ECONOMIC VITALITY

"Innovation distinguishes between a leader and a follower. Sometimes when you innovate, you make mistakes. It is best to admit them quickly, and get on with improving your other innovations."

—Steve Jobs

Economic Vitality CONTENTS

Historically, Normal and the BN region have had a very strong economy. In recent years, however, it has become increasingly clear that Bloomington-Normal needs to diversify its economy if it is to maintain that strength.

Bloomington-Normal's economy is well-positioned to continue to prosper for decades to come, but in a rapidly changing world, we can no longer rely on the same models that got us here. In the few years leading up to this planning process, the Mitsubishi Motors factory, which employed over 1,000 people from across Central Illinois, closed, though it has found a new buyer in Rivian Automotive. State Farm, the dominant local employer, expanded in other markets, and the insurance industry as a whole is facing questions about the impact of new technologies such as driverless cars. Public and private institutions within Illinois are experiencing the effects of the state fiscal crisis. In addition, formerly reliable sources of revenue, including the sales tax, appear to be in decline (in the case of the sales tax, due to seismic shifts in the retail sector). As our need for proactive economic development is growing, the entire landscape of economic development is shifting: Today's economic development requires more than tax cuts and incentives, as quality of place is at the forefront of both businesses' and workers' minds as they decide where to locate.

In recognition of these challenges, a wide variety of public and private stakeholders, including area businesses, economic development organizations, and local governments, came together to develop the BN Advantage economic development strategy. The resulting report, *Building the BN Advantage*, adopted in 2015, targeted five sectors—Entrepreneurship (not so much a single sector as a community culture spanning all sectors), Information and Communications Technology (ICT), Agribusiness and Food Processing, Transportation and Logistics, and Advanced Business Services—as the most suitable for economic development in our region, *[See Figure EV1]*. It also recommended the formation of a broad public-private coalition to implement the strategy, with a number of specific recommendations to be carried out by several task forces.

FIGURE EV1: BN Advantage Target Sectors

From a planning perspective, these sectors have both distinct and overlapping needs. All are linked by the need for a stronger entrepreneurial ecosystem, and all are being redefined by technology. See the Economic Vitality chapter in the Community Snapshot and Outreach Report for further discussion.
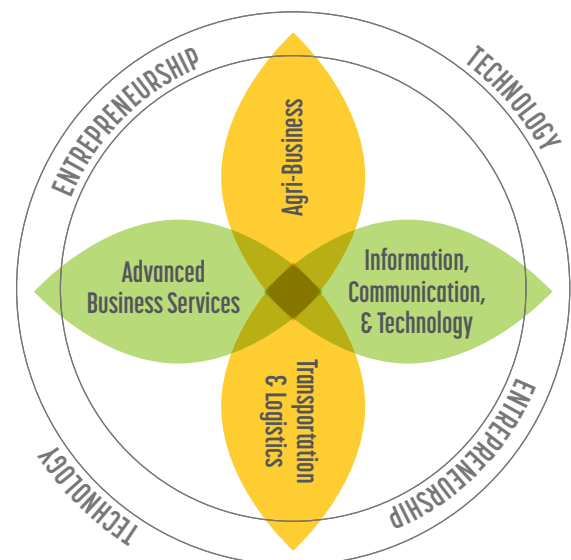
It is important to stress that economic development is inherently a regional enterprise. Normal is one of many active partners in BN Advantage. In the interest of not duplicating efforts, there are a number of important topics that this chapter does not address, which are being addressed in other venues by the appropriate task forces.

BN Advantage Leadership Council

Talent/Workforce Task Force	Marketing/ Communication Task Force	Quality of Life/ Place Task Force	Entrepreneurship Task Force	Indicators & Metrics Task Force

But this plan is about Normal, and the aim of this chapter is to identify what the Town can do to further the overall strategy while promoting its own fiscal sustainability. It suggests policies to position Normal to complement, and where appropriate to lead, these economic development efforts. Because it is Normal's plan, it consciously follows Vision 2040, which identified basic requirements to support an innovative and diverse economy and noted technology as one of the two key "supporting frameworks" that should be central to Normal's approach to governance.

To embrace innovation and build a stronger, more diverse economy, this chapter calls for Normal to foster a rich entrepreneurial ecosystem rooted in the creative economy, small and local businesses, and a strong local food system. It calls for the Town to play a key role in the development of an Innovation District centered on Illinois State University (ISU), Uptown Normal, and Advocate BroMenn and bolstered by major regional actors such as State Farm and COUNTRY Financial. An exemplar of place-based economic development, this district would serve as a regional hub for the entrepreneurial community and a proving ground for civic innovation.

As technology redefines every aspect of our society, Normal should become a Smart City with a thriving ICT sector and an open, proactive acceptance of disruptive innovation; modernize its operations and services through smart urban systems and enable community-wide connectivity through high-quality technology infrastructure; and rethink its approach to planning and land use for its economic centers.

Finally, sensible growth policies, tax and fee structures that are aligned with the Vision, more efficient service delivery, and innovative funding and financing mechanisms should be deployed to help the Town meet new challenges and continue to prosper in the future.

Connection to the Vision

Supporting Framework: Technology

Core Value 2: Economy. Ours will be an innovative and diverse economy in 2040 that has grown from what it was in 2016.

GOALS

Goal EV1: Normal will be a hotspot for startups and local businesses, making the Town a key driver positioning the BN region as an innovation and entrepreneurship hub.

Goal EV2: Incorporate "Smart City" thinking in all aspects of the town and community building.

Goal EV3: Employ innovative policies, financial tools, and practices adapted to the paradigm shifts affecting municipalities and their finances.
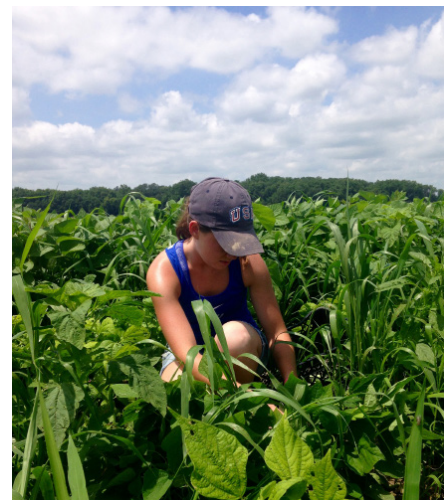
Goal EV1: Become a hotspot for startups and local businesses, making the Town a key driver positioning the BN region as an innovation and entrepreneurship hub.

BN Advantage emphasized the need to foster entrepreneurship and diversify our economic base. Entrepreneurship is not a single sector, but rather a mode of doing business characterized by innovation and risk-taking by individuals or small, tight-knit teams. While entrepreneurship is associated with technology, it can be nurtured within many sectors. Like other businesses, entrepreneurs come in different sizes, from a self-employed person working out of his or her basement to a burgeoning enterprise employing several hundred people. Understanding and catering to the needs of entrepreneurs—some of which are common to all entrepreneurs and some of which vary by industry, size, and the types of goods and services they produce—is critical to creating a vibrant startup culture in our community

While there are useful guidelines for communities to foster entrepreneurship, there are no prescribed solutions. Successful startup communities feature original and future-oriented thinking, collaborative partnerships, and vibrant places that facilitate innovation through a mix of formal and informal interactions.

Positive Contributors

- Anchor Institutions: State Farm Insurance, COUNTRY Financial, Rivian, medical centers, and other major businesses

- Educational institutions: Illinois State University (ISU), Illinois Wesleyan University (IWU), Heartland Community College (HCC), Lincoln College and their many departmental resources

- ISU's new cyber-security major, supported by State Farm Insurance

- Unit #5 high schools entrepreneurship class

- Existing partnerships among Town, ISU, and HCC

- Networking/programs: TEDxNormal, 1Million Cups, meetups, hackathons

- SlingShot co-working space in Uptown Normal (Launch Pad and start up box in Bloomington)

- Partnership between Town of Normal and Microsoft

- Small Business Development Center (SBDC) at IWU

- Uptown redevelopment efforts

- Free Wi-Fi in Uptown (Up to 1 GHz during festivals and celebrations)

- Increasing local food culture and assets [see Map EV1]

- Central Illinois Regional Broadband Network (CIRBN) and multiple broadband providers

- BNAdvantage Task Forces

- Rivian and other partners currently engaged in macro level conversations with the State of Illinois to have McLean County designated as a test zone for autonomous vehicles

Challenges

- Small entrepreneurial community and very little collaboration sometimes leading to missed opportunities

- Lack of data and information

- Existing incentives structured in favor of 20th-century economic development practices

- Lack of a forum for corporations and small businesses/ entrepreneurs to coexist and cooperate (so that promoting one does not work against the others)

Indicators and Metrics

- Jobs by stages and where they are headquartered[1]

  — Self-employed, 2–9 employees, 10–99 employees, 100–499 employees, 500+ employees

  — Resident versus Non-Resident businesses

- Jobs by types

- Unemployment levels

- Labor force

- Income levels

- Investments (angel investments, private equity, etc.)

- Patents[2]—U.S. Patents and Trademarks Office

- Sales

- Performance of the Innovation District

Partners

- Anchor Institutions: State Farm Insurance, COUNTRY Financial, Rivian, medical centers, and other major businesses

- Educational Institutions: ISU, HCC, IWU, Unit 5 schools

- Illinois Department of Innovation and Technology (DoIT)

- Economic Development Council (EDC)

- Chamber of Commerce

- McLean County Regional Planning Commission (MCRPC)

- CIRBN

- University of Illinois Extension

- Local entrepreneurs and venture capitalists

- Local developers

- Land Connection (non-profit organization in Champaign advancing local food efforts)

- Local farmers

Strategy EV1.1—Support Entrepreneurs and Small Businesses

EV1.1a   Define Industries That Make Up BN Region's Creative Economy

EV1.1b   Create and Maintain a Comprehensive Inventory of All Small Businesses (Q)

EV1.1c   Improve Access to Affordable Spaces

EV1.1d   Engage in Constant Communication with the Small Business Community

EV1.1e   Reduce Bureaucratic Barriers

EV1.1f   Make Small-Business-Related Information Easily Accessible

EV1.1g   Promote "Buy Local" Culture

EV1.1h   Support Normal's Artistic and Cultural Heritage

EV1.1i   Increase Access to Financing for Entrepreneurs

Strategy EV1.2—Create an Innovation District

EV1.2a   Assemble a Working Group to Complete an Innovation District Audit and Formally Create an Innovation District (Q)

EV1.2b   Create a Place That Fosters Innovation

EV1.2c   Support ISU as the Convener and Knowledge Partner to Drive Innovation in This District

EV1.2d   Encourage Advocate BroMenn to Help Drive Health-Related Innovation

EV1.2e   Pull in Agencies and Organizations Across the Community

Strategy EV1.3—Develop a Strong Local Food Economy

EV1.3a   Create a Local Food System Plan for BN and McLean County (Q)

EV1.3b   Create a Local Food Council to Assist with Bridging the Gaps in the Local Food Eco-System

EV1.3c   Create a Food Innovation District (FID)

EV1.3d   Cultivate Food Entrepreneurship

EV1.3e   Ensure that Codes and Ordinances Are Local-Food Friendly (Q)

Strategy EV1.4—Reduce Economic Inequality and Promote Opportunity for All Residents

Strategy EV1.1—Support Entrepreneurs and Small Businesses

Relevant Definitions and Information

Entrepreneurs take on new and innovative ideas that involve high risks and potentially high rewards. **A small business owner** usually takes on a venture that has been tried and tested. Both have a lot in common, especially in the early stages.

Creative economy refers to industries that lie at the crossroads of arts, culture, and technology. While there is no standard list of industries that fit this term, most economic studies attempting to quantify this sector analyze advertising, architecture, broadcasting, crafts, cultural, design, fashion, film, fine arts, printing, publishing, and software engineering. *The Creative Economy in Illinois Report*[1] also included culinary arts in this category, reflecting that industry's high concentration in Illinois. Most workers in the creative sector tend to be entrepreneurial in nature and self-employed. Along with being an economic engine in and of itself, the creative economy is also critical to the vibrancy and overall quality of life in the community.

Businesses by Type	2014	2015
All	7,800	7,500
Resident	77.1%	77.3%
Nonresident	14.3%	13.7%
Noncommercial	8.6%	9.0%
Jobs by Stages		
All	145,600	134,400
Self-Employed (1)	0.6%	0.6%
One (2–9)	13.6%	13.8%
Two (10–99)	27.2%	29.5%
Three (100–499)	13.4%	15.4%
Four (500+)	45.3%	40.8%
Jobs Change		
Gained	25,100	6,500
Lost	6,800	17,700
Net Change	18,300	-11,300
Sales/Revenue		
All	$23B	$21B
Sales per Employee	$157,000	$156,000
Sales per Business	$2.9M	$2.8M

Important observations from this data include:

■ The number of businesses and jobs in McLean County declined from 2014 to 2015.

■ The percent of "resident" businesses—meaning businesses headquartered in the County—held steady (or gained minimally), while the percentage of "non-resident" businesses—those headquartered elsewhere but with a presence in McLean County—declined slightly.

■ Almost all the jobs lost during this time are attributed to establishments employing over 500 people. Some of this job loss could be due to a major restructuring at State Farm. Small businesses (those employing under 500) retained their share.

Small and local businesses are the backbone of our economy. While most people acknowledge this fact, there is surprisingly very little understanding about the types of small businesses and their needs.

FIGURE EV2 Definitions

All

■ The ALL indicator compares the total number of businesses for the years chosen.

■ A business (establishment) is an economic unit that produces goods or services at a single physical location that is verified (direct phone contact to isolate and enhance the quality of micro establishments) as "in-business." Following the individual establishment anywhere in the U.S. is what enables YE to track business performance through time at such a granular level. There are over 43 million businesses represented in YE.

Resident

■ The RESIDENT indicator compares a standalone business or one that reports to another business located in the same region.

■ YE makes the distinction between RESIDENT and NONRESIDENT business types because local businesses typically have more influence on job creation than businesses with out-of-state headquarters. NONCOMMERCIAL businesses are primarily found in governments, and a majority have no sales.

Nonresident

■ The nonresident-businesses indicator compares establishments that have headquarters out-of-region.

■ YE makes the distinction between RESIDENT and NONRESIDENT business types because local businesses typically have more influence on job creation than businesses with out-of-state headquarters. NONCOMMERCIAL businesses are primarily found in governments, and a majority have no sales.

Noncommercial

■ The NONCOMMERCIAL indicator compares educational institutions, post offices, government agencies and nonprofit organizations.

■ NONCOMMERCIAL businesses are primarily found in governments, and a majority have no sales. Some hospitals and other health related businesses report as non-profit and are found here reporting sales.

EV1.1a—Define Industries That Make up BN Region's Creative Economy

This includes inventorying contributing businesses within the region, establishing a baseline and tracking progress over time. (Q)

EV1.1b—Create and Maintain a Comprehensive Inventory of All Small Businesses (Q)

EV1.1c—Improve Access to Affordable Spaces

Free/affordable spaces supported by programming can greatly enhance the local entrepreneurial ecosystem. Such spaces could include co-working spaces, incubators and accelerators.

☐ Work with area anchor institutions to identify space and other resources within their facilities to incubate and accelerate new businesses.

☐ Foster the pop-up economy to allow budding entrepreneurs, particularly retail, to test the market for their products. (Q)

— Example: MEMobile[3] program in Memphis, Tennessee is encouraging the small and local businesses on wheels.

☐ Increase the inventory of live/work space and consider relaxing the regulations within economic centers to accommodate appropriate residential development.

☐ Relax regulation on home occupations to encourage entrepreneurship. (Q)

> **Steve Jobs** (along with fellow electronics enthusiast Steve Wozniak, who did not live on the premises) built the prototype for the first generation Apple computer in his parents' garage. Such a venture could potentially be illegal (and shut down based on a neighbor's complaints) according to the current home occupation regulations. While the Town is not alone in heavily regulating home occupations, ordinances such as this should be rewritten to better reflect today's knowledge-based economy. Urbana, Illinois,[1] which has one of the most progressive home occupations regulations in Illinois, can serve as an example.

EV1.1d—Engage in Constant Communication with the Small Business Community

Identify their needs and challenges. Maintain clear documentation of those needs. Consider these needs while devising future economic incentive packages.

EV1.1e—Reduce Bureaucratic Barriers

Seek assistance from small businesses, preferably by type, to identify regulatory barriers that are burdensome. Request assistance from small businesses for examples of other communities, preferably in Illinois where the same state laws apply, that effectively addressed the issues they would like to see addressed here. Use those examples, where feasible, to make the Town's codes and ordinances more small-business friendly.

EV1.1f—Make Small-Business-Related Information Easily Accessible

Please note: at the time of this writing, the Small Business Development Center (SBDC) is in transition. Once it is up and running, they may be better positioned to lead or assist with many actions identified here at a regional level.

☐ Create a comprehensive small business portal including resources and a checklist of all regulatory processes (e.g. occupancy certificate, liquor license) by businesses type. Make it easily available on the Town's website (www.normal.org/business). (Q)

☐ Create an online business-licensing portal. (Q)

— Explore opportunities to partner with the Economic Development Council (EDC) and BN Advantage and Small Business Development Center (SBDC) to create a one-stop-shopping webpage for all things entrepreneurial and small-business-related. Such a webpage will seamlessly integrate the Town's licensing portal with a regional online business-licensing portal that spans across all regulatory bodies.

☐ Make sure the business page on the Town's website (www.normal.org/business) has a clearly marked and easily accessible section for small businesses and entrepreneurs. (Q)

EV1.1g—Promote "Buy Local" Culture

In recognition of the positive economic impacts on the community of buying local, in 2011 the Town adopted a local preference purchasing policy. Nearly five years after its adoption, the Town can take additional steps to further the intent of the policy by evaluating its effectiveness.

☐ Audit the percentage of local purchases and online purchases to the Town's total purchases and its trend annually. (Q)

☐ Set reasonable targets to increase the amount of local purchases.

EV1.1h—Support Normal's Artistic and Cultural Heritage

[See Community Identity & Public Places Element.]

EV1.1i—Increase Access to Financing for Entrepreneurs

[See Goal EV3: Employ innovative policies, financial tools, and practices adapted to the paradigm shifts affecting municipalities and their finances]

Strategy EV1.2—Create an Innovation District

Innovation Districts reflect a shift away from physical isolation and move toward open innovation as well as a growing desire among workers for livable, walkable, and connected places. These districts seek to cluster anchor institutions, startup companies, housing, retail uses, well-maintained public places, round-the-clock activity, and opportunities for social interaction—all in an urban context that offers multimodal transportation and state-of-the-art broadband service.

EV1.2a—Assemble a Working Group to Complete an Innovation District Audit and Formally Create an Innovation District (Q)

The Town of Normal should work with the BN Advantage leadership team to assemble and task a working group specifically to audit and create an Innovation District. *[See Map EV1 for proposed boundaries and Appendix for an Innovation District audit template.]*

☐ "Eds and Meds" are the two key pillars that support the Town's (and the BN region's) economy. High levels of participation from ISU and Advocate BroMenn will be key to the success of this Innovation District.

☐ The Innovation District working group should at a minimum include representatives from the three leading institutions (Town, ISU, and Advocate BroMenn), financial institutions, venture capitalists, local entrepreneurs, and other regional entities.

Education

Metcalf Lab School 1
Studio Teach 2
Milner Library 3
Normal Public Library 4
Stevenson Center 5
CVA 6
SMACC Lab 7
Innovation Consulting Community* 8
University High School..................................9
Illinois Wesleyan University 10
Small Business Development Center.......11

Entrepreneurial Center

Means Center for Entrepreneurship
(State Farm Hall of Business) 12
Slingshot Co-Working.................................13

Health

Community Health Care Clinic.................14
Advocate BroMenn......................................15

Science

GEOMAP 16
Science Lab Building 17

Opportunity

Vacant Lot..18
Vacant Lot..19
Vacant Lot..20
Vacant Lot..21
Vacant Lot..22
One Uptown Mixed-Use Residential 23
Uptown Station..24
Proposed Uptown South 25
Unit 5 Underutilized Property 26

*Note: The proposed Innovation District boundaries could be expanded south along the Main Street corridor towards Downtown Bloomington for this to become a regional project in collaboration with City of Bloomington, Illinois Wesleyan University, and others.

EV1.2b—Create a Place That Fosters Innovation

☐ Make the Innovation District the pilot site for the Town's Civic Innovation Lab *[See EV2.1c Establish a Civi Innovation Lab.]*.

☐ Partner with the area's anchor institutions to explore the potential of an Incubator/Accelerator in the space designated for office uses in Uptown 2.0.

☐ Streamline land use, zoning, and urban design standards to increase predictability for development. (Q)

☐ Prioritize bike, pedestrian, and transit improvements in this district.

☐ Explore opportunities for making transit stops multi-functional—potentially works of art, icons for sustainability, charging stations, Wi-Fi hotspots, and digital signage.

☐ Enhance place-making efforts in this district, e.g. partner with ISU to 1) implement the recommendations of the Main Street Redevelopment Plan, and 2) partner with ISU and the railroads to beautify the Beaufort Street corridor.

☐ Test ideas using "pop-up" techniques in parking lots and other underutilized spaces.

This creative bus stop in Baltimore is part of an initiative called "Transit: Creative Placemaking with Europe in Baltimore."
Source: Mmmm.tv

EV1.2c—Support ISU as the Convener and Knowledge Partner to Drive Innovation in This District

☐ Identify ways to better leverage the strengths of ISU research and innovation assets including the Stevenson Center,[4] the Center for Community Engagement and Service Learning,[5] the Socail Media Analytics Command Center (SMACC) Lab,[6] the Innovation Consulting Community,[7] and the GEOMAP. ISU could partner with the Town to provide students with meaningful opportunities to deliver "consultant" quality work to the Town at a fraction of the cost.

☐ Ensure that new development/redevelopment of ISU facilities helps move the goals of the Innovation District forward. Example: Investigate opportunities to better connect the campus and the community while renovating the Fine Arts College. Investigate the possibility of a Health Care Incubator/Accelerator as part of the proposed new building for the College of Nursing along Main Street.

Wichita State University Innovation Campus
http://wsuinnovationcampus.org

"Wichita State University's Innovation Campus is an interconnected community where organizations establish operations and reap the rewards of the university's vast resources and laboratories and in turn give students access to real-world applications and the training needed to effortlessly assimilate into the workforce. It also includes mixed-use areas that provide everyone with a place to eat, sleep, play, shop and share."

ISU Innovation Assets

Through the College of Business, **The Means Center for Entrepreneurship** supports entrepreneurship for ISU students, local high-school students, and the surrounding community. Its mission is to graduate well-prepared entrepreneurial students, encourage them to start new businesses, and support them through mentoring, networking, and funding. The center provides scholarships and an accelerator program, and it hosts an annual startup showcase.

The Stevenson Center for Community and Economic Development dedicates itself to public service and global understanding. Each year the Stevenson Center matches its Fellows (graduate students with at least a year of prior development experience) with organizations for 11-month professional practice placements. With support from faculty and staff, these Fellows may also work with local organizations during the year of on-campus study prior to these internships. Additionally, the center provides workforce development services; data collection, management, and analysis support; and grant-writing training. The center collaborates with a range of organizations across the U.S., including AmeriCorps and Peace Corps.

The Social Media Analytics Command Center (SMACC), located in the College of Communication, is a specialized computer lab that analyzes public conversations from social media outlets, popular discussion forums, and major blogs and displays them as dynamic charts, graphs, word clouds, and other visualizations. It serves as a classroom, a research lab, a media war room, and a consultation studio. The School of Communication is developing curricula and programming to utilize the SMACC's capabilities to enhance the social media skillsets of majors such as Public Relations, Journalism, and Mass Media.

The Innovation Consulting Community (ICC) provides students with an opportunity to develop a creative mindset to propose innovative strategies and solutions to complex problems. While many ICC events are held in the State Farm Hall of Business, the ICC is powered by ISU students of all majors and years and a diverse group of faculty and staff from different disciplines and departments. Their projects are diverse. In one project, for example, students are identifying and evaluating local opportunities to use recycled glass in construction paving materials, overseen by Construction Management and Environmental Health faculty. In another, students are performing an analysis titled "Promises and Pitfalls of Autonomous Vehicles: Implications for the Insurance Industry," with faculty from the Katie School of Insurance and Financial Services serving as the project mentors.

Through the Department of Geography, Geology, and the Environment, **GEOMAP** provides research support, training and outreach, and project consultation in applied geospatial analysis and mapping. Their mission is to support applied research such as Geographic Information Systems, the Global Positioning System, geo-visualization, and remote sensing to further understand environmental and social challenges facing Illinois. Regular GIS workshops are one example of the services that GEOMAP provides to the community.

The Center for Community Engagement and Service Learning was recently established to further strengthen ISU's commitment to its core value of civic engagement, in which institutions of higher education and their larger communities (local, regional/state, national, global) collaborate on the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The center provides numerous civic engagement opportunities, such as Alternative Breaks and Faith in Action. The Center creates new opportunities and coordinates with established civic engagement efforts to support in-class and out-of-class learning experiences. This Center is in the process of pursuing Community Engagement Elective Classification through Integrated Post-Secondary Education System (IPDES) administered through Carnegie Melon University.

The Department of Agriculture's **Horticulture Center** encompasses 10 acres along Raab Road in Normal and is linked to the Constitution Trail. It provides a facility for both faculty and students to conduct research into the Illinois landscape and horticulture industry. Additionally, the center provides outreach and public demonstration through events offered throughout the year. Plans for future development include a building to house classrooms, offices, labs, and greenhouses.

EV1.2d—Encourage Advocate BroMenn to Help Drive Health-Related Innovation

Many successful innovation districts have strong health partners. Barnes Jewish Hospital, for example, is an anchor institution in St. Louis's Cortex District. Although Advocate BroMenn is not a research hospital like Barnes Jewish, it still has innovation potential as a renowned regional medical institution, an affiliate of a major hospital system, and a major employer.

A number of factors are converging to drive health-related innovation in Bloomington-Normal, including demographic shifts; educated and proactive customers willing to embrace active and healthy lifestyles; and community health priorities to reduce obesity, improve access to health care, and address mental health issues. Technology is another key factor. Health care, like all sectors, has seen the emergence of a number of disruptive technologies in recent years. For example, the sector-wide shift toward Value-Based Care, propelled by the interrelated factors of consumer demand, regulation (primarily the Affordable Care Act), and provider efficiency/effectiveness, has led to rapid adoption and integration of technologies like mobile health and tele-medicine, electronic health records, portals and dashboard technologies, and wearable technologies. These have had a major effect on the health care landscape, and more disruptive technologies will continue to cause further rapid changes in the industry *[See Figure EV3: Disruptive Technologies Impacting the U.S. Health Care Sector].*

FIGURE EV3: Disruptive Technologies Impacting the U.S. Health Care Sector[8]

1. Artificial intelligence (AI)

Software algorithms able to perform tasks normally requiring human intelligence

Digitized supply chain, efficient billing, accelerated R&D

2. Augmented reality (AR)

Virtual additions to the physical world to change the user experience

Fitness and wellness gaming apps, guided tours of grocery aisles, surgical guidance

3. Blockchain

Distributed electronic ledger that can record and confirm transactions securely

Consumer identity management, Medicare and Medicaid fraud prevention, personal health data protection

4. Drones

Pilot-free vehicles and devices

Digitized supply chain, delivery of healthcare goods to consumers, emergency and disaster response

5. Internet of Things (IoT)

A connected network of objects that collect and exchange data

Inventory control, care coordination, remote patient monitoring, digital supply chain, digitized operations

6. Robots

Machines or virtual agents that automate, augment or assist human activities

Digital supply chain, remote patient monitoring and care, digital behavioral health services

7. Virtual Reality (VR)

Interactive simulation of a 3-D image or complete environment

Patient distraction, stress relief, medical school education tools, consumer and clinician training, scenario planning

8. 3D Printing

Additive manufacturing techniques used to create three-dimensional objects based on digital models by layering or "printing" successive layers of materials

Customized implants, prosthetics and transplants, distributed supply chain, on-demand inventory

ADVOCATE BROMENN INNOVATION

Advocate BroMenn partners with OSF, area higher education institutions, the McLean County Health Department, and other public and private entities to implement projects that will improve the health outcomes of the community.

- Participating actively in the **BN Advantage strategy** at leadership and task force levels to move the region forward
- Partnering with OSF on the **Community Health Care Clinic** and **Community Cancer Center** operations
- Partnering with OSF, McLean County Health Department, and United Way of McLean County to create and implement the community's first joint **Community Health Plan**
- Partnering with the Town of Normal to launch **Bike Share 309,** the community's first bike share program
- Partnering with McLean County and others in the **White House's Data-Driven Justice Initiative** to improve behavioral health
- Engaging in several long-standing partnerships with area higher education institutions including sponsoring an **Endowed Professorship at ISU's Mennonite College of Nursing (MCN)**
- Supporting **Young Hearts for Life,** a program where free electrocardiogram (EKG) screenings are provided to high school students to determine if there is a risk of sudden cardiac death. More than a thousand students in our region have been screened, and several students have been identified with severe risk for sudden cardiac death.

As a hospital affiliated with the larger Advocate system, the BroMenn Medical Center is better able to keep pace with the rapid innovation in the health care sector. Big data and data analytics are being used to understand population health, while electronic record keeping, dashboards and portals and tele-health are being used to improve access for clinical services in a cost effective manner. They also employ cutting edge technologies like robots and innovative training methodologies to improve clinical/patient outcomes. The list below highlights how technology has influenced health care right here at home:

- **daVinci Robotic Surgery** (used for Gynaecology (GYN), Urology and General Surgery cases)
- **TruD Ultraviolet Robotic Cleaning System—**use of ultraviolet lights to kill germs and clean operating rooms and patient rooms

- **Hyperbaric Oxygen Chambers—**used for patients in the Wound Clinic
- **eICU (Electronic Intensive Care Unit)—**Located in Chicago, the eICO is staffed by a critical care physician who can monitor the ICU patients at each Advocate hospital. There is also a camera in each patient room so the eICU physician can talk directly with the patient and the staff.
- **TelePsychiatry in the Emergency Department (ED)—**Through telemedicine, a camera in the ED enables a physician located in Chicago to talk with behavioral health patients in the ED and work with the local ED team to assess and recommend treatment.
- **Advocate Physician Partners (APP)—**Advocate has created a partnership with their physicians in a clinically integrated model to improve clinical/patient outcomes and reduce the total cost of care. Advocate has several examples with data that demonstrate results in terms of improved outcomes and lower cost.
- **InQuicker Scheduling for Immediate Care (and now being added to Primary Care Offices)—**With InQuicker, patients can go online and schedule an appointment electronically to be seen at either of BroMenn's two immediate care locations. This is being rolled out to their physician offices (similar to Open Table App for dining).
- **Advocate BroMenn Health & Fitness Center—**A "Techno Gym" is used to assess each member. Members work with a health coach to get a workout prescription encoded on a key, which is inserted into each machine to bring up their exercise information and log their current workout.
- Advocate BroMenn operates **Graduate Medical Education** programs to prepare physicians for three specialties: neurological surgery, neurology, and family practice. They also operate a Family Health Clinic on the hospital site. It is unusual for a community hospital like BroMenn to offer training in neurosurgery, but that was the first program started.

EV1.2e—Pull in Agencies and Organizations Across the Community

While the Town of Normal, ISU, and Advocate BroMenn will be the primary movers in the Innovation District, broader community buy-in will be necessary to ensure its success as a hub for innovation and economic growth. This will require participation from anchor institutions, major employers, service providers, and economic development organizations.

For instance, insurance and financial services, a major sector in Bloomington-Normal, are currently being disrupted by a number of macroeconomic forces, including the shift to autonomous vehicles. While this phenomenon can be construed as a threat to the sector and to communities like Bloomington-Normal, these changes also present numerous opportunities for innovation.
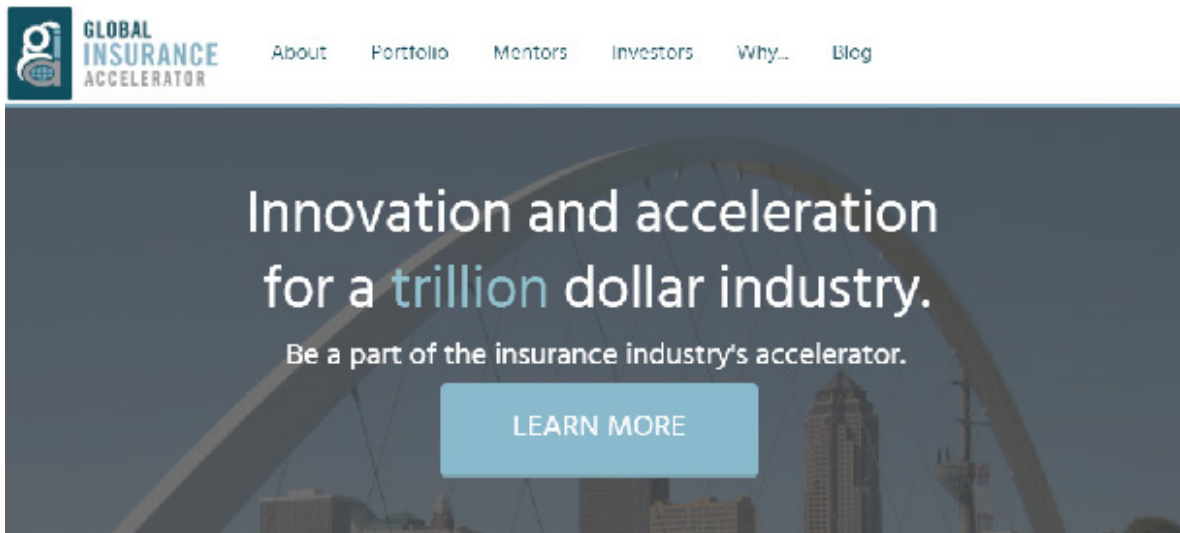
Global Insurance Accelerator in Des Moines, Iowa

Insurance carriers and financial services are the investors and mentors for entrepreneurs and are the driving forces of this accelerator.

http://www.globalinsuranceaccelerator.com

Strategy EV1.3—Develop a Strong Local Food Economy

As evidenced by the expansion of farm-to-fork operations like Epiphany Farms, local breweries like Destihl, and the opening of Green Top Grocery (the BN community's first co-operative grocery store), there is a groundswell of demand for local foods here in Bloomington-Normal. Yet scaling up local food operations is very challenging in McLean County, predominantly because small family farmers and food entrepreneurs, who are at the core of the local food value chain, are competing against industrial agricultural systems. Transitioning even a portion of food-sector activity to local businesses can reap great economic, social, and health benefits for the local economy. Local food businesses and their employees are more likely to spend their money at other local businesses, which helps keep dollars within the community. Food is also one of the few sectors in today's world that provides good jobs for people without high levels of education. The biggest challenge facing this sector is the understanding among traditional economic development actors (policy makers, bankers, economic development professionals, and developers) of its full economic impact.
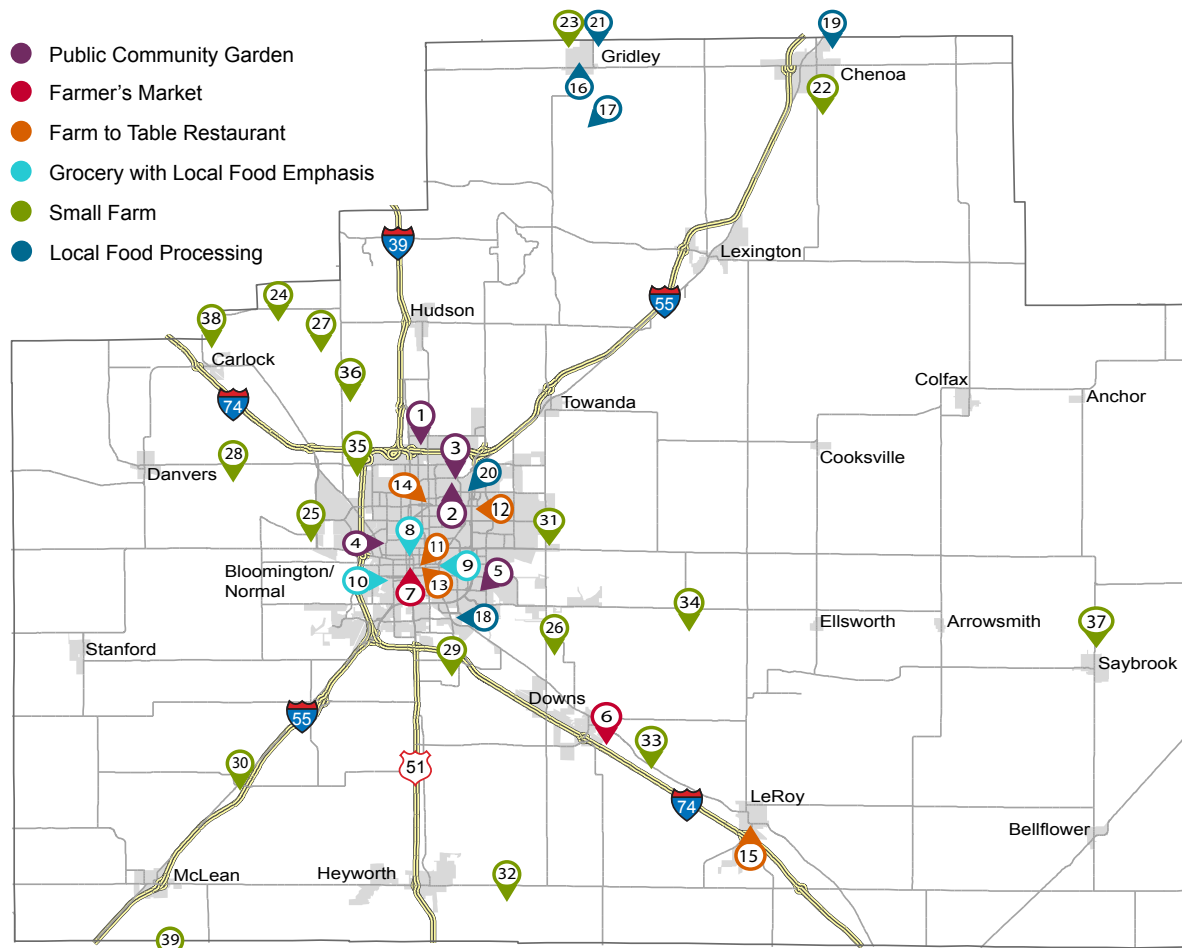
EV1.3a—Create a Local Food System Plan for BN and McLean County (Q)

Based on national trends, BN Advantage identified local food as one of the target sub-sectors under agri-business sector. However, it did not conduct a "deep dive" examination of the area's local food ecosystem and hence provided no insight on assets or challenges. In order to understand this local industry, the BN area needs a comprehensive local food plan investigating the strengths, weaknesses, and market opportunities in all aspects of the local food ecosystem (production, consumption/retail, processing and distribution, and business development).

FIGURE EV4: Compenents of local food systems and their interrelationships

- Urban Gardens
- Organic Farmers
- Small/Mid-Size Farmers
- Value-Added Foods (such as cheese, artisan bread, hand crafted beer, local wine, etc.)
- Specialty Foods (such as honey, dairy, poultry, meats, fruits, etc.)

Production

- Farmers' Markets & Farmstands
- Community Supported Agriculture (CSA)
- Micro Breweries
- Grocery/Food Co-op
- Farm to Fork Restaurants
- Temporary Operations (such as festivals and fairs, food trucks, and pop-up restaurants)

Consumption/Retail

LOCAL FOOD SYSTEM

Business Development

- Business Development
- Financing & Investment
- Research
- Talent Development & Training
- Agritourism
- Technology
- Culinary Arts
- Commercialization Assistance (including supply chain, marketing)

Processing & Distribution

- Processing & Distribution
- Commercial Kitchen
- Co-Packing Facility
- Storage
- Washers and Other Processing Equipment

Legend:
- ● Public Community Garden
- ● Farmer's Market
- ● Farm to Table Restaurant
- ● Grocery with Local Food Emphasis
- ● Small Farm
- ● Local Food Processing

Public Community Garden

Farmer's Market

Grocery with Local Food Emphasis

Farm to Table Restaurant

Local Food Processing

Small Farm

* Contributes to agricultural tourism

After conducting limited research, McLean County Regional Planning has identified the following gaps, challenges, and opportunities in McLean County's local food ecosystem:

- **Major gap:** Local farmers expressed the need for a local processing center. Such a center would help them wash, cut, can, and pre-package their greens and vegetables.
- **Challenge:** A few budding restaurateurs mentioned their difficulties navigating the McLean County Health Department regulations for commercial kitchens.
- **Opportunity:** Malting plant for various grains growing in McLean County, including barley
- **Opportunity:** Converting the currently underutilized commercial grade kitchen at Rivian's facility as a kitchen incubator to foster culinary start-ups

The Town should consider working with local farmers and entrepreneurs to address the aforementioned gaps and challenges in order to capitalize on the opportunities.

Example: The City of Columbus and Franklin County, together with other partners, adopted a Local Food Action Plan[9] in 2016 to increase coordination, access, education and grow the local economy.

EV1.3b—Create a Local Food Council to Assist with Bridging the Gaps in the Local Food Eco-System

Epiphany Farms Restaurant[1]

"Farm to Fork" concept –by serving food grown on their own farm, the owners of Epiphany Farms link the meal to the land that produced it. Epiphany Farms also strives to educate the community about ethical, sustainable farming practices and grow the local food culture.

Green Top Grocery, the BN region's first Cooperative Grocery Store, opened its doors in May 2017

EV1.3c—Create a Food Innovation District (FID)

Food Innovation District

Like other industry sectors, local food economies thrive in clusters called Food Innovation Districts (FIDs). FIDs are a land use concept based on the economic benefits of business clusters, which arise when related businesses locate in close proximity to each other. FIDs often include services such as markets, food business incubators, and facilities to serve common storage, packing, and distribution needs. By encouraging business collaboration, they provide important opportunities for product aggregation, information sharing, and partnering on events and market promotion. FIDs benefit from a location friendly to walkers, bicyclists, and transit riders. FIDs also assist in placemaking.[1]

One Normal Plaza and the Normandy Village area could potentially become a FID. Characteristics of the area that make it a good fit include:

- Its proximity to Uptown and ISU and its accessibility by walking, biking and taking transit
- Historic and cultural aspects that contribute to the overall placemaking quality
- Area destinations including a private cooperative school, swimming school, offices and businesses that attract traffic from different parts of the community
- Ball fields in the area that attract and retain large groups of kids and families in one location for long periods of time

- The Refuge Food Forest, a diverse offering of fruits, nuts, and perennial vegetables, free for anyone in the community to harvest
- Availability of vacant/under-utilized properties (e.g., gymnasium building)
- Vacant/open space for pop-up opportunities
- Proximity to industrially zoned sites
- Along Route 66, community's historic and cultural corridor
- Along minor arterials
- Last but not least, the current owners of Normandy Village support the concept enthusiastically. Currently they are in the process of master planning their campus with the ultimate goal of creating a unique place that preserves history, incorporates local food, promotes art and culture, and contributes positively to the environment.

Potential concerns include the area losing its charm and character if traffic and noise issues increase for the surrounding neighborhoods.

Given the need for additional study in this area, a Sub Area Plan is recommended for this general area. Such a plan should take into consideration its locational assets and potential concerns along with the recommendations from the Normandy Village master plan, local food system plan, and opportunities to improve physical and visual connects between One Normal Plaza, Uptown, ISU, and the surrounding neighborhoods.

EV1.3d—Cultivate Food Entrepreneurship

Partner with institutions like University of Illinois Extension and local food entrepreneurs like Epiphany Farms and Green Top Grocery to provide non-financial incentives such as mentorship programs and other technical resources for local food entrepreneurs.

EV1.3e—Ensure That Codes and Ordinances Are Local-Food Friendly (Q)

[See Health & Sustainability Element: Strategy HS1.5—Provide Access to Healthy Food for All Members of the Community]

Strategy EV1.4—Reduce Economic Inequality and Promote Opportunity for All Residents

[See Goal HSA3: Reduce economic inequality and promote opportunity for all residents.]

Goal EV2: Incorporate "Smart City" thinking in all aspects of the Town and community building.

Smart Cities are those that can effectively use the power of data and technology to cater to the changing needs of its citizenry, solve current and future challenges, and create exciting new services. In a Smart City, the built environment can respond to the needs of its users and raise the "intelligence coefficient" of the city. Regulations connect city laws to new digital realities and innovation clusters to create jobs and vibrant economies. Leaders drive progress using public-private partnerships to invest in scalable projects. In the simplest terms, a Smart City embraces innovation to change the way government operates and delivers services. It is as much about the mindset as it is about technology.

Positive Contributors

- Town's commitment toward technology and innovation exemplified by
  — Town of Normal/Microsoft Partnership
  — Town's role in fostering a co-working space in Uptown
  — Free Wi-Fi in Uptown (up to 1 GHz during festivals and celebrations) and parks
- Existing partnerships between Town, ISU, and Heartland Community College
- Anchor institutions: State Farm Insurance, COUNTRY Financial, Rivian, hospitals, and other major businesses
- ISU's new cyber-security major, supported by State Farm Insurance
- Uptown redevelopment efforts
- Central Illinois Regional Broadband Network and multiple broadband providers
- Normal Public Library Wi-Fi lending services

Challenges

- Cyber Security
- Rapid changes in technology
- Multiple service providers competing for the limited public rights-of-way
- Steep learning curve associated with technology, which will require proper training and support for staff
- Lack of data and information

Indicators and Metrics

- Number and type of Town government data sets 1) collected and 2) made available through an open data portal
- Tools/systems established within the Town government to 1) gather and analyze data and 2) measure/report/communicate those data
- Policy and administrative commitment towards Smart City strategies
  — Establishment of related policies
  — Budget dedicated for transitioning towards a Smart City
  — Staff alignment/dedicated teams to move the initiative forward

Partners

- ISU and other universities in Illinois (such as NIU) working on public sector innovation
- MCRPC
- McGIS
- Public-private partnerships (Microsoft, Google, Cisco, IBM, Siemens)
- Federal agencies (like Department of Energy and Department of Transportation)
- Think tanks like Bloomberg Foundation, Smart Cities Council and others
- Not-for-profits/foundations supporting local government technology and innovation (ex: USIGNITE, Code For America, Next Century Cities, National Association of Telecommunications Officers and Advisors (NATOA))

Strategy EV2.1—Lead by Example in Fostering the Information, Communication, and Technology (ICT) Sector

EV2.1a   Create a Comprehensive Town Information Technology Master Plan

EV2.1b   Embrace Big Data, Data Mining, and Data Analytics

EV2.1c   Establish a Civic Innovation Lab

EV2.1d   Build an "i-Team" to Drive Technology Innovation

Strategy EV2.2—Prepare to Be Disrupted by Innovation

EV2.2a   Adopt a Policy Stance on Innovation that Embraces and Fosters Innovation While Prioritizing Market Fairness and Public Safety (Q)

EV2.2b   Increase Training and Education at All Levels (Q)

EV2.2c   Be Prepared to Transition

Strategy EV2.3—Build "Smart Urban Systems"

Strategy EV2.4—Reimagine Our Economic Centers

Strategy EV2.5—Build Quality Technology Infrastructure

EV2.5a   Create a Unified Regional Technology Plan

EV2.5b   Enable New Network Deployments in a Coordinated Fashion

EV2.5c   Facilitate the Availability of Wired Infrastructure or Conduits from the Street to the Building (Q)

EV2.5d   Document the Town's Fiber Assets (Q)

EV2.5e   Capitalize on the Presence and Expansion of CIRBN

Strategy EV2.1—Lead by Example in Fostering the Information, Communication, and Technology (ICT) Sector

EV2.1a—Create a Comprehensive Town Information Technology (IT) Master Plan

☐ With an emphasis on short-term (2020) and medium-term (2025) strategic actions, the IT master plan should address the software and technology needs of all aspects of municipal functions. [*See Appendix for additional guidance.*]

EV2.1b—Embrace Big Data, Data Mining, and Data Analytics

Relevant definitions and terms:

Big data is a term for data sets that are so large or complex that traditional data processing applications and software are inadequate to deal with them.

The 3 Cs and the 3 Ps of Big Data—Smart City Council

- **Collecting data—**deploying sensors in infrastructure and objects: much of this might be considered transactional data, while others may be voluntarily shared by individuals (crowd sourced).

- **Communicating data—**creating networks for working with collected data in real time.

- **Crunching data—**making sense of what's available.

- **Presenting information—**making it understandable for people with a role in the system or domain.

- **Perfecting systems—**automating the process of adjusting or optimizing systems (typically envisioned as a remote manipulation of a system setting or mechanism).

- **Predicting phenomena—**using the large volumes of historical data to attempt to anticipate events such as inefficiencies, crises, or system failures, and to make decisions and take action on them in real-time.

While we entered the world of big data a decade or so ago, the majority of the focus thus far has been on the mechanics of collecting and storing the data. The emergence of the "Internet of Things (IoT)," where everything and everyone is connected and networked in complex ways, brought the 3 C's and the 3 P's of big data to the center stage. Many cities across the globe are actively seeking ways to harness the power of data and technology to build Smart Cities (or "Future Cities").

☐ Adopt an open data policy. (Q)

☐ Consider obtaining What Works Cities Certification offered through the Bloomberg Foundation. This program provides technical assistance to help cities use data and evidence to improve results. [*See Appendix for additional information on Ten Actions To Implement Big Data Initiatives.*] (Q)

☐ Consider partnering with data scientists at ISU or other Illinois universities to analyze big data and assist with data-driven governing.

☐ Continue to push for innovation in the McLean County Geographic Information Systems (McGIS) consortium, in which the Town must remain an active partner. The Town should collaborate with the McLean County Regional Planning Commission (MCRPC) and McGIS to develop and distribute data and information widely. Example: Loss of Census Long Form, and the related data on urban infrastructure, makes data-driven planning difficult for municipalities. The Town should coordinate with McGIS and its partners to track lost data such as housing information at the local level for planning purposes. (Q)

EV2.1c—Establish a Civic Innovation Lab

☐ Normal should join a small but growing list of cities in creating a Civic Innovation Lab (also called an Urban Lab) and make the Town an urban laboratory for innovation. Civic Innovation Labs are a relatively new tool that cities of all sizes are using to facilitate the use of public places to experiment with new technology through pilot programs, products, or services with an urban impact. This concept was originally seeded in 2008 in Barcelona, in the form of the Barcelona Urban Lab. The Barcelona lab has helped launch 18 pilots in the areas of lighting, smart meters, sustainable mobility, traffic controls, and much more. The Barcelona Office of Economic Growth estimates that ninety percent of the pilot participants have gone on to develop new, related businesses (I-teams report). Since then, several US Cities have opened Civic Innovation Labs. Boston's Office of Urban Mechanics, Chicago's Urban Labs, Los Angeles's Tech Bullpen, and San Francisco's Office of Civic Innovation are a few examples the Town can draw from.

Example: The University of Chicago Urban Labs

http://urbanlabs.uchicago.edu/about

UChicago's Urban Labs work to address issues of crime, education, health, poverty, and energy and environment. They partner with civic and community leaders to identify, test, and help scale the programs and policies that have the potential to solve community problems. An example of their work is their Chicago Bag Tax Study. In early 2017, the City of Chicago implemented a seven-cent tax on all paper and plastic checkout bags in order to reduce the use of disposable bags. The Energy and Environment Lab studied the effect of the tax and concluded that there was a forty percent decrease of disposable bag use and a decrease of thirty percent of those who choose to use a disposable bag at all. The lab is continuing to study the long-term effects of the tax on customers in Chicago.

EV2.1d—Build an "i-Team" to Drive Technology Innovation

Cities are in a unique position to bring about change that can transform citizen's lives. However, they are constantly managing day-to-day responsibilities, putting out "fires," and facing numerous other challenges that can prevent them from achieving transformative innovation. They also frequently lack the human/financial resources and organizational capacity to be innovative and take on bold ideas. Issues such as sustainability, social equality, smart urban systems, and other multi-faceted challenges that cross departmental and agency boundaries are much harder to tackle in standard management and "siloed" operations.

To address these challenges and help unlock the innovation potential in the public sector, Bloomberg Philanthropies introduced a concept called "**i-teams**." By using data-driven and outcome-oriented approaches, i-teams greatly reduce the risks associated with innovative work and are able to develop and implement effective solutions in the highest-priority areas.

Bloomberg Philanthropies tested the i-team approach with multi-year investments in five cities, with great results. These include Atlanta, Chicago, Louisville, Memphis, and New Orleans. According to their website, nearly 20 cities are now participating to solve their issues with creative solutions, including our neighbor Peoria, Illinois.

According to a report published by the Bloomberg and Nesta foundations, i-teams fall into one of four categories: creating solutions to solve specific challenges; engaging citizens, nonprofits, and businesses to generate new ideas; transforming the processes, skills and culture of government; or achieving wider policy and systems change. They are succeeding across a range of issues: reducing murder rates, making it easier to register a business, improving school performance, and boosting economic growth.

This report offered the following guidance based on the success of 20 teams from across the globe:

1. **The type of i-team you create should be driven by your ultimate goal—**whether that goal is to generate specific solutions, engage citizens, grow innovation capacity in the public sector, or encourage system-level change.

2. **Forge strong links to executive power inside government,** leveraging internal and external partnerships, resources, and insights to achieve goals.

3. **Build a team with a diverse mix of skills** and a combination of insiders and outsiders to the government.

4. **Develop a lean funding model** for the team itself, and attract secure funds from partners for implementation.

5. **Continually demonstrate and communicate the i-team's unique value.**

6. **Employ explicit methods,** drawing on cutting-edge innovation skills and tools, alongside strong project management, to get work done.

7. **Have a bias toward action and aim for rapid experimentation,** combining early wins with longer-term impacts.

8. **Be clear on handovers early on,** tasking implementation and delivery to government.

9. **Relentlessly measure impacts,** quantify successes, and be sure to stop what isn't working.

10. **Celebrate success and share credit.**

Strategy EV2.2—Prepare to Be Disrupted by Innovation

Effect of Disruptive Innovation on Cities

While technology and innovation fuel our economy, they are also capable of challenging our fundamental way of being and disrupting our economies. The convergence of several disruptive innovations, all driven to some degree by technology, is reshaping the economic landscape:

Online shopping is forcing us to rethink land use on a massive scale. Brick-and-mortar space requirements have begun shrinking as retailers have begun to adapt to the rapid growth of online shopping. This phenomenon has left an overabundance of auto-oriented shopping malls with vast, low-occupancy parking lots. Freight traffic has increased due to deliveries in residential areas. There is a real potential for drones entering the last-mile delivery space in the near future, bringing new opportunities and posing new threats.

The shared economy is upending traditional industries (such as taxi services and hotels) and local regulatory environments. Shared, pay-per-use mobility is challenging the model of personally owned vehicles. Shared housing is causing havoc in some cities while becoming an affordable housing solution in others. Some cities are resisting this change, others are embracing it, and a few are taking it a step further by actively participating in it themselves (e.g., cities sharing heavy equipment to cut costs).

The pop-up economy is a catch-all term for temporary economic ventures that "pop up" in the public realm, including pop-up shops, pop-up events, and even pop-up planning. Given its temporary nature, the risk in a pop-up undertaking is very low, and rewards are frequently high. Social media and the proliferation of apps such as Square that reduce equipment and technical costs, are supporting this trend. The pop-up model has proved attractive to entrepreneurs, restaurateurs, municipalities, nonprofits, and private citizens alike.

Driverless or autonomous cars are very close to becoming a reality. This technology alone has the potential to alter the physical, economic, and social landscapes of our communities. We are just beginning to understand the profound implications of this innovation on land use, community, and economic development. These systems will challenge every transportation policy and land use policy that exist in our city codes today.

Below are a few ways in which Normal can be prepared to be disrupted by innovation:

EV2.2a—Adopt a Policy Stance on Innovation That Embraces and Fosters Innovation While Prioritizing Market Fairness and Public Safety (Q)

EV2.2b—Increase Training and Education at All Levels (Q)

The Town Council, administration, department directors, and staff should follow the conversations about disruptive innovation technologies closely. The Town should lead or help shape those conversations where possible.

☐ Follow initiatives such as the Bloomberg Aspen Initiative on Cities and Autonomous Vehicles. (Q)

☐ Follow the work of Columbus, OH, a city that won $40 million as part of the Smart Cities Challenge from the US Department of Transportation (USDOT). Seven other finalists for this award (Austin, Denver, Kansas City, Los Angeles, Pittsburgh, Portland, and San Francisco) are also doing remarkable work and will make great case studies. (Q)

☐ Subscribe to newsletters and updates from think tanks like The Brookings Institute, Urban Land Institute, Smart Cities Council, and the Ash Center for Democratic Governance and Innovation, all of which are pushing forward urban innovation (both productive and disruptive). (Q)

☐ Encourage staff at all levels to attend Smart Cities or related training and conferences. (Q)

Example: Denver's PEAK academy sends line-level staff to a multi-day intensive training on innovation. This allows for bottom-up innovation as well as buy-in for innovative ideas generated at the top.

Example: The City of Durham and Durham County in North Carolina use the Idea Lab to bring employees together regularly to build innovation capacity.

☐ Identify staff champions from various divisions and departments to drive innovation in their respective areas. Incentivize innovative thinking. (Q)
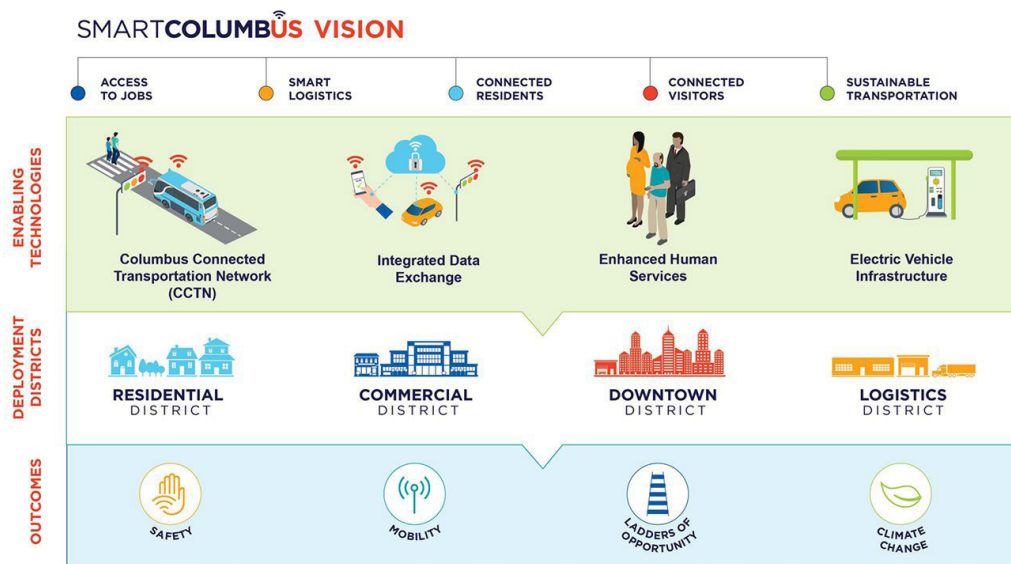
Smart Columbus Demonstration Projects

Source: Smart Cities. PDF presentation available on https://www.columbus.gov/smartcolumbus/home

EV2.2c—Be Prepared to Transition

Traditionally, the public sector has studied issues thoroughly before taking action. There is also an expectation among members of the community of "permanency" with public sector projects, which makes it difficult to make rapid changes. That trend is changing across the globe. Major cities like New York are utilizing the "pop-up" strategy to test new planning ideas. Normal must bridge the gap between the current municipal culture and regulatory environment and the vision set forth in this document. The Town needs to embrace the words "temporary," "pop-up," and "pilot" to help test new regulations and techniques to achieve this vision.

☐ Consider hiring an information technology or telecommunications firm or expert on a retainer to advise the Town on disruptive technologies and related policy or technical challenges. Such outside expertise can help the Town find the right balance between regulation and innovation in a timely fashion. (Q)

Strategy EV2.3—Build "Smart Urban Systems"

In the pursuit of smarter, more responsive urban systems, local governments have partnered with startups and major technology companies to begin experimenting with technology, data, and IoT across all dimensions of urban life. These include buildings, energy systems, water and waste water systems, transportation, solid waste management, and street infrastructure. Building a "Smart Urban System" does not happen overnight. It requires a long-term commitment, a clear roadmap, measurable outcomes, and a deep understanding of challenges. Developing such a roadmap is beyond the scope of this planning process. However, this strategy should be one of the key components of the Town's Information Technology Master Plan *[See action EV2.1a—Create a Comprehensive Town Information Technology Master Plan]*. The "Smart Cities Readiness Guide" published on the Smart Cities Council Website[10] is a highly useful resource.
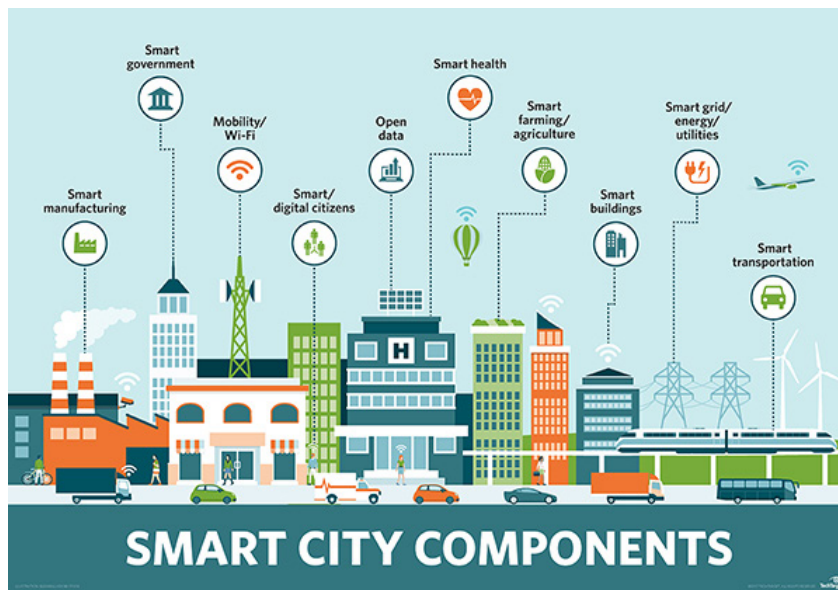
Source: Cisco Smart City

Strategy EV2.4—Reimagine Our Economic Centers

As discussed throughout this chapter, technology and innovation are challenging many things from the past and blurring the lines among living, working and playing. The vast square footage of space that was once needed for retail is no longer needed at the same level due to online sales. Manufacturing today involves advanced and high-tech computerized production equipment and not the smoke stack industries that defined prior eras. These and other transformations challenge us to rethink how we plan for and design our built environments, including commercial, office, and industrial centers. *[See Centers Chapter in the Planning Framework Section for additional discussion and actions.]*

Strategy EV2.5—Build Quality Technology Infrastructure

The availability and accessibility of a high-speed, reliable, open, affordable, efficient, resilient, and secure broadband network are the backbone for smart city initiatives. To provide such a network, a community must understand its existing assets and bridge gaps in infrastructure.

Through the limited research conducted in this planning process, it became clear that the BN area has some strong technology assets but lacks a good understanding of the region's gaps and needs. The public sector and educational institutions banded together and created the Central Illinois Regional Broadband Network (CIRBN) in 2014. Since then, CIRBN has been providing high-speed broadband to K-12 school districts, healthcare, public safety, government, not-for-profit, and commercial institutions. MetroNet, the newest private service provider, offers gigabit broadband speeds for residential customers. While these are some examples of positive contributions, the lack of a unified approach to enhancing technology assets leads to missed opportunities.

Example: When MetroNet recently began installing a ubiquitous fiber optic network throughout the community, there was no community conversation about their bandwidth leasing policies to public entities. Such conversations have the potential to establish public-private partnerships for communitywide Wi-Fi services, which is becoming increasingly common. Another example: There is little understanding of the digital-divide issues in Normal. Normal Public Library leases Wi-Fi hot spots to people who do not have access to the Internet at home. Based on their popularity, one can assume that there is a need, but it has not been quantified.

Technology is no longer a luxury. It is one of the critical utilities of the 21st century. Like other utility systems such as water, power, gas and sewer, it must be carefully planned, coordinated, and installed everywhere.

EV2.5a—Create a Unified Regional Technology Plan (Q)

Engage stakeholders from the public, private, educational, and non-profit sectors. Such a plan should inventory existing assets, carefully assess gaps and needs, and strategically plan for next steps. With cyber-security being one of the biggest challenges of our times, the regional technology plan should identify and amply address cyber-security concerns and lay out a roadmap for how municipalities can protect their privacy while increasing their digital footprint.

EV2.5b—Enable New Network Deployments in a Coordinated Fashion

☐ Consider a "dig-once policy" to facilitate placement of conduits underground. These policies open streets and rights-of-way to utility construction when related projects are underway, creating uniformities and efficiencies in network construction by giving multiple entities the opportunity to place their facilities. Such policies also protect roads and sidewalks from frequent, life-shortening cuts and minimize other disruption from utility construction. (Q)

- Work with Ameren, Corn Belt, and telephone companies that own poles in the community to help establish a "make-ready" process and prepare the poles for the new fiber bundle attachments. The Fiber to the Home Council advocates for state and local governments to "condition use of public rights-of-way to require incumbent users of this space to share their poles, ducts, and conduits on a non-discriminatory basis and at reasonable (cost-based) rates, terms, and conditions."
- Construct a uniform conduit bank with sufficient capacity for all current and future providers, particularly in dense urban areas.
- Allow use of public facilities to expand broadband networks.

EV2.5c—Facilitate the Availability of Wired Infrastructure or Conduits from the Street to the Building (Q)

Entry into a building or development is one of the most significant barriers to new network providers.

- Similar to the conduits provided for other utilities, require by code: conduits for digital infrastructure from the public rights-of-way to a demarcation point in the building, and then internal, standards-compliant building cabling or cable pathways in new construction or major renovations. Such a requirement would reduce costs and enable speedy deployment. Example: the City of Sandy, Oregon has an ordinance requiring developers to put the conduit all the way to the property and deed that to the City.
- Alternatively, require the developers or building owners to install fiber as part of a new building or renovation. This strategy will be more meaningful after the Town adopts a standard for fiber installation. Connectivity standards adopted by Loma Linda, California may serve as a good example for this model. The new building code requires both residential and commercial new developments to equip buildings with a fiber optics interface and copper cabling throughout the building.

EV2.5d—Document the Town's Fiber Assets (Q)

This should be done regionally as part of the Technology Plan. However, the Town can get started on documenting fiber assets in geographic information systems (GIS), including fiber routes, termination points, splice points, poles, duct banks, and access and end points of each strand. A comprehensive and up-to-date inventory of all the conduits, and documentation of their condition, intended use, and other aspects, must be updated periodically. Once these assets are inventoried, GIS analysis tools can be used for optimal fiber assignment, splicing of a route, and ability to generate scenarios for future planning.

EV2.5e—Capitalize on the Presence and Expansion of CIRBN

As one of the key founding partners of CIRBN, the Town of Normal continues to be a key stakeholder in the management and operations of the network. CIRBN's business model is to serve commercial and institutional partners with no current plans to expand to residential customers although it has the flexibility to partner with others to provide both wired and wireless services to residential customers.

Town staff can work with CIRBN to:

- Expand access to high-speed Wi-Fi in public places such as Uptown, parks, and other city facilities.
- Identify projects for fiber network expansion annually as part of Capital Improvement Planning.

Prioritize expansion on the West Side where its current footprint is smaller.

☐ Include conduits for fiber while making other street/site improvements.

☐ Allow CIRBN to use Town infrastructure and facilities to deliver broadband services. (Q)

[See Strategy IP 1.5 for more specific expansion recommendations.]

Goal EV3: Employ innovative policies, financial tools, and practices adapted to the paradigm shifts affecting municipalities and their finances.

As outlined in the existing conditions report, the Town has successfully deployed a variety of financial tools to improve the quality of place and life for its residents, while also demonstrating consistent fiscal responsibility.

However, in the era of dwindling resources and increased service expectations, municipalities across the nation are experiencing major changes in their finances. In Illinois, these challenges are exaggerated by the political and financial challenges in state government. At this juncture, the Town should think critically about how to influence change in internal culture, reset expectations, realign resources, and increase efficiencies. The Town should consider questions such as:

- *Are fees and incentives aligned with a long-term vision for the community?*
- *Are investments benefiting a select group or neighborhood? If yes, how can fees or taxes be better targeted?*
- *Can we monetize existing city assets?*
- *How can Town departments be incentivized to operate more efficiently?*
- *How can public dollars be used effectively to leverage private investment?*
- *How can we revise existing funding/financing tools to increase their success and relevance in the 21st century?*
- *Can we create hybrid funding models by blending capital and operational budgets?*
- *How can we use new technologies to fundamentally rethink municipal finances?*

Answers to all these questions are critical to achieving this goal.

Positive Contributors

- Relatively healthy economy and tax base, when compared to surrounding Illinois communities
- Relatively diverse sources of revenue
- Town's fiscal health planning and regular monitoring of key financial indicators
- Town's AAA bond rating
- Existing financial tools (Tax Increment Financing (TIF), Enterprise Zone, sales tax rebates, property tax rebates)
- Development and redevelopment agreements
- Steady grants such as Community Development Block Grants
- Streamlined and transparent Capital Investment Planning (CIP) process
- Existing funding for Town's Information Technology (IT) Department and capital improvement budget for technology improvements

Challenges

- Political and financial issues at the state level
- Shrinking revenues (federal funding, dwindling sales taxes, etc.)
- Limited incentives
- Limitations with financial software and systems to easily pull reports specific to small geographies
- Misalignment of revenue sources with consumer behavior; e.g. the Town's water revenue depends on the quantity of water used; however, consumers are also encouraged to conserve water.
- Lack of strong regional collaborations (multi-level, multi-government)
- Organized incentives primarily geared towards attracting big businesses
- Lack of incentives at the state level
- Lack of data on online sales

Indicators and Metrics

- Trends in major revenue streams
- Diversity of revenue stream
- Online sales data (no good data source but is important)
- Trends in EAV (lagging indicator)
- Tax rates
- Permits

Partners

- Several ISU Departments like the Stevenson Center for economic analysis modeling and the SMACC lab for social media analysis

Strategy EV3.1—Adopt Fiscally Sustainable Growth Policies, Including Tax and Fee Structures That Are Aligned with the Overall Vision

EV3.1a   Re-Evaluate City Codes and Policies

EV3.1b   Embrace and Promote Policies That Save Money in the Long Run Such as Complete Streets and Green Infrastructure Investments

EV3.1c   Ensure Tax and Fee Structures Are Aligned with Vision

Strategy EV3.2—Identify Opportunities to Cut Costs and Increase Efficiencies in Service Delivery

EV3.2a   Pursue Integrated Asset and Operation Management Solution

EV3.2b   Deploy New Technologies to Increase Efficiencies and Decrease Costs in Service Delivery

EV3.2c   Establish Inter-Agency and Inter-Government Partnerships When Feasible

Strategy EV3.3—Find New Financing and Funding Mechanisms

EV3.3a   Infrastructure Financing and Funding

EV3.3b   Crowd Funding/Crowd Granting

EV3.3c   Find Creative Ways to Fund Civic Innovation

EV3.3d   Retool Existing Financing Mechanisms to Increase Their Relevance in the 21st-Century Economy

EV3.3e   Create Incentives for Entrepreneurs and Small Businesses

EV3.3f   Establish Rapport with Foundations That Provide Funding for a Variety of Efforts

Strategy EV3.1—Adopt Fiscally Sustainable Growth Policies, Including Tax and Fee Structures That Are Aligned with the Overall Vision

Water, sewer, road, and other municipal infrastructure cost less in compact development than in more dispersed development. In addition, ongoing expenses—including those for police, fire, and emergency services; street maintenance; and trash removal—are lower per capita when development is compact.

The Town currently has 12 annexation or pre-annexation agreements that, if executed as approved under current regulations, can potentially accommodate a majority of the projected population growth for 2040 *[See Community Snapshot and Outreach Report and the Planning Framework Section]*. Many of these agreements promote low density, suburban style development patterns.

EV3.1a—Re-Evaluate Town Codes and Policies

☐ Several of the Town's existing annexation agreements are set to expire within the next five to seven years. The Town should adopt a comprehensive annexation policy taking into account infill and redevelopment plans, projected population growth, and the long-term vision and goals established in this plan. (Q)

— Any future annexation or pre-annexation agreements or extensions should be evaluated based on that new policy.

☐ Work with the Unit 5 school district to enact policies that prevent sprawl and encourage reinvestment in older schools supporting existing neighborhoods. (Q)

☐ Evaluate parking requirements comprehensively. *[See HS1.1e Rethink Parking.]*

☐ Consider utilizing Special Service Areas (SSA) to fund infrastructure improvements or services on the fringes that directly benefit certain neighborhoods and not the entire Town.

☐ Develop financial models to track and communicate return on public investments (ROI). (Q)

— Example: St. Louis Development Corporation created a comprehensive, Excel-spreadsheet-based rate of return on incentive tool that not only takes into account the amount of taxes the development generates but also the substitution effect[11] and opportunity costs.[12] Such models provide a deeper understanding of the rate of return on public investments.

EV3.1b—Embrace and Promote Policies That Save Money in the Long Run Such as Complete Streets and Green Infrastructure Investments

EV3.1c—Ensure Tax and Fee Structures Are Aligned with the Vision

Water, storm water, sewer, solid waste, parks and recreation, and other fees account for approximately a quarter of the Town's entire revenue stream, collectively making these fees the single largest revenue category. According to Finance Department staff, the Town assesses its charges for services on a five-year cycle. It makes every attempt to establish appropriate cost recovery targets for its fee structure. The Town currently subsidizes parks and recreation programming and solid waste services, but fully recovers all other services. In addition, the Town rewards best practices in storm water management through a crediting program, which allows a ratepayer to reduce their total storm water user fee if they take steps to reduce the impact of storm water runoff from their property.

☐ The vision and goals established in this plan continue to support the Town's existing policies of subsidizing parks and recreation programming, which promotes equitable distribution of public goods, and incentivizing environmental sustainability through storm water credits. However, the Town should re-evaluate subsidies for services such as solid waste disposal that do not align with the long-term vision.

Strategy EV3.2—Identify Opportunities to Cut Costs and Increase Efficiencies in Service Delivery

EV3.2a—Pursue Integrated Asset and Operation Management Solutions

[See Strategy 1.1g in Infrastructure & Public Safety Element]

EV3.2b—Deploy New Technologies to Increase Efficiencies and Decrease Costs in Service Delivery

Smart City technology solutions in the areas of mobility, safety, energy, water, waste water, refuse and recycling, buildings, finance, and many more aspects of the government have great potential for cost savings. Public-private partnerships are critical to realize savings, particularly as these new technologies are changing at a breakneck pace.

In line with industry trends, the Water Department has begun deploying Advanced Metering Infrastructure (AMI) or Smart Meters. This technology allows staff to be more efficient by reading the meters remotely. Data gathered can be used to more efficiently identify leaks at customer sites and elsewhere, damaged or broken meters, and other issues. This technology has the potential to provide real-time usage data and enable residents to be more efficient.

The Town could explore other funding models to expedite the implementation of AMIs. A few funding options to explore include Energy Performance Contracting[13] and grant opportunities through the Illinois Science and Energy Innovation Foundation and the Department of Energy.

EV3.2c—Establish Inter-Agency and Inter-Government Partnerships When Feasible

The Town is constantly engaged in inter-governmental cooperation with many entities—including the City of Bloomington, McLean County, ISU, Unit 5, and many regional groups and non-profit organizations—to achieve efficiencies in the delivery of services to its residents. Changes in technologies and the economic landscape are opening up additional opportunities. Ongoing discussions between the Town and City about important topics such as shared sales tax, a shared fire station to serve the northeast portion of the community, and a shared multi-sport complex have yet to bear fruit but clearly present significant opportunities for government efficiency.

Strategy EV3.3—Find New Financing and Funding Mechanisms

EV3.3a—Infrastructure Financing and Funding

[See Infrastructure & Public Safety Element]

EV3.3b—Crowd Funding/Crowd Granting

Give residents/local businesses an opportunity to fund projects they like through a variety of crowdfunding and crowdgranting platforms.

Crowdfunding and Crowdgranting Platforms

Patronicity (https://www.patronicity.com) brings together local citizens and sponsors to support initiatives in their communities. It is a civic crowdfunding platform that has helped launch the first state government partnership in the newly coined "crowdgranting" arena. Crowdgranting projects match community member support dollars for civic and social projects with matching grants from sponsoring partners. These crowdgrant opportunities are currently supported by Patronicity in the states of Michigan, Massachusetts, and Indiana. They are in communication with a few municipalities and Illinois state departments. Each crowdgranting project must be vetted by sponsoring partners before getting launched on the site. Patronicity provides personal support from the beginning to end, but collects a five percent built-in admin fee for funds raised.

Neighborly (https://neighborly.com) is self-described as the next generation of public finance. Neighborly offers a better way for people to invest directly in the places and projects they care about. By creating municipal bonds that are accessible and transparent, they have built a new approach through their technology platform to raising (is "forming" the right word?) capital dollars for civic projects. Neighborly is a registered broker-dealer that works with both individual and professional investors as well as with issuers that pride themselves on their civic engagement.

Citizinvestor (http://www.citizinvestor.com) is a crowdfunding and civic engagement platform for local government projects. This platform is open to any government entity or official project partner to initiate campaigns posted to their website to raise funds from individuals in the community. Individual community members can give tax-deductible donations to projects of their choice through Citizinvestor and are not charged unless the project reaches full funding before the deadline. There is an eight percent fee for projects that are fully funded. However, this fee is added to the project cost and does not alter funds transferred. The functionality of this platform is very similar to Kickstarter and other crowdsourcing sites. Projects are searchable based on category and location.

IOBY (https://www.ioby.org) mobilizes neighbors who have good ideas to become powerful citizen leaders who plan, fund, and make a positive change in their neighborhoods. By offering a "crowd-resourcing" platform, IOBY connects leaders with funding and support to improve neighborhoods. The idea of "crowd-resourcing" provides everyone the ability to organize all kinds of capital—financial, social, in-kind, volunteer, advocacy—from within the neighborhood. IOBY provides support for getting projects ready to launch, helps manage and host the project donation page, and has various additional resources available. They charge a three percent fee for all projects as well as a flat platform fee of $35 for projects above a $1,000 threshold. For projects initiated without a non-profit partner, IOBY will act as a fiscal agent for an additional fee.

Farm and Food Related: A number of crowdfunding platforms are geared towards small farm-related businesses such as farm-to-table, food-based placemaking, restaurateurs and food hubs. These include:

- Barnraiser (https://www.barnraiser.us)
- CircleUP(https://circleup.com)
- Credibles (https://credibles.org)
- Equityeats (https://www.equityeats.com)
- Foodie Crowd Funding (http://foodiecrowdfunding.com)
- Food Start (www.foodstart.com)

EV3.3c—Find Creative Ways to Fund Civic Innovation

☐ Partner with private firms and philanthropies for technical assistance. Below are some examples.

— **Code for America** builds open-source software for local governments and organizes people to address complex city challenges; its fellowship program sends technology teams to local governments for a year to partner with officials.

— **Fuse Corps** is a nonprofit that partners with mayors and civic leaders to place mid-career professionals in cities for 12-month fellowships to help with innovation efforts.

— **What Works Cities Initiative**, part of Bloomberg Philanthropies, provides technical assistance to cities to improve existing programs and processes using data and evidence-based models.

— **Think tanks** such as Smart Growth America, Smart Cities Council, Urban Land Institute, and Lincoln Land Institute offer technical assistance on smarter developments.

EV3.3d—Retool Existing Financing Mechanisms to Increase Their Relevance in the 21st-Century Economy

☐ Bonds—there is an increasing interest among investors in options that earn decent returns and have socially desirable impacts. Normal should investigate:

— Issuing Green Bonds to fund environmentally sustainable projects like Uptown 2.0

— Pay for Success Bonds for social projects such as supportive housing

— Qualified Public Infrastructure Bonds (QPIB) extend the benefits of municipal bonds to public-private partnerships

— Utilizing newer avenues such as Neighborly.com to encourage local investment in local projects. Such investments also help build community pride and ownership.

☐ Gear traditional tools such as tax increment financing (TIF) districts, redevelopment agreements, enterprise zones, tax credits, and other traditional financing mechanisms towards placemaking and other place-based incentives that can result in higher property values compared to traditional developments. Distinctive places are also an important factor in attracting and retaining young professionals.

— Continue the development of Uptown Normal as a vibrant, mixed-use district. Engage national developers committed to implementing smart growth projects. Example: Gorman and Company. www.gormanusa.com

— Historic areas are an important component of distinctive placemaking. Utilize financial incentives such as federal and state tax credits for rehabilitation of historic properties, New Market Tax Credits, preservation easements, along with local incentive programs to promote historic preservation.

☐ Provide incentives to increase energy efficiency in commercial buildings or increase usage of clean energy sources. Such programs help reduce monthly business costs, particularly for small business owners. Sources of funding could include energy rebates, Property Assessed Clean Energy (PACE) financing, Renewable Energy Credits, grants for clean energy, etc.

☐ Incentivize upgrades of office building stock that is aging in order to overhaul, or in some cases replace, obsolete buildings over time. Establish façade improvement grant opportunities.

EV3.3e—Create Incentives for Entrepreneurs and Small Businesses

☐ Create a microloan program, which provides small, short-term loans ranging from $2,000 to $50,000. Most microloans average about $10,000. They play a critical role in starting, improving, or expanding small businesses. Cities run these programs in-house or partner with micro-lending agencies like Justine PETERSEN (www.justinepetersen.org).

☐ Partner with area anchor institutions to provide non-financial incentives such as mentorships, auditing, marketing, legal or other services.

☐ Help "gazelles" to scale up. Gazelles are second-stage entrepreneurs who are increasing their revenues by at least twenty percent annually. Gazelles are typically well positioned to scale-up and contribute significantly to local economies.

— Kansas City, known for its robust entrepreneurship ecosystem, partnered with executive education based programs like ScaleUpU[14] to help gazelles scale up.

— As part of Bluegrass Economic Advancement Movement (BEAM), Louisville and Lexington, Kentucky, in partnership with JP Morgan Chase, created export readiness incentives to help their second-stage manufacturing entrepreneurs to export internationally.

☐ Work with local banking or other lending institutions to create a Community Development Financial Institution (CDFI), which is a financial institution dedicated to practicing affordable lending and financing community businesses, including small businesses and micro enterprises.

☐ Partner with organizations like National Main Street Center, Illinois Main Street Program, and others committed to promoting small businesses along Main Streets.

☐ Assist farmers, food processors, restaurateurs, and other small business within the local food sector to start, grow, and thrive in the community. The Town of Normal should build on its partnerships with the University of Illinois Extension office for technical assistance and funding in this area. Additional funding opportunities include:

— The United States Department of Agriculture (USDA) provides funding opportunities to communities who are looking to start a local food-hub. Examples include the Business and Industry Guaranteed Loan Program (B&I), Community Food Projects Competitive Grants Program, Farmers Market Promotion Program, Federal State Marketing Improvement Program, and Local Food Promotion Program.

— American Association of Retired Persons (AARP) also provides money through their AARP Foundation Hunger Grant Program. This grant provides a private source of funding for communities looking to expand food access to a larger resident base and to low-income populations above 50. Partnerships with private organizations, like AARP, can provide unique opportunities to fund smaller projects.

— Obtaining loans from large financial institutions is often a barrier for people looking to enter the food market. Alternative funding sources, such as RSF Social Finance,[15] can help them obtain mortgage loans, construction loans, or equipment loans.

— Farm Aid Grant Program[16] offers grants to change the local food eco-system.

☐ Venture capitalists—Fortify the angel investment community in Bloomington-Normal.

EV3.3f—Establish Rapport with Foundations That Provide Funding for a Variety of Efforts

Examples include:

- **Kaufmann Foundation** offers a variety of grant opportunities to support entrepreneurial activity. While the majority of their funding is in and around the Kansas City area, they do provide funding for worthy projects throughout the United States.

- **Rockefeller Foundation** supports many innovative financing mechanisms that capitalize private sector investment for social and environmental good.

- **Robert Wood Johnson Foundation** recognizes the connections between health and the built environment. Their grants focus on improvements to increase physical activity, improve access to local and fresh food, and other built environment improvements that have positive health outcomes.

Endnotes

1. Youreconomy.org

2. U.S. Patents and Trademarks Office, http://patft.uspto.gov

3. MEMobile Program, http://www.memshop.org/memmobile.html

4. Stevenson Center, http://stevensoncenter.org

5. The Center of Community Engagement and Service Learning, http://communityengagement.illinoisstate.edu/students

6. The SMACC Lab, http://communication.illinoisstate.edu/tours/smacc.shtml

7. The Innovation Consulting Community, http://innovationconsulting.community

8. PricewaterhouseCoopers Health Research Institute, Top health industry issues of 2017, December 2016.

9. Columbus Local Food Plan, https://www.columbus.gov/publichealth/programs/Local-Food-Action-Plan

10. Smart Cities Council, http://readinessguide.smartcitiescouncil.com

11. Substitution Effect—taxes that would have been in the community regardless of this development. Example: A new restaurant might generate new sales tax but it takes away a portion of the business from a nearby restaurant.

12. Opportunity Cost—Factor associated with providing incentives in locations that are already attractive to private investment versus those incentives that encourage development in blighted areas.

13. See Health & Sustainability Element for explanation.

14. ScaleUpU is an accredited 36-month executive program that combines the best practices from successful entrepreneurial programs into one integrated solution. There are three components to the ScaleUpU initiative: On-Campus, On-site and On-line.

15. RSF Social Finance, http://rsfsocialfinance.org

16. Farm Aid Grant Program, https://www.farmaid.org/our-work/grants