

2011 Action Agenda

January 1, 2011 - December 31, 2011

Approved by City Council on April 11, 2011

August 8, 2011 Update



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Preface

The City of Bloomington Strategic Plan was adopted on January 25, 2010 by the City Council. This was the first Strategic Plan adopted by the City of Bloomington in recent years and in it contained the first annual Action Agenda. The Action Agenda runs on a calendar year.

The Council met on October 8 & 9, 2010 to review the 2010 Action Agenda and draft the new 2011 Action Agenda. The Council also changed the order of the 6 Major Goals for the City of Bloomington.

2010
Goal 1: Financially Sound City Providing Quality Basic Services
Goal 2: Upgrade City Infrastructure and Facilities
Goal 3: Strong Neighborhoods
Goal 4: Grow the Local Economy
Goal 5: Great Place to Live—Livable, Sustainable City
Goal 6: Prosperous Downtown Bloomington

2011
Goal 1: Financially Sound City Providing Quality Basic Services
Goal 2: Upgrade City Infrastructure and Facilities
Goal 3: Grow the Local Economy
Goal 4: Strong Neighborhoods
Goal 5: Prosperous Downtown Bloomington
Goal 6: Great Place to Live—Livable, Sustainable City

Since then, the City Manager and Executive Staff have reviewed the draft list for the 2011 Action Agenda from the Council and have applied a “reality check” on the items. Meaning, staff has evaluated each agenda item and determined if it could be completed in 2011 given current resources and current staffing levels. In many cases funding to accomplish the Action Agenda item is included in the Proposed FY 2012 Budget.

The 2011 Action Agenda was adopted by the City Council at the April 11, 2011 Council Meeting.

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.

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.

Core Beliefs

Enjoy **S**erving Others

Produce Results

Act with **I**ntegrity

Take **R**esponsibility

Be **I**nnovative

Practice **T**eamwork

Show the **SPIRIT!!**

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

- Budget with adequate resources to support defined services and level of services
- Reserves consistent with city policies
- Engaged residents that are well informed and involved in an open governance process
- City services delivered in the most cost-effective, efficient manner
- 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 1: Financially Sound City Providing Quality Basic Services
Calendar Year 2011 Action Agenda Items**

| Type | Description | Project Not Started | Project In Progress | Project Completed |
|------------------------|--|---------------------|---------------------|-------------------|
| Policy Action | Fiscal Impact Analysis Policy and Model: Direction, Funding | | X | |
| Policy Action | Performance Excellence Program: Direction, Funding - Phase I | | X | |
| Policy Action | Solid Waste Collection: Automated Service Decision, Performance Excellence, Fees | | X | |
| | | | | |
| Management Actions | ERP System: Implementation, FY 2012 Funding (Phase II) | | X | |
| Management Actions | Intergovernment Agreements with Schools (Parks & Rec) Evaluation, Agreement: Updates | X | | |
| Management Actions | Communications Technology Master Plan: Contract for Webpage Redesign, Funding for Phase II and Phase III (including Council Presentation and Webstreaming) | | X | |
| Management Actions | School Resource Officers: Unit 5 - Direction, Funding, Agreement and District 87 - Agreement | | X | |
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| Management In Progress | Reserve Policy | | | X |
| Management In Progress | Property Tax Rate for 2011 | X | | |
| Management In Progress | Procurement/Purchasing Policy: Update, Adoption | | X | |
| Management In Progress | Safety Audit: Implementation, Mandated Training | | X | |
| Management In Progress | Debt Collections: Evaluation, Contract, Policy direction on outstanding debt (contract approved) | | X | |
| Management In Progress | Labor Contracts: Council Direction and Guidelines, Contract Negotiations, Approval | | X | |
| Management In Progress | Fund Structure: Phase II | | | X |
| Management In Progress | Basic Supervisory Training | | | X |
| Management In Progress | Water Rate Study | X | | |
| Management In Progress | Metro Zone Report | | X | |

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| On The Horizon | Financial Policies: Direction A) Debt Policy B) Property Tax (for General Fund) |
| On The Horizon | Long Term Financial Plan: Development |
| On The Horizon | Non-Enterprise Fees and Charges Policy and Schedule: Update, Funding for study, Direction, Policy |
| On The Horizon | Fleet Utilization Study: Development, Funding |
| On The Horizon | Impact Fees: Evaluation, Direction, Comparasions, Funding for Study |
| On The Horizon | Enterprise Fund: Philosophy on Cost Recovery, City Subsidy, Policy Direction by Func |
| On The Horizon | Joint Fire Service Collaboration Northeast quadrant EMS Service and Response Time: Direction |
| On The Horizon | Policy to Address Free Waiver for Non-profit Organizations and other Governments: Direction on Ordinance |
| On The Horizon | Analysis of Financial Obligations (Contracts, Agreements, Annexation Agreements) |
| On The Horizon | Intergovernmental Agreements with IDOT: Evaluation, Update (Traffic Signals, Street Maintenance, etc.) |

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

- Better quality roads and sidewalks
- Quality water for the long term
- Functional, well-maintained sewer collection system
- Well-designed, well-maintained City facilities emphasizing productivity and customer service
- 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 2: Upgrade City Infrastructure and Facilities
Calendar Year 2011 Action Agenda Items**

| Type | Description | Project Not Started | Project In Progress | Project Completed |
|------------------------|---|---------------------|---------------------|-------------------|
| Policy Action | Stormwater Master Plan: Funding, Needs Assessment, Plan Adoption | | X | |
| Policy Action | Sanitary Sewer Master Plan: Funding, Needs Assessment, Plan Adoption | | X | |
| Policy Action | Water Master Plan: Funding, Needs Assessment, Plan Adoption | | X | |
| Policy Action | Street Master Plan: Funding, Needs Assessment, Plan Adoption (including Pavement Management Program, Brick Streets, and Alleys) | | X | |
| Policy Action | Water Conservation Program: Direction, Funding | X | | |
| Policy Action | 911/Communications Center Study: Direction, Funding, Metcom/Bloomington Communication Center | | X | |
| Policy Action | Comprehensive City Facilities Master Plan: Funding, Assessment, Plan Adoption | | X | |
| Policy Action | Inflow & Infiltration Reduction Study: Direction, Funding (Eastside) | | X | |
| Policy Action | Hershey Road Extension: Direction, Funding for Design and Construction, Annexation Agreement | | X | |
| Policy Action | Lafayette Street Reconstruction (Morrissey to Maple): Direction, Funding for Construction | | X | |
| Policy Action | Water Treatment Plant Expansion: Funding (including filter, electrical, and other improvements) | | X | |
| | | | | |
| Management Actions | Drought Management Plan: Adoption | | X | |
| Management Actions | Strategic Water Supply Study - Phase II: Funding (including well drilling, pump house, and transmission line) | | X | |
| Management Actions | Master Lease Agreement with Central Illinois Regional Airport (CIRA) for Fire Station #3 and #6: Approval, Funding | | X | |
| Management Actions | Police Parking Deck Repairs: Funding | | X | |
| | | | | |
| Management In Progress | Eastside Highway: Environmental Assessment | | X | |
| Management In Progress | Radio Read Meters Program: Installation | | X | |
| | | | | |
| Major Project | Regional Fire Training Tower, Funding | | | X |
| Major Project | City Hall Heating and Cooling System | | | X |
| Major Project | Veterans Parkway/Morris Ave Project (including Tanner St) | | X | |
| Major Project | Starcom21: Implementation Phase | | | X |

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| On The Horizon | Five Year Capital Improvement Program: Funding (Streets, Storm Water, Sewer, Water, Parks, City Facilities - Equipment and Projects) |
| On The Horizon | Comprehensive City Facilities Master Plan: Funding, Assessment, Plan Adoption |
| On The Horizon | City Infrastructure Design Standards (Manual of Practice): Update |
| On The Horizon | Comprehensive Sidewalk Master Plan: Funding, Needs Assessment, Plan for future Adoption |
| On The Horizon | Red-light Cameras |

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

- Retention and growth of current local businesses
- Attraction of new targeted businesses that are “right” for Bloomington
- Revitalization of older commercial areas
- Expanded retail businesses
- 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 3: Grow the Local Economy
Calendar Year 2011 Action Agenda Items**

| Type | Description | Project Not Started | Project In Progress | Project Completed |
|------------------------|---|---------------------|---------------------|-------------------|
| Policy Action | City Economic Development Policy and Program: Direction (overall), Funding, Public Framework (Retail and Commercial/Industrial Development), Incentives | | X | |
| Policy Action | Old Rail Yard Property Planning & Environmental Studies: Direction, Funding | | X | |
| Policy Action | Retail Attraction Study and Strategy: Direction, Funding | X | | |
| Policy Action | "Clarion" Site Development: Direction, Funding | | X | |
| Policy Action | Regional EDC: Performance Review, Future Funding, Comparative Analysis and Role on Regional v. Local Economic Development | | X | |
| Policy Action | Land and Vacant Building Redevelopment Plan (EDC): Review Plan, Participation Decision, Sites | | X | |
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| Management In Progress | Former Howard Johnson Site Development: Monitoring | | X | |

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| On The Horizon | Major Corridors Revitalization-Beautification of Gateways: Funding |
| On The Horizon | Business Licensing and Registration Study: Development, Adoption |
| On The Horizon | Commercial Development/Redevelopment: GTE Site, Wildwood Site, Kay's Merchandise (Walmart) Site, General Electric Plant Site |

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

- Residents feeling safe in their homes and neighborhoods
- Upgraded quality of older housing stock
- Preservation of property/home valuations
- Improved neighborhood infrastructure
- Strong partnership with residents and neighborhood associations
- 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 4: Strong Neighborhoods
Calendar Year 2011 Action Agenda Items

| Type | Description | Project Not Started | Project In Progress | Project Completed |
|------------------------|---|---------------------|---------------------|-------------------|
| Policy Action | Rental Housing Program: Code and Other Program Changes | | X | |
| Policy Action | Housing Rehabilitation & Infill Policy: Definition, Direction, Adoption | | X | |
| Policy Action | Loud Noise Ordinance Amendments: Towing of Loud Vehicles: Direction | | | X |
| | | | | |
| Management In Progress | West Bloomington Revitalization Plan and Partnership: CDBG Funding | | X | |
| Management In Progress | Focus Crime Area Study: Implementation | | X | |
| Management In Progress | Problem Oriented Policing Model: Implementation | | X | |

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| On The Horizon | Annexation Policy: Review |
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Goal 5

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

- More beautiful, clean Downtown area
- Downtown Vision and Plan used to guide development, redevelopment and investments
- Downtown becoming a community and regional destination
- Healthy adjacent neighborhoods linked to Downtown
- 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

**Goal 5: Prosperous Downtown Bloomington
Calendar Year 2011 Action Agenda Items**

| Type | Description | Project Not Started | Project In Progress | Project Completed |
|------------------------|---|---------------------|---------------------|-------------------|
| Policy Action | Downtown Strategic Plan/Downtown Bloomington Strategy: Adoption, Direction on City Actions | | X | |
| Policy Action | Downtown Parking Garage (Snyder Garage): Direction on Sale | | X | |
| Policy Action | Downtown Parking Garage Phase II (Market St. Garage): Direction, Funding | | X | |
| Policy Action | Downtown Entertainment Task Force: Policy, Report, Direction on Regulations and Enforcements, | | X | |
| Policy Action | DBA Future Funding: Direction | X | | |
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| Management In Progress | Downtown Special Events: Farmers' Market, Special Evetns | | X | |

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| On The Horizon | Downtown Hotel Strategy: Development, Action |
| On The Horizon | Comprehensive Downtown Parking Strategy: Development, Funding |
| On The Horizon | Downtown Infrastructure: Next City Project (600 block, Sidewalks, Decorative Lighting, etc.) |
| On The Horizon | Downtown Special Service Area: City Actions |
| On The Horizon | Downtown Future Ad Hoc Committee (Mayor Initiative) |

Goal 6

Great Place To Live - A 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

- Well-planned City with necessary services and infrastructure
- City decisions consistent with plans and policies
- Incorporation of “Green Sustainable” concepts into City’s developments and plans
- Appropriate leisure and recreational opportunities responding to the needs of residents
- 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: Great Place To Live - A Livable, Sustainable City
Calendar Year 2011 Action Agenda Items**

| Type | Description | Project Not Started | Project In Progress | Project Completed |
|--------------------|---|---------------------|---------------------|-------------------|
| Policy Action | Gaelic Park: Direction, Funding for Construction | | X | |
| Policy Action | Algae Control Ordinance: Direction, Funding | | X | |
| Policy Action | Building Code: Review, Adoption (including residential sprinklers) | | X | |
| Policy Action | East Library Branch: Direction, Site, Funding | | X | |
| Policy Action | Library Reserve Fund: Property Tax Levy | | | X |
| Policy Action | Creativity Center: Fund Raising, Operating Costs, Future Direction, City's Role | | X | |
| | | | | |
| Management Actions | Comprehensive Plan: Update | X | | |
| Management Actions | Zoning Ordinance: Review | X | | |
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| Major Project | Water Erosion at Golf Courses Projects | | X | |
| Major Project | Route 66 Bike Trail - Phase II (Normal to Towanda): Funding | | X | |

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| On The Horizon | City Owned Land Inventory: Completion, Goals, Funding |
| On The Horizon | Bike-Pedestrian Friendly Community: Evaluation, Goals |
| On The Horizon | Stream Buffer Ordinance: Adoption |
| On The Horizon | Lead Based Paint Program: Funding |
| On The Horizon | Emergency Operations and Management Plan: Direction, Funding |
| On The Horizon | Youth Sports Facilities: Needs Assessment, Plan |
| On The Horizon | Ice Sheet: Direction, Funding (2nd Sheet), Collaboration with Normal, ISU, Hockey Organizations |
| On The Horizon | Comprehensive Recreation Programs: Needs Assessment, Plan |
| On The Horizon | Community Sustainability Plan: Development, Funding |
| On The Horizon | Parks Master Plan: Decision on Funding (CIP) - Miller Park, O'Neil Pool, Community Center, Soccer Fields (CIRA) |

Definition of Action Agenda Terms

| Term | Definition |
|------------------------|--|
| Policy Action | is an issue that needs direction or a policy decision by the Council;, or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY’S POLICY OF REGULATION?” |
| Management Action | a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)-questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?” |
| Management In Progress | a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council. |
| Major Project | a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.). |
| On The Horizon | an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them. |