CITY OF BLOOMINGTON COMPREHENSIVE PLAN 2035

# BRINGIT, BLOOMINGTON!

PLAN IT. SEE IT. LIVE IT.

The report was prepared by the McLean County Regional Planning Commission as Phase 3 of the City of Bloomington's Comprehensive Plan.

Adopted August 24, 2015









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# **CREDITS**

## **BLOOMINGTON CITY COUNCIL**

Tari Renner, Mayor Kevin Lower, Ward 1 David Sage, Ward 2 Mboka Mwilambwe, Ward 3 Amelia S. Buragas, Ward 4 Joni Painter, Ward 5 Karen Schmidt, Ward 6 Scott Black, Ward 7 Jim Fruin, Ward 9

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David Stanczak, Chair J. Alan Balmer Josh Barnett Christopher Cornell James Pearson John Protzman Megan Schubert Ryan Scritchlow Kevin Suess

# **COMPREHENSIVE PLAN STEERING COMMITTEE**

Richard Briggs
Stan Cain
Tracey Covert
Thomas Dabareiner
Nora Dukowitz
Austin Grammer
David Hales
Brendan Heffner
Jim Karch
Mike Kimmerling
Frank Koehler
Kevin Kothe
Alex McElroy
Stephen Rasmussen
Mark Woolard

Georgia Bouda

# **COMPREHENSIVE PLAN ADVISORY COMMITTEE**

Bernie Anderson Chad Boore Kevin Callis Tom Dabareiner Mark DeKeersgieter Timothy Ervin Jim Fruin Frank Koehler Mboka Mwilambwe Tim Norman Carl Olson Eric Penn Aaron Quick Barry Reilly Megan Schubert Randy Stein Jay Verner Bill Wasson Dick Wilson

# **WORKING GROUPS**

### **ARTS & CULTURE**

Tiffany Anderson
Martha J Burk
Sam Cook
Chris Cornell
Matt Giordano
Joan Goetzinger
Marlene Gregor
Laurie Hayes
Linda Healy
Nancy Isaacson
Tina Salamone
Cathy Sutliff\*
Vicki Tilton
John Walther
Beth Whisman

### **COMMUNITY FACILITIES**

Cynthia Arnold
Timothy Ervin
Nicole Koehler
Jeremy Kelley
Sara McCubbins\*
Mike O'Donnell
Susan O'Rourke\*
Michelle Schneider
Dave Stanczak
Barb Wells

### COMMUNITY WELL-BEING

Senna Adjabeng Elizabeth Barnhart Georgia Buoda Deborah Halperin Meri Helbig Doretta Herr Jan Holmes Greg Meyer Hilary Pacha Sophie Rebert Greg Shaw\* Tina Sipula David Taylor Karen Zangerle\*

### **DOWNTOWN**

Gemma Billings Phil Boulds Trov Clark Brittany Cornell\* Denise Geske Nick Hozian Frank Koehler Jan Lancaster Jeremy Levine\* LB Nagle Lyons Lori Manning Valerie Parker Michele Pugh Tricia Stiller Susan Temple Rob Wills **Ieff Woodard** 

### **ECONOMIC DEVELOPMENT**

Brent Bazan
Kyle Black
Adam Buell
Matt Drat
Paige Elliott
Austin Grammer
Kyle Ham
Ann Higgens
Aimee Ingalls
Frank Koehler
Glen Ludwig
Diego Mendez-Carbajo\*
Bruce Naffziger

# EDUCATION

Laura Swan

Rvan Scritchlow

Vicki Tinervin

Richard L. Veitengruber

Nicole Aune
Andrew Blumhardt
Dick Briggs
Holly Cox\*
Evelyn Johnson
Karin McDowell
Teri Meismer
Susan Steinbach
David Taylor
Carl Teichman
Enrico Washington

### **HEALTHY LIVING**

Denise Balagna Caryn Davis\* Mark Eldredge Rick Guarienti Mary Helen Haskell Stephen Moist\* Katie Novak\* Teri Payne Joe Rodgers Maggie Rutenbeck Maggie Schnittker

### HOUSING

Don Adams
Dennis Arnold\*
Bill Doud
Neil Finlen
Jeremy Hayes\*
Thom Jones
Terri Joyce
Jim Pearson
Jennifer Toney
Bill Waller

### NATURAL ENVIRONMENT

Michael Brown
Angelo Capparella
Sandy Dorrell
Valerie Dumser
Adrienne Hahn\*
Laurie Hayes
Susan Heiser
Imran Jalozie
Jim Karch
Kevin Kothe
Mark R. Larsen\*
Laurel Schumacher
Mary Sellmyer
Dan Steadman

### **NEIGHBORHOOD IDENTITY**

Rickilee Benecke Matt Burgess Jacob Degeal\* Susan Gofstein Richard Heiser\* Kristen Sand Phylis VerSteegh Mark Woolard

### **PUBLIC SAFETY**

Ken Bays
Sara Chandler
Rex Diamond
Surena Fish\*
Brendan Heffner
Michael Kimmerling
Nicole Kirstein
Patricia Marton\*
Jasmine McGee
Les Siron
Nancy Stone
Katelyn Trunnell

# TRANSPORTATION & AIR QUALITY

Kyle Boehn
Laura Dick
Michael Gorman\*
Jim Karch
Kevin Kothe
Erin Kennedy\*
Jackie Lanier
Kevin Loseke
Stefanie Michaelis
Jared Musil
Kevin Suess
Daniel Thurston

### **UTILITIES, ENERGY & WATER**

Tom Anderson
J. Balmer
Marty Behrens
Jake Callahan
Joe Cleary
Janice Cox
Jim Karch
Kevin Kothe
Sandra Lindberg
Bruce Meeks\*
Anne Nadakavukaren
Dale Naffziger
Ron Schultz
Rich Strle\*
Mike Swartz

Rick Twait

<sup>\*</sup> Denotes persons who served as the working group chair, vice-chair, or co-chairs of the respective working group.

# INTRODUCTION AND EXECUTIVE SUMMARY







*In twenty years* (2035)...

Bloomington will be a unique, cohesive, and vibrant community, successfully uniting and integrating its downtown core, established neighborhoods, and future developments. Supported by its high quality of life and enduring economic stability, Bloomington will be the destination for people and businesses that seek a culture of innovation and entrepreneurship. Its residents will continue to thrive, surrounded by rich history, arts and culture, lifelong learning opportunities, a healthy environment, and an active lifestyle.

# **ECONOMIC CONTEXT**

Growth and development in a community reflect economic conditions and expectations, which in turn are influenced by regional, national and global factors. This effect has most recently been seen in Bloomington during the global recession that began in 2007 and from which local recovery in terms of unemployment, real estate transactions, general business activity and other measurements is continuing but not yet complete. The Bloomington-Normal area did not experience the severe level of economic damage that affected other communities in Central Illinois and throughout the state, but the near-cessation of new development projects during this period is clear evidence the economic uncertainties of recent years have left lingering wounds in an important economic sector in Bloomington.

Despite these challenges, Bloomington has reason to hope and to work towards better economic conditions. The City's central location for transportation and commerce and at the center of a highly productive agricultural region, is a substantial advantage in marketing the community and competing in a global marketplace. The well-regarded local schools, including colleges and universities, are a rich resource for the community, both current and potential individual and corporate residents. While challenged, Bloomington-Normal consistently outperforms the state in growth, economic resiliency and opportunity.

# **DEVELOPMENT FRAMEWORK**

To fully exploit our advantages and strengths during changing economic conditions, Bloomington looks to an evolving approach to development. True to the core values derived during the outreach process, the plan focuses on the full use of existing infrastructure. It places its first priority on infill and redevelopment within the City. These efforts will be directed towards those areas of Bloomington that have suffered through inattention and disinvestment and where existing infrastructure has been allowed to deteriorate. Development beyond the City's incorporated area is then prioritized based on adjacency to the City and the existing availability of all City services. Still lower in priority for development are contiguous areas with limited access to City services. Finally, areas not adjacent to Bloomington's incorporated area, and without access to City services, should be considered for development only in extraordinary circumstances and otherwise are not expected to develop within the 2035 time horizon of this comprehensive plan.

# Community **Profile**

\$77,982 **Median Family Income** 

76,610 **Population** 

44% **Completed Bachelor's Degree** or higher

**Unemployment Rate** April 2015, Not Seasonally Adjusted

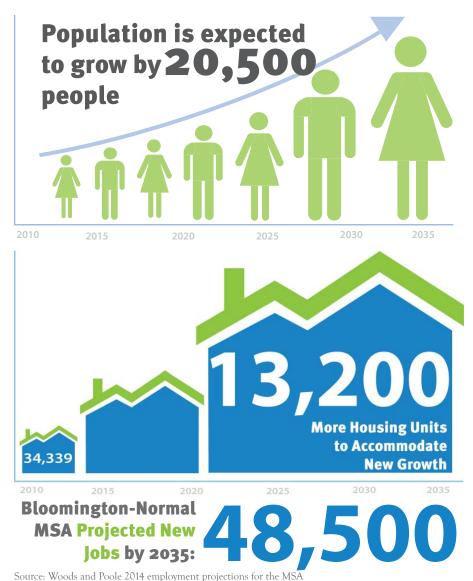
**Median Rent** 

\$153,500 **Median Home Value** 

62.9% **Home Ownership** 

Sources: U.S. Census Bureau 2010; Unemployment rate -U.S. Bureau of Labor Statistics for Bloomington MSA April 2015; Employment Projections for Bloomington-Normal, McLean County, Woods and Pool 2014; Population and housing projections for Bloomington MCRPC;

# LOOMINGTON **PROJECTIONS**



# COMPREHENSIVE PLAN

**WHAT IS** IT?

Communities in Illinois are authorized to establish planning commissions and develop comprehensive plans under the provisions of the Illinois Municipal Code (65 ILCS 5). The comprehensive plan is the core statement of development policy and principle of the City of Bloomington. Comprehensive plans can be 18 to 36 month long processes that include a discussion

of existing conditions, community outreach and a land use plan that identifies goals and objectives with respect to housing, infrastructure, education, recreation, transportation and other topics that influence land use. Comprehensive plans are advisory in nature, and are given implementation through adoption of zoning and other ordinances, codes and municipal regulatory tools conforming to the plan.

The Bloomington comprehensive planning process was 18 months long and was conducted in three phases as outlined on the following page. The outreach was extensive and included members of the community whose voices are typically not heard. The community involvement was further substantiated by involving many interested members of the community in the working groups. This plan provides a context for decisions about growth and development in the City. It reflects the City's policy intent with respect to many issues that confront Bloomington, including built, fiscal, social, environment and economic conditions. This plan sets forth a series of goals to be achieved over the next twenty years, defines objectives to be reached in support of the goals, and recommends actions by the City, and its regional partners, to reach the objectives. The plan also addresses implementation, by establishing benchmarks and measures of performance to gauge to what degree the goals and objectives are attained, and whether the progress achieved is producing the intended results.

# WHAT IT IS NOT

The plan does not provide a mandate. It is advisory only. However, when adopted by local governments, it is a statement of official public policy and should therefore be used to guide development decisions. Decisions made in this manner have a rational basis and are more likely to stand up to legal challenges as well as receive wider public support. The plan provides a framework for actions that can be binding through zoning, subdivision regulations or other means.

The plan does not advocate the implementation of all actions identified in support of recommended strategies. It recognizes that many actions will require further study to determine appropriateness and/or feasibility from a cost/benefit perspective. The plan does provide a means to focus resources initially on those strategies that have been identified as short term. While in some instances the plan identifies sites that may be used for certain projects, comprehensive plans are not intended to provide site specific recommendations. Such actions should be based on area specific redevelopment plans or neighborhood level plans.

# **HOW TO READ**

Chapters 4-10 discuss specific subject areas such as Neighborhoods and Economic Development. Each chapter introduces the reader to challenges and opportunities as they relate to that subject. This discussion is followed by Goals, Objectives and Actionable items. Following each actionable item is the agency identified with the lead responsibility for attaining that action

along with a timeline. Timelines are stated as short for 1-3 years, medium for 4-10 years, and long for 11 years and over. Partner agencies and performance metrics have been identified for the objectives as well. Throughout the plan, local efforts, best practices, and funding mechanisms have been highlighted to provide additional information. The reader should know that actionable items are suggestions to achieve the goals and objectives but not mandates. The lead agencies may evaluate the feasibility or find other actions more appropriate to achieve the goals and objectives stated here.

# PHASE 1

# EXISTING CONDITIONS

Feb 2014 - July 2014

During this phase many pre-existing local, regional and strategic plans produced by the City or by other entities were reviewed and analyzed. These plans included master planning documents relating to water, sanitary and storm water, streets and sidewalks, parks and bicycle facilities, health, natural environment and Downtown. Recommendations from these documents that were still relevant were integrated into the final plan, directly or by reference.

This phase also included GIS based analysis of many data layers from multiple sources of information

on topics ranging from demographics, housing, the quality of local education, existing land use, economic conditions, health and safety, the natural environment, public and private infrastructure, community facilities and regional issues.

A comprehensive Existing Conditions Report can be accessed at www.bringitonbloomington.com or www. mcplan.org. This report highlights the many strengths of Bloomington and the region but also points out the economic challenges in the core that includes Downtown and the surrounding established neighborhoods.

# PHASE 2

# COMMUNITY OUTREACH

July 2014 - October 2014

Bring It On, Bloomington! was the brand for the community outreach phase. MCRPC staff engaged over 6,000 members of the community using a plethora of traditional and electronic methods. Scores of meetings with community and neighborhood organizations were conducted. A survey was sent out via water bills. The Bring It On, Bloomington! website for the project provided access to all the materials and survey responses, and was a one-stop source for information about the plan its activities and outcomes. Mindmixer, Facebook and Twitter were the other tools used to engage

Bloomington residents. Most importantly this effort was kicked off with an energizing video that introduced community members to the comprehensive plan and challenged them to participate. This resulted in over 2,000 survey responses from a wide range of community members. The 8000+ individual responses to the open-ended survey questions were carefully analyzed and summarized into guiding themes, core values and the vision for the community. The Vision and Values Report can be accessed at www.bringitonbloomington.com or www.mcplan.org

# PHASE 3 STRATEGIC PLAN

August 2014 - June 2015

The information from the Existing Conditions report and the vision, values and guiding themes set forth by the Vision and Values report informed this phase. Thirteen different working groups addressed a range of subjects including housing, neighborhoods, education, arts and culture, natural environment, health, community well being, economic development, downtown, transportation, utilities, community facilities and regional cooperation. These complex and interrelated topics are presented comprehensively in 7 chapters. Nearly 130 working group members spent over 1300

hours in the last 10 months to address each of these subjects at length. The focus during this process has been on implementation. Each chapter outlines goals, objectives and actionable items. A time frame and lead agency were identified with each actionable item. Metrics and partner agencies are identified for each objective to provide additional guidance during the implementation. Finally, the land use map identifies areas appropriate for various developments. The information presented in this document is the result of the third and final phase of this process.

# **DYNAMIC NEIGHBORHOODS**

...that are connected and have a mix of uses, offer affordable housing options for all; where established older neighborhoods are preserved; physical and social barriers between the East and the West Sides are dissolved...

# **GOOD EDUCATION SYSTEM**

... where public schools are thriving and there are excellent opportunities for higher education...

# **STABLE ECONOMY**

...that is well positioned in the 21st century with a diversified economic base, thriving local services and businesses, a culture of entrepreneurship...

# SMALL TOWN FEEL WITH BIG CITY AMENITIES

... where history and character is preserved. Continues to be a safe, family friendly city that offers a variety of entertainment options.

# **HEALTHY COMMUNITY**

... a small footprint of the City that fosters multimodal transportation and preserves the natural environment...

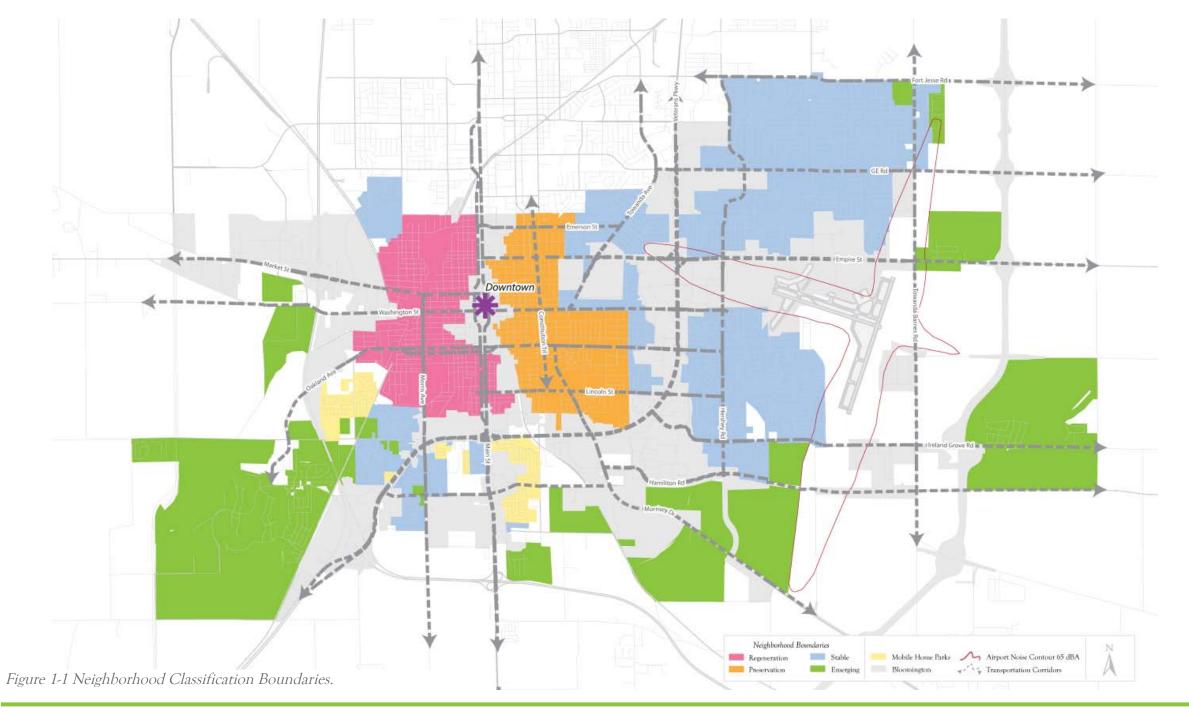
# **SOLID INFRASTRUCTURE**

... City which maintains its current assets in good condition and carefully evaluates ongoing costs and benefits during expansion

# **EFFICIENT GOVERNMENT**

...that is careful and a thrifty steward of public resources...

For a more detailed discussion on the core values please refer to the Vision and Values document at www.bringitonbloomington.com



# **NEIGHBORHOODS**

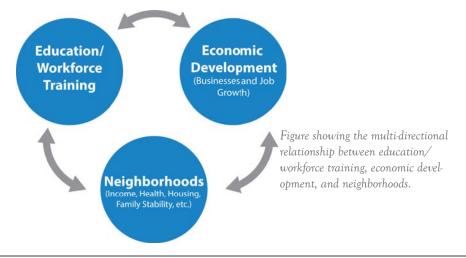
Bloomington's appeal as a family friendly community is its choice of housing and neighborhoods. Continuing to offer that choice of old and new neighborhoods is critical to provide a sustained future. The goals and objectives are tailored to the Regeneration, Preservation, Stable and Emerging Areas, to address the unique challenges and capitalize on their specific strengths. Key discussion in this chapter includes:

- The unique characteristics, challenges and opportunities of each of the neighborhood areas identified in Figure 1-1.
- The need to address the physical and social divide between the established older neighborhoods and the suburban-style newer neighborhoods.
- Nearly half of the City and its neighborhoods are new, built within the last 50 years. The majority of this suburban style development is on the east side of Veterans Parkway. The average cost of a newly constructed single family house in these newer areas in 2013 was \$297,000, nearly double the City's median home price, \$153,000. Preserving the established older neighborhoods links residents to history while maintaining affordable housing options in the community.
- Stable areas are newer areas built within the last 50 years and will not require substantial intervention from the City. That is not the case with Regeneration and Preservation areas. City should prioritize its limited resources in these areas.
- The Regeneration Area experienced many years of disinvestment resulting not only in physical disrepair but social disadvantages. This plan recognizes the complex interdependencies of housing, education, unemployment, crime, and the overall neighborhood quality. Bloomington should prioritize spending its resources in this area, and partner with other public, private and not-for-profit entities to revitalize this area comprehensively.

# **EDUCATION**

Like neighborhoods, education supports Bloomington as a family friendly community. This includes both K-12 and higher education. This is a great economic development tool as good educational institutions lead to an educated workforce and attract in-migration. The following findings are the foundation for goals and objectives for education:

- Bloomington is served by two well-regarded school districts, Unit 5 and District 87. District 87 is landlocked and primarily serves the established older neighborhoods in the Regeneration and Preservation areas. The social challenges in neighborhoods served by District 87 have immense negative effects on the schools, as can be evidenced by the difference in the test scores between schools serving the West and the East sides of the City. Education should be a primary focus of the revitalization efforts in the Regeneration and Preservation areas.
- This plan calls for heightened coordination of capital improvement projects between the City and the school districts, particularly Unit
  5. Location of future schools can profoundly impact the City's future development pattern.



## **ECONOMIC DEVELOPMENT**

Bloomington-Normal has a long history of good fortune with economic development. From the agricultural bounty of McLean County and contact with wider markets brought by the railroads in the 19th century to the strong corporate presence in the 20th century, the region has long been in the forefront of economic opportunity in central Illinois. However, the economic crises of the last decade pose some challenges to the region's historic prosperity. Below are some key discussions in this chapter.

- Bloomington-Normal and McLean County have many advantages such as its strategic location between Chicago, St. Louis and Indianapolis, connections with the rest of the world with road, rail and air connections, highly skilled workforce and high quality of life. All of these can be leveraged to grow existing jobs and attract new jobs to diversify the local economy. The key to our success is a unified regional approach to Economic Development.
- The Regional Economic and Market Strategy identified Advanced Business Services, Agri-business and Food Processing, Enterprenuership, Information and Communication Technology, Transportation, Logistics and Warehousing as the target sectors for our region.
- Once the center for community and economic activity, Downtown Bloomington suffered the loss of retail and other business activities to shopping centers and commercial strips along the auto oriented Veterans Parkway. The vitality of a city's downtown is an important element in a community's overall economic health.
- There are many opportunities for infill and redevelopment in Bloomington. The City should prioritize and incentivize development on these properties before greenfield development that requires additional infrastructure.
- The successful implementation of action items listed in various chapters of this plan are linked to the implementation of action items in economic development and vice-versa.

# **ARTS, CULTURE AND HISTORY**

Thanks to ongoing public investment and an active private arts, entertainment and sports community, Bloomington boasts a wide array of cultural resources. This aspect of City life enriches residents and draws visitors. The following issues are considered in this chapter.

- Arts and culture play a key role in enhancing community quality of life while defining the City's unique character. Bloomington's arts and cultural scene is rich with many recurring and one-time events. However, attendance potential has yet to be realized, and more information and marketing is needed.
- The concentration of galleries and cultural venues in Downtown Bloomington makes it our de facto cultural district. Officially designating the Downtown as a cultural district combined with marketing and branding will boost redevelopment efforts within Downtown.
- Arts can also play a crucial role in revitalizing the key corridors and other public spaces in the City.
- The Historic Route 66 connection, already featured by the McLean County Museum of History and the Route 66 Historic Bike Trail, is a potent tool for attracting tourism. Bloomington needs more culturally-based economic development.





Public Art in the Regeneration Area



Historic Home in the Preservation Area



Boulevard in Whites Place Historic District



Community Garden in the Regeneration Area



Miller Park play area



Farmers Market in Downtown Bloomington

# **HEALTHY COMMUNITY**

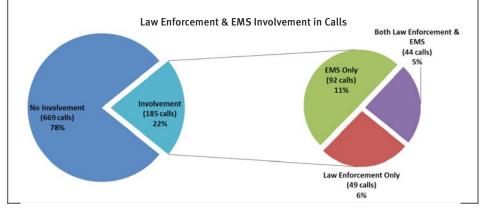
Bloomington has a vested interest in supporting healthy residents. Health influences and is influenced by many factors including physical, social and environmental conditions. As the demographics of the community change, it must adapt. The discussion in this chapter includes

- McLean County Health department's five-year plan, IPLAN, identified obesity as one of the three major health priorities for the County. Two factors that contribute to obesity are lack of physical activity and lack of access to fresh food, both of which can be influenced by land use and development policies. Allowing a mix of land uses, facilitating alternate modes of travel and maintaining a small footprint of the City all contribute towards addressing the obesity epidemic.
- The majority of the west side is a food desert. While trying to attract a neighborhood scale grocery store to the Regeneration Area should be the long-range goal, many interim steps that have proven successful in other communities such as fresh food vending at corner stores and gas stations can be implemented to address this issue.
- Connecting local food to local people improves health and the economy. A local food hub that aggregates, processes and distributes local food is a critical link that is missing in our community. Bloomington should strongly consider bridging this gap.
- Riparian corridors along streams and lakes are designated as conservation zones. These and other environmentally sensitive zones should be protected for air and water quality purposes. These areas can also double as passive recreational uses and bike trails while providing stormwater benefits.
- Mental health is the second major health priority identified in the County's IPLAN. Individuals with mental health concerns face many barriers including treatment, housing and personal safety. City should aid in the implementation of the McLean County Mental Health Action Plan to improve the quality of life for all.

### PUBLIC SAFETY

Public safety is one of the core functions of the city and takes up nearly 50% of the City budget. Hence police, fire and EMS need to be coordinated with land use and development to achieve efficiencies.

- Bloomington is a safe community. Crime reached an all-time low in 2014. However, the few crimes in the community are concentrated in the Regeneration Area. Addressing the safety concerns is a key to the revitalization of this area. Goals and objectives in this chapter includes police working closely with residents, design of public spaces to improve public safety and other coordinated approaches.
- Six minute fire response to at least 90% of the calls is a national standard. The Bloomington Fire Department does not achieve this minimum response rate today. Among other things, there is a lack of coordination with fire response zones during the development review process. Land use map and prioritization in this plan were heavily influenced by the locations of the six-minute zones.
- According to the County's mental health action plan, nearly 22% of the public safety calls are related to mental health/psychiatric disorders. This plan calls for a heightened vertical coordination with the County, Town of Normal and other agencies to achieve efficiencies in delivering the emergency services.



# **INFRASTRUCTURE**

Infrastructure is a complicated subject, and this chapter deals with its many facets. The focus is on maintaining what we have, limiting the need to build, and providing proper service to the community. The goals and objectives in this chapter call for coordination with other public and private utility providers, but the primary focus is on infrastructure owned and maintained by the City, such as water, sewer, storm water, transportation and community facilities. Discussion in this chapter addresses the following topics:

- Much of the City's infrastructure is aging and requires repair.
   Maintenance of these systems is essential. A core value identified in public outreach is to maintain what we have in good condition with extensions only when improving the overall efficiencies of the system. This core value heavily influenced the land use map and its prioritization.
- Infrastructure maintenance and repair is extremely costly, and much of the burden falls on the City. There are some federal funding sources for larger transportation projects, but grants are unpredictable and increasingly competitive.
- The plan calls for targeting regeneration and preservation areas for redevelopment and infill activities. This involves upkeep of existing infrastructure in those areas, without which no redevelopment will be possible. Funding and financing for these improvements is an ongoing challenge.
- Concentrating community facilities serving the entire City, such as the library and City offices, in the Downtown serves the community well. This concentration is fiscally sustainable, helps to keep the Downtown vibrant, and is accessible by public transit.
- A regional approach to assessing community facility needs, including exploring a shared fire station with the Town of Normal, can provide cost savings and operational efficiencies.

# FISCAL IMPACT

The purpose of Fiscal Impact Analysis is to estimate the impact of a development on the costs and revenues of the City. Key findings include

- With approximately 78,000 people and 27 square miles, the City of Bloomington is relatively compact. However, the discontiguous development patterns within the last two decades indicate sprawl and are a strain on the City's resources.
- Provision of public safety services (police, fire and EMS) accounted for nearly 57% of City's operational expenditures. Given the high cost of providing public safety services, developments should be coordinated to ensure efficiencies in providing for police, fire and EMS services.
- Residential land uses accounted for 70% of the revenue and nearly 70% of the expenses. Newer single family units generally yielded revenue surplus.
- Developments on the fringes of the City, while new and generating higher tax revenue, yielded a net deficit. This is due to the fact that there is very little taxable development on the fringes, that requires provision and upkeep of expensive infrastructure.
- The Grove subdivision approved in 2005 is located furthest from the center of the City. The City invested \$11 million (\$10 million for sewer + \$1million for water) to enable development in this area. As of 2013, the City recouped an estimated \$0.5 million in eight years.
- The Fox Creek subdivision was approved over 20 years ago. The City invested approximately \$10 million in sewer to enable this development. As of 2013, the City recouped an estimated \$1.5 million in fees.
- The City invested large sums in expanding the sewer and water capacity to support development on the east and southwest far into the future. These investments need to be capitalized before investing in new infrastructure.



Bike lane going on Front Street



FedEx flights now flying out of CIRA



Local business

# FUTURE GROWTH & LAND USE PLAN

The land use plan directs the implementation of the goals and objectives in the comprehensive plan. The goals for many aspects of the City's future are assigned to a physical place in the community, and a place in time as anticipated growth occurs. The plan includes the uses in built or established neighborhoods, and indicates areas that require renewed attention, regeneration and new investment. It also illustrates uses and development types in the current developed area that will evolve over the life of the plan. For land which might become part of the City, the land use plan indicates uses and development scenarios that best implement the preferred future composition of the City as described in the comprehensive plan goals and objectives. These uses are illustrated in figure 1-2

Land Use Designation in Existing Urban Areas

Land use categories shown in the current developed area of the City generally reflect either existing use in established areas likely to retain that use through the plan horizon, or evolving uses in areas where revitalization or redevelopment is anticipated, or where adjacent infill development may prompt use changes.

The use of Bloomington's existing development resources, of compact development patterns, and expansion only in areas contiguous to the City, are clear mandates of the comprehensive plan. The land use plan implements this core guidance by focusing on developing infill and redevelopment within the City's current boundaries.

- Residential land uses include all residence types, except those located in the Mixed Use designation.
  - Low Densities (under 8 units per acre)
  - Medium Densities (8 to 20 units per acre)
  - High Densities (>20 units per acre)
  - Special residential activities (retirement communities, assisted living, and similar residential uses)
- Mixed land use designates areas where multiple uses share spaces, including individual buildings, blocks or districts.
- Commercial land uses include business-related uses targeting

both small- and large-scale market areas, and includes health care providers.

- Neighborhood Commercial businesses expected to draw customers from their immediate surrounding area are located in Neighborhood Commercial areas.
- Regional Commercial businesses attracting customers or employees from throughout the community, or from elsewhere in the region.
- Employment Center includes large offices or office complexes or industrial or manufacturing uses that are destinations for many employees.
- Institutional includes both public and private institutional entities.
- Travel/Movement encompasses all land uses associated with transportation in any form or mode.
- Recreational includes areas
  used for participatory sports
  and recreational activities open
  to people, such as parks, playgrounds, outdoor and interior
  facilities for specific sports, and
  seasonal recreational areas.
- Conservation is characterized by areas set aside for environ-

mental preservation or restricted from development due to land characteristics.

Land Use Designations and Guidance for Emerging Areas

The land use map defines new development areas based on their proximity to the incorporated area, level of access to City services and other service connections, and transportation access. For these areas, the map illustrates four types of new or potential development:

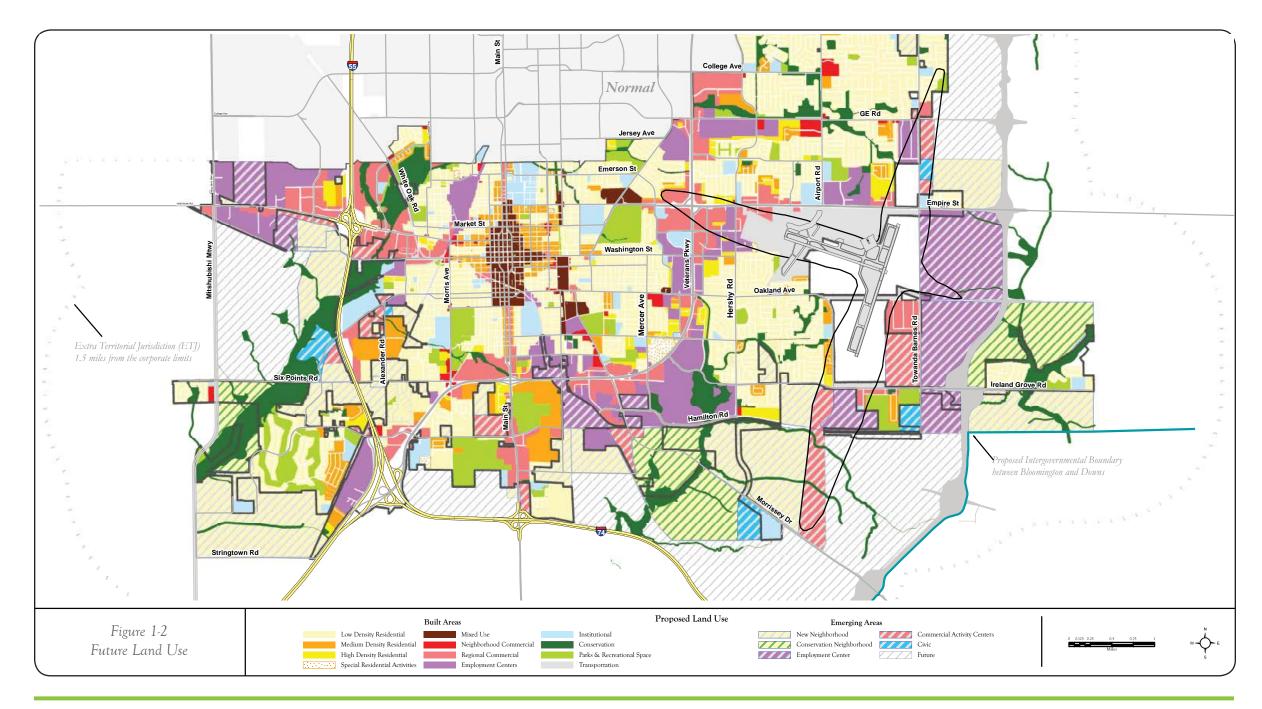
- New Neighborhoods
  - Traditional Neighborhood Development (TND)
  - Transit Oriented Development (TOD)
- Conservation Neighborhoods
- Commercial Activity Centers
- Employment Centers
- Civic
- Future Development Areas

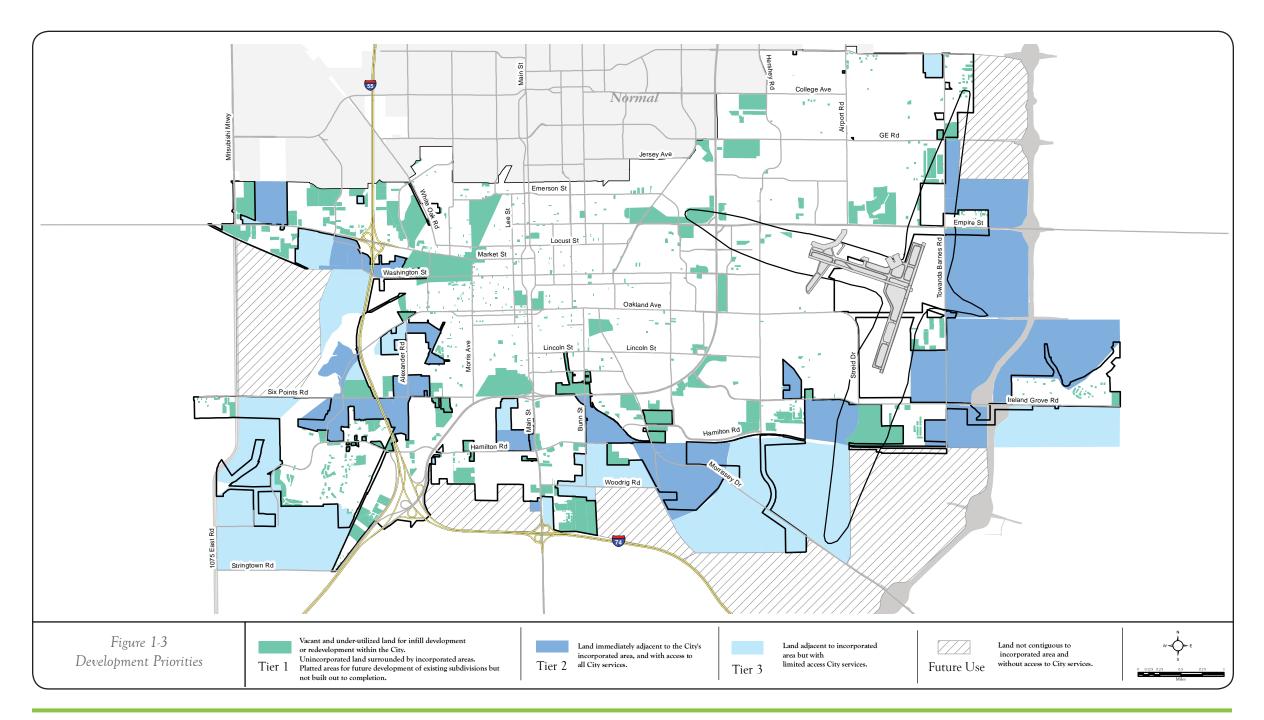
# Development Priorities

The development priorities map prioritizes development in tiers. The defined priorities consider the long-range nature of the comprehensive plan, and the extensive City resources required to seek and support appropriate new development activity. Emerging areas are

assigned a tier supporting the goals of compact development, leveraging Bloomington's investment in city services, and keeping growth contiguous to the City.

- Tier 1:Includes vacant and underutilized land for infill development or redevelopment within the City, unincorporated land surrounded by incorporated areas, and areas platted for future development of existing subdivisions but not yet built out to completion. Tier 1 totals approximately three square miles, which is roughly equivalent to the City's annexations during the period from 2000 to 2010. This area total does not include redevelopment areas designated as Tier 1, as these areas may currently be occupied. Vacant land not identified on Figure 11.3 or land that might become vacant within the incorporated limits of Bloomington also falls under Tier 1.
- Tier 2: Land immediately adjacent to the City's incorporated area, and with access to all City services. Land designated as Tier 2 totals approximately six square





- miles, similar to the amount of land annexed in Bloomington between 1990 and 2000, a period of rapid growth and development in the City.
- Tier 3: Land adjacent to incorporated area but with limited City services. Tier 3 provides approximately six additional square miles of land for development, should it be needed if growth accelerates beyond currently anticipated levels. Development in these areas would require additional infrastructure investment.
- Future Use: Land not contiguous to incorporated area and/or without access to critical City services.

# Implementation

The responsibility for the implementation of the comprehensive plan and its land use plan rests with the City of Bloomington – its administration and staff, led by the Community Development Department, the Bloomington Planning Commission and Zoning Board of Appeals, and ultimately with the Bloomington City Council.

• The policies, directives and

- tasks are designed for orderly distribution of the work of implementation. Performance metrics are recommended to establish benchmarks for implementation and to evaluate success in achieving the goals and objectives.
- An initial step in carrying out the comprehensive plan is the establishment of staff committees to review the plan elements and allocate tasks and ongoing evaluation to staff best able to carry them out.
- The Staff Committee shall undertake:
  - Designation of lead departments or agencies for the action;
  - Identification of additional partner agencies;
  - Anticipated timeline for action;
  - Metrics to measure completion, and;
  - Identification of possible funding sources for the task.
- A critical implementation task is the revamping of Bloomington codes, ordinances, regulations and policies to reflect the content of the comprehensive plan

# REGIONAL COOPERATION

The City of Bloomington and its twin city, the Town of Normal, form a vital and growing community in McLean County. To sustain these characteristics for the future, the twin cities and the region should work more collaboratively to anticipate, prepare for, and build together, instead of apart. There are many action items throughout this plan that reinforce the importance of regionalism for the long term sustainability of the community.