
- Delivering services in the most efficient manner
- Leveraging city resources for community benefit, including grants and partnerships
- Delivering services at a comparable price to the community and the daily living of residents
- Services evaluated for their costs and benefits to the community and the daily living of residents
- Joint partnering with other governments to reduce the price of service delivery

**Engages Residents**

- Keeping residents informed about city plans, programs and services by providing clear, understandable, open information
- Seeking feedback from residents on city performance, services and new ideas
- Residents participating and providing input in the governance processes
- Maintaining a high level of residents' confidence and trust in city government
- Common city brand and image used throughout the city organization

**Partners With Others**

- Working with Town of Normal on common goals and interests; service delivery
- Working with McLean County on common goals and interests; service delivery
- Working with School Districts and other governments on common goals and interests
- Developing relationships, cooperating, facilitating with community organizations and institutions
- Providing strong advocacy and lobbying and recognition for the interest of Bloomington including federal and state legislative delegations
- Strong partnership with the business community and higher education
- Council presence and representing the city in the community, at regional, state and national level

## *Basic Service Businesses*

- Govern (and Manage) the City
- Provide reliable utility services (water, sewer collection, storm water—fee based)
- Manage emergency: prepare, respond, recover
- Maintain a safe community
- Design, build, and maintain city streets, sidewalks, trails
- Facilitate and support growth in the local economy
- Plan and regulate land uses, development, buildings, and homes
- Provide solid waste management\*
- Provide parks\*; affordable leisure and recreation opportunities and programs

\*Evaluation for Privatization

## *Core Beliefs*

Enjoy **S**erving Others

**P**roduce Results

Act with **I**ntegrity

Take **R**esponsibility

Be **I**nnovative

Practice **T**eamwork

Show the **SPIRIT!!**

# *Principles of the Core Beliefs*

## **Serving**

- Listen and understand the needs, concerns, expectations of your customer
- Define who is the customer and know your customer
- Look for opportunities to educate the customer about City
- Provide service with a smile; be courteous, respectful
- Evaluate customer satisfaction, take the necessary steps to improve the service
- Take time to explain your decisions, actions; especially when you are saying “no”
- Work with your customer to set realistic expectations
- Help the customer to help themselves

## **Produce**

- Define the job, do it right the first time
- Solve problems or personally connect with the individual who can
- Look for ways to improve performance, to be more effective and efficient
- Give 100% effort to complete a finished product
- Plan your work activities with others in mind and to maximize resources
- Do the work as if the tax payer was watching (and they are)
- Strive to meet and, if possible, exceed expectations

## **Integrity**

- Follow through and deliver on your promises
- Be loyal to the City – Mayor and Council, City Management, Department, Employees
- Communicate in an honest, direct and complete manner
- Treat others with respect and dignity
- Keep confidential and private information confidential
- Act consistent with your professional standards
- Act in an ethical manner

## **Responsibility**

- Take ownership and pride in your work
- Represent the city in a positive manner at all times
- Empower employees to take action at the lowest possible level
- Be accountable for your actions, the results
- Take the initiative to continually develop and share with others your knowledge, skills and core competency
- Take care of your equipment, yourself and City resources
- Know, understand and use the vision, goals, mission and core beliefs of the City

## **Innovative**

- Recommend and implement ideas to be more efficient and effective
- Be open to new ideas and change no matter where the idea comes from

- Embrace change in a positive manner
- Challenge traditional ways of operating
- Know the “best practices” in your professional area and apply to the city
- Be creative in serving others or solving problems
- Embrace and use technology

### **Teamwork**

- Look for ways to help others to be successful
- See the “big picture” – look beyond your department or work unit
- Celebrate and reward successes
- Have a positive, enthusiastic attitude
- Mentor and develop others
- Be an active team player by participating on teams
- Communicate in an open, direct manner, keep others informed
- Share the credit, recognize the contributions of others

# *Goals for 2015*

## **Goal 1: Financially Sound City Providing Quality Basic Services**

*What this means to you as a citizen:*

- Value for your tax dollars and fees.
- City acting as a responsible steward of public resources.
- City services delivered in a cost-effective manner.
- City services responsive to citizens' needs.
- Customer-friendly city services delivered by city employees committed to serving the public.

### **Objectives**

- a. Budget with adequate resources to support defined services and level of services
- b. Reserves consistent with city policies
- c. Engaged residents that are well informed and involved in an open governance process
- d. City services delivered in the most cost-effective, efficient manner
- e. Partnering with others for the most cost effective service delivery

### **Challenges and Opportunities**

- Union contracts and City's financial obligations
- Upgrading City financial systems
- National recession and impact on City revenues
- Developing effective performance measurement system
- Ward mentality
- Potential for contract services and privatization
- Methods for informing and engaging residents and developers
- City's role and responsibilities
- Determining service priorities
- Residents' needs vs. wants
- Defining "basic" municipal services
- 

## **Goal 2: Upgrade City Infrastructure and Facilities**

*What this means to you as a citizen:*

- Reliable utility services necessary for daily life.
- Efficient traffic flow throughout the city.
- Smooth rides on quality, well-maintained streets.
- Customer-friendly, easily accessible city facilities and buildings.
- City investing in the future of the community.

## **Objectives**

- a. Better quality roads and sidewalks
- b. Quality water for the long term
- c. Functional, well-maintained sewer collection system
- d. Well-designed, well-maintained City facilities emphasizing productivity and customer service
- e. Investing in the City's future through a realistic, funded capital improvement program

## **Challenges and Opportunities**

- Aging city infrastructure and facilities
- Determining capital project priorities
- Needs vs. financial capacity of the City
- Federal and state regulations, unfunded mandates and reduced funding level
- Funding and capital needs and projects
- Older fleet with more maintenance
- Who pays for projects
- Defining the City's role and responsibilities
- Growth vs. older areas of the City
- Dealing with Union Pacific Railroad/Norfolk Southern
- Working with IDOT

## **Goal 3: Grow the Local Economy**

*What this means to you as a citizen:*

- Opportunities to work near home – more personal time.
- More diverse local economy better insulated from economic trends.
- More diverse tax base – less burden on residential tax payers.
- Convenient services and shopping within the city.
- Protection of property values.

## **Objectives**

- a. Retention and growth of current local businesses
- b. Attraction of new targeted businesses that are “right” for Bloomington
- c. Revitalization of older commercial areas
- d. Expanded retail businesses
- e. Strong working relationship among the city, businesses, economic development organizations

## **Challenges and Opportunities**

- Diversifying the local economy
- Working with and partnering for economic development
- Illinois laws that impact on business attraction
- Incubating and attracting new businesses in a competitive global economy
- Marketing the area

- Commercial building property owners – no incentive to upgrade buildings
- National economy and current recession
- Business access to capital
- Aging commercial buildings needing reuse or demolition
- Lack of appropriate workforce
- Competition from other communities

#### **Goal 4: Strong Neighborhoods**

*What this means to you as a citizen:*

- Protection of property values.
- Choices for quality homes.
- Opportunities to buy a home in a great neighborhood.
- Quality neighborhood infrastructure.
- Neighbors working together, helping each other, partnering with the City.
- Personal safety and security.

#### **Objectives**

- a. Residents feeling safe in their homes and neighborhoods
- b. Upgraded quality of older housing stock
- c. Preservation of property/home valuations
- d. Improved neighborhood infrastructure
- e. Strong partnership with residents and neighborhood associations
- f. Residents increasingly sharing/taking responsibility for their homes and neighborhoods

#### **Challenges and Opportunities**

- Defining the city's role and responsibilities
- Irresponsible property owners and tenants
- Funding for neighborhood infrastructure
- Working with residents and neighborhood associations
- Traffic impacts on neighborhoods
- Changing perception of different neighborhoods
- Assessing neighborhood impact surrounding environment
- Noise or other nuisances in neighborhoods
- Older neighborhoods vs. new: priority

#### **Goal 5: Great Place to Live—Livable, Sustainable City**

*What this means to you as a citizen:*

- Predictable future development consistent with plans.
- Growth paying for growth.
- City having the capacity to cost effectively serve new developments and residents.
- Making Bloomington your hometown for a lifetime.
- City acting as an environmental steward.
- Resources and staffing to implement programs.



## **Objectives**

- a. Well-planned City with necessary services and infrastructure
- b. City decisions consistent with plans and policies
- c. Incorporation of “Green Sustainable” concepts into City’s developments and plans
- d. Appropriate leisure and recreational opportunities responding to the needs of residents
- e. More attractive city: commercial areas and neighborhoods

## **Challenges and Opportunities**

- Sprawl development with high costs of City service delivery
- Long term financial obligations for the City
- City’s roles and responsibilities for parks, leisure opportunities
- Determining direction on future growth
- Who pays for growth
- Plans and policies vs. City decisions and actions
- Defining “livable” and “sustainable”
- Community benefits vs. individual interests

## **Goal 6: Prosperous Downtown Bloomington**

*What this means to you as a citizen:*

- Traditional Downtown – the heart of the Bloomington Community.
- Choices for dining and entertainment opportunities.
- Reasons to go Downtown.
- Preservation of the City’s history and heritage.
- Downtown – a regional destination for entertainment, financial center, seat of government.

## **Objectives**

- a. More beautiful, clean Downtown area
- b. Downtown Vision and Plan used to guide development, redevelopment and investments
- c. Downtown becoming a community and regional destination
- d. Healthy adjacent neighborhoods linked to Downtown
- e. Preservation of historic buildings

## **Challenges and Opportunities**

- Future direction of Downtown
- Diversity of stakeholders
- Upgrading City facilities in Downtown
- Defining City’s role in Downtown
- Residents thinking of Downtown as a destination
- Aging building and infrastructure in Downtown
- Main Street and couplet
- Attracting a hotel and restaurants

***\*On January 25, 2010 when the Strategic Plan was adopted the goals were in the following order:***

*Goal 1: Financially Strong City Providing Quality Basic Services*

*Goal 2: Upgrade Infrastructure and Facilities*

*Goal 3: Strong Neighborhoods*

*Goal 4: Grow the Local Economy*

*Goal 5: Great Place – Livable, Sustainable City*

*Goal 6: Prosperous Downtown Bloomington*