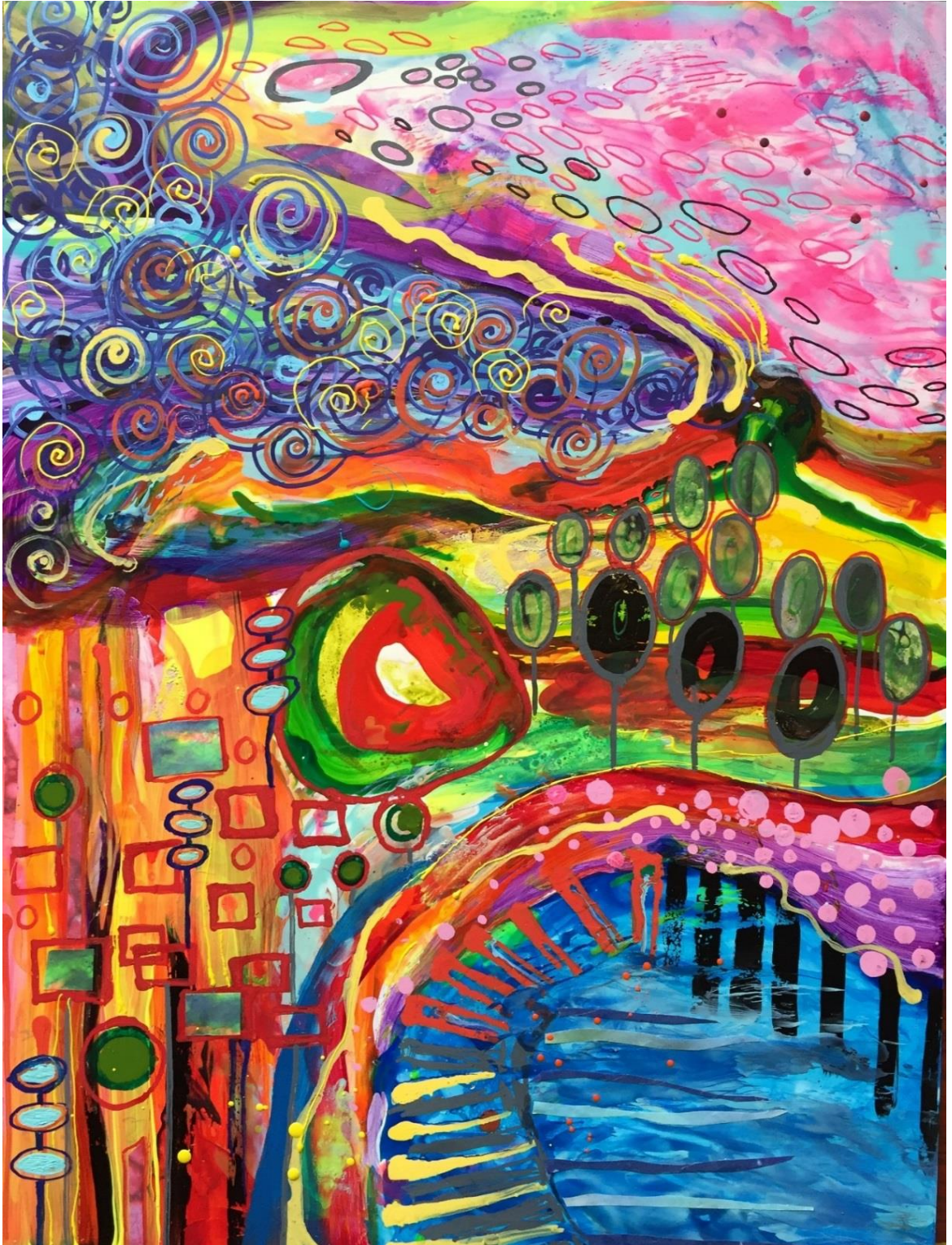# TOWN OF NORMAL 2040 VISION
NOVEMBER 2016

Natalie Wetzel, *If I Were to Paint a Landscape*. ©2016.

VISION 2040 TEAM

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Kyle Glandon	Vasudha Pinnamaraju (SME)	
Dontae Latson (Co-Chair)	Christina Schulz (Co-Chair)	

LETTER TO THE MAYOR AND NORMAL TOWN COUNCIL

November 7, 2016

The Honorable Chris Koos
Members of the Town Council
Town of Normal
Normal, Illinois

Dear Mayor Koos and Members of the Town Council,

This committee thanks you for the opportunity to develop a Vision for Town of Normal 2040 and corresponding Core Values. Since convening this effort in April, Vision Committee members have engaged in numerous, spirited discussions about the future of Normal and the surrounding community—*our* future.
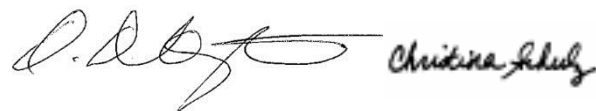
We took to heart City Manager Mark Peterson's charge: "In order to be great, you have to aspire to greatness, to plan for greatness. You don't have any chance if you don't try for it." Please find the results of our reflection, collaboration, and hopes for 2040 in this report.

We hand off this work to you with high confidence and trust in you, leaders upon whom the path toward 2040 depends. We look forward to timely, steady follow-through that lives up to the earnest and purposeful Vision that we have created.

Again, pulling from Mr. Peterson's kickoff words, "Generations today choose where to live based on quality of life before any other consideration—bear that in mind." We certainly have and trust that all of you, readers and stewards of this report, will do likewise.

Thanks, again, for this tremendous opportunity to serve this community that we love.

Best,

Dontae Latson   Christina Schulz,

Co-Chairs of the 2040 Vision Committee

Natalie Wetzel, *Where the Grass Truly is Greener.* ©2016.

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OVERVIEW

This Report

On the pages that follow, please find the following sections:

I.   Overview and introduction to the Vision 2040 development process
II. The Vision for 2040
III. Descriptions of the eight Core Values that make up Vision 2040
IV. Discussion of sustainability and technology as frameworks for the Vision
V.   Additional hand-off insights and suggestions from the Vision 2040 Committee to users of this report
VI. References and recommended resources
VII. Appendices

Our Charge

Our charge as the Town of Normal 2040 Vision Committee was to establish a big-picture vision centering on Core Values for 2040, with a "quality of place" focus, that takes into account:
- Existing conditions
- Community input
- History
- Expected changes

In addition, we were charged with anticipating how Core Values will be reflected in the following:
- Built environment
- Economic growth
- Social norms
- Environment

As indicated in our cover memo preceding this section, City Manager Mark Peterson encouraged us to think broadly and proceed with boldness and confidence.

Visioning Process

The Town's 2040 Vision process began with an invitation from Mayor Koos to twenty-five committee members—Town residents, entrepreneurs, community leaders, students, as well as members of the workforce and community at large. Our team represented a range of complementary perspectives and experiences while sharing a strong interest in the future of Normal and the surrounding community. We once again convey appreciation for Mayor Koos's vote of confidence in our abilities to build upon the existing framework of visions and plans that guide Town efforts today.

Our Vision Committee met seven times, two hours at a time, between April and October 2016. Ahead of our first meeting, Co-Chairs Dontae Latson and Christina Schulz partnered with Town Planner Mercy Davison and McLean County Regional Planning Commission Executive Director Vasudha Pinnamaraju in the development of a Participant Questionnaire and distribution to committee members. This pre-work gathered information and helped us to efficiently establish points of both common ground and tension early on in the visioning process.

With no disrespect to previous vision processes, we are certain that *ours* has been the most data-driven to date. In addition to analyzing our internal survey, Vision Committee members were armed with tremendous amounts of timely data, gathered and compiled by Vasudha Pinnamaraju and her staff at

the McLean County Regional Planning Commission. Vasudha and her team guided us through relevant demographic, economic, educational, planning, and quality-of-life statistics, trends, and themes. As a result, team members had an informed understanding of today's Town of Normal, which is worth protecting and sustaining, as well as in need of evolution and transformation.

We are equally certain that ours has been the best fed Vision Committee to date. Our two-hour meetings convened over lunchtime, and Town of Normal staff not only complemented the Regional Planning Commission's feeding of data but also literally fed us healthy meals provided locally by Uptown's very own Garlic Press Café.

Breaking bread together no doubt contributed to the most important aspect of this effort, our consensus-focused process. At every turn, we promoted dialogue and participated in collaborative drafting. Candor, honesty, integrity, humor, productive disagreement, and plenty of challenge and aspiration—these characteristics fueled our ability to articulate a vision for 2040 that we are proud of, excited about, and eager to make a reality.

A strong team of Subject Matter Experts (SMEs) stayed by our side throughout this process, providing steady oversight and support before, during, and in-between meetings throughout this process. Many thanks to:

- Mercy Davison
- Melissa Doherty O'Hara
- Rachelle Leuty
- Vasudha Pinnamaraju
- Jamal Smith

Our Vision Includes Visuals

This Vision and Core Draft report includes not just compelling text but also visual cues to enhance readers' experience of this work, which is a departure from past vision processes. We hope our selection of visuals adds quality to readers' experience and reinforces that, for us, the 2040 Vision and Core Values are inter-connected and inter-disciplinary.

Art and Photography

First, as already indicated by our choice of cover, we have incorporated local artwork and photography.

Local artist Natalie Wetzel generously donated images of paintings. We selected Natalie's work, in part, because of the bold use of colors, the energy emitting from the canvas, and the use of shapes that suggest movement—things are happening or are about to happen. This is a perfect complement to the synergy we want to inspire in envisioning life in 2040.

Photos donated by local artist Erin Jensen and the Town of Normal center around *today's* strong points in Normal which will at least influence and, at best *drive,* achievement of our proposed vision.

Children feature prominently in these photos, and that is by design. We absolutely thought about those residents who will be experiencing their growing-up years in the Town of Normal, the people whose future we want to shape for the better, and the generation who will play a vital role in leading Town life in 2040.

Icons

Icons previously featured in the *Community-Wide Sustainability Plan and 2035 Report,* precede
Core Value descriptions. Please see the following table of icons as a reminder of what each icon depicts:

	Arts and Culture		Health and Wellness
	Continuous Community Building and Learning		Human Services
	Economic Development		Resource / Carbon Management: Air
	Educational Institutions		Resource / Carbon Management: Land
	Energy in the Built Environment / Energy Generation		Resource / Carbon Management: Water
	Food System		Spirituality
	Government Planning, Public Safety, Public Services		Transportation and Mobility

Our intent is to ensure there is ongoing interplay and continuity between this document and those that
came before to address Normal's quality of life *and* quality of future.

Using this Vision Document

We expect the Town to use this Vision and corresponding Core Values to guide short- and long-term
decision-making, planning, and implementation. We also understand that this report will play a vital role
in the Regional Planning Commission's upcoming work on the Comprehensive Plan, a major planning
initiative that establishes community-wide goals for long-range planning 25 years into the future.

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THE VISION for 2040

We have a place for *you* in our vibrant, prosperous, and connected community.

We aspire to go above and beyond Normal in:

1. **Engagement.** Ours is a resourceful and collaborative community that fuels civic engagement and inspires meaningful and generous contributions from residents of all walks of life.

2. **Economy.** Ours is an innovative and diverse economy in 2040 that has grown from what it was in 2016.

3. **Spaces.** Ours is an inter-related community visible through safe and accessible spaces that people love.

4. **Social equity.** Ours is a compassionate community that strives for social consciousness, responsiveness, and justice.

5. **Multiculturalism.** Ours is an inclusive and welcoming community that celebrates our unique and diverse backgrounds, identities, cultures, and talents.

6. **Lifelong learning.** Ours is an engaged and inquisitive community that encourages growth and supports lifelong learning.

7. **Creativity.** Ours is a creative community that promotes art and artists as an essential infrastructure and values art as a powerful process for bringing people—and ideas—together.

8. **Well-being.** Ours is an equitable health and wellness system, ensuring the healthy choice is the easy choice.

CORE VALUE DESCRIPTIONS

Core Value 1: Engagement

Ours is a resourceful and collaborative community that fuels civic engagement and inspires meaningful and generous contributions from residents of all walks of life.

A resourceful community is adaptable, creative, scrappy. It plans ahead (well), and it also deals with adversity in effective ways. "Resourceful" also means allowing the available resources to get involved, as well as valuing organic processes and innovation to solve problems.

Central to a value of engagement is consciously putting big ideas out there for residents and community members to work on, trusting that the outcomes will be appropriate even if different than what was initially expected. The motto to describe this is "Right people, right project, right process. Let the people deliver!"

As described here, "resourceful" goes with collaboration and inclusivity. We want this to be our culture, our community DNA. We want to be consciously aware of—and then maximize—community maturity by using committees and collaboration to guide the present and future of Normal, as well as the surrounding community. We want to clearly demonstrate that we share a value of doing what is right.

The Town of Normal's transformation toward being resourceful and engagement-centered has been progressing for some time now. We are struck by the legacy of such leaders as Chris Koos and Carol Reitan. Mayor Koos, for example, and the Town of Normal staff in seat today, have lead the community toward public-private partnerships, which we think should mark future processes. To complete the in-progress transformation so that resourceful engagement is not just an important characteristic but an engrained *habit,* to solidify this as part of our community culture by 2040, is our recommendation.

So, what will it look like in practice?

- Our maxim will be, "After hitting a roadblock, we'll find a way!" When things don't work in the traditional sense, we will adapt instead of trying the same thing again. We'll take stock of our strengths and leverage them. We'll take stock of our challenges and overcome them.

- We will rely on a strong mix of community partnerships to create contiguous, long-term planning that builds positive impact without over-stretching infrastructure. We are getting good at this now, and it is important for the Town of Normal to value this as a hallmark of our community's way-of-being.

- We are defined by who we are *collectively*.The generous contributions residents and community members will provide include talent, time, participation, questions, productive disagreements, and volunteering. These are and will be the cultural-defining characteristics of the people who are here.

- Our Town leadership will view its work as being a partnership with residents and the community. The interactions will be faced with a can-do attitude and with trust that the right things can be done with the people who are right here, regardless if it it's a large or small endeavor, simple or complex, straightforward or fraught.

Photos courtesy of Town of Normal.

Core Value 2: Economy

Ours will be an innovative and diverse economy in 2040 that has grown from what it was in 2016.

The world economy is changing at an unprecedented rate. The forces of globalization and technological progress are altering the way that people all over the planet make a living. Communities are understandably anxious about the ways in which these changes disrupt local economies and residents' lives. The alternatives appear to be (1) riding this wave of change to drive rapid economic growth, while trying to compensate for its negative effects on the existing economy, or (2) suffering a slow decline and economic stagnation. Not surprisingly, many communities are choosing the former, and the Town of Normal should be no exception. Much of this new growth comes from the "knowledge-based economy," a term that recognizes the role of knowledge and technology in economic growth. Future growth will depend on whether we can unlock real value in the knowledge economy without leaving people behind. This will require:

- **Talented people and strong development paths:** Up-to-date education paths; educational and business partnerships; technology transfer support; online education—these are the bases of organic economic growth and the ability to attract investment from outside our community. These are also the principles by which meaningful employment is created for all sectors of the workforce, including those held by people with little or no post-secondary education.

- **Support and development resources**: Social and economic tools such as entrepreneurial support services, access to capital, expertise networks, government resources, academic opportunities, social supports, quality of life services, community events, etc.

See also Core Value 5: Multiculturalism

See also Core Value 8: Well-Being

See also Supporting Framework: Technology

- **Connectivity**: Community investment in high-speed infrastructure, connecting us to each other and to the rest of the world.

- **Quality of place:** Action from government, business, and community members leading to a high quality of place that encourages residents to be themselves and flourish.

In 2040:

- Normal will have an innovation district with its center in Uptown Normal and an anchor point at Illinois State University. It will be rich with access to investment capital, mentorship, as well as vibrant startup culture events and Science, Technology, Engineering, Art, and Math (STEAM) education with a focus on practicality and commercialization. This innovation district will be dense with people and ideas, supportive of a mix of uses, easily accessible by bus, bike, or foot, technologically wired, and nurturing of collaboration and knowledge-sharing. In addition, Illinois State University's financial position in our state will remain strong, giving us a competitive advantage over many other communities in Illinois.

- Local residents and institutions will support local businesses, thus maximizing the amount of money and talent that recirculate throughout our local economy.

- The tools for a growing entrepreneurial culture (entrepreneurial ecosystem) and supporting local businesses will be in place.

- Our leading-edge technology infrastructure will be ready to support new innovations, such as driverless cars.

- Basic, free WIFI will be available to everyone, with additional tiers of service available depending on users' needs (basic video streaming, gaming, connected homes, health and wellness, etc.). This connectivity will support STEAM-related innovation as a key economic development driver.

Photo courtesy of Town of Normal.

- Employer policies and practices will reflect a balance between employee and organizational productivity and well-being, including such issues as maternity/paternity leave; paid sick leave; caregiving leave, to name a few. This will include public and private sectors alike and all employment levels and pay grades.

- Our location between Chicago and St. Louis, with highway and high-speed rail connections, will give us a competitive advantage in attracting and retaining businesses, and their employees, that want access to those cities' large markets, transportation hubs, and cultural amenities. On the other hand, improved digital connectivity will make it possible for a company started and grown in Normal to provide services to users and clients from around the world, without relocating to a larger metropolitan area.

Alongside trends toward a knowledge economy, there is a new emphasis on quality of place among all age groups within the workforce. And not just limited to quality of place; preferences in type/nature of workspace are emerging as priorities markedly different than those of previous generations. Workers today place a high value on local food, arts and culture, local businesses, environmental sustainability, and more. They move to where they want to live and then try to find work, rather than making moving decisions solely based on the availability of jobs. Businesses, for their part, are trying to capture the next generation of talent—so the preferences of Millennials and their successors, Gen Z, are actually key economic drivers.

In order to maintain its desirability to businesses and their employees, Normal 2040 will:

- Aspire to be a leader relative to use of local food as a community asset. In almost every Top 10 "best places" list – best place to retire, best place to open a business, best place to raise a family – we find local food as an asset. Normal should be no different, especially since we are situated in the most agriculturally promising part of the world—the soil, weather, transportation network, and the eaters(!).

- Capitalize on the parallel trend of creating and supporting a regional food system in which farmers grow crops for direct human consumption. These crops can reap higher profits for farmers, who can then attract and retain the next generation of farmers and strengthen the rural communities that surround Normal. The more local farm dollars stay in the region, the greater the impact on the local economy and local culture. Significant momentum is already underway, with exciting collaborations among farmers, researchers, bakers, and retail outlets across the Midwest. By 2040, Normal could be a global leader in local food production, preparation, and consumption. Bon appetit!

- Recognize the economic value of arts and culture. A thriving ecosystem of artistic and cultural amenities will help Normal attract and retain artists and boost our economy through local spending and tourism.

Core Value 3: Spaces

Ours is an inter-related community visible through safe and accessible spaces that people love.

In this 21st century we are dominated by digital technologies that increasingly are driving us farther from physical and social interactions. We are also inundated by negative media messages about how dangerous the world is. So now more than ever before, it is important for communities to provide safe, accessible, and welcoming spaces that foster social interaction. These spaces should balance the tension between our built and natural environments, as well as between our digital and non-digital existence.

Openness, accessibility, and safety are the keystones of almost all public spaces. After all, they are owned by the people. It's not just the parks and libraries; public spaces are also streets, sidewalks, trails, city halls, police stations, water bodies, and greenways. Under this definition nearly half of Normal is public space. Many of our public spaces were designed and built for a single use. Now and into the future, public spaces need to do more. Every space is precious, and every space needs to be used in a way that makes Normal an extraordinary place to be.

While creating the right kinds of spaces, we also need to ensure that they are safe and accessible, two fairly clinical terms. Safety is the absence of harm, and accessibility is the physical ability to get to and/or into a location. But to be *meaningful* to people, safety and accessibility require *comfort.* For example, if defined as zero incidents of harm, "safe" can mean gated communities and omnipresent surveillance. Accessibility can be achieved with ramps and elevators. Comfort, on the other hand, requires more.

A comfortable, safe, and accessible environment – whether at home, in the neighborhood, or in a public space – is one that proactively welcomes all people. Rich and poor. White and non-white. Straight and LGBTQIA. Student and non-student. English speaking and non-English speaking. When everyone feels like a visible and accounted-for resident of our community, we will all be safer and more secure.

See also Core Value 1: Engagement

See also Core Value 4: Social Equity

See also Core Value 5: Multiculturalism

See also Core Value 8: Well-Being

On a related note, safe and accessible places don't mean anything for people who can't get there. Normal 2040 must provide and promote a transportation system that can comfortably be used in all seasons by transit riders, bicyclists, pedestrians, those with mobility-assistive devices, as well as those who are visually, hearing, or cognitively impaired.

By 2040:

- Our public spaces will be multi-functional and enhance our sense of community. The "hum" of people crossing paths will feel safe in their movements and activities, not minding the mix of car/pedestrian/bike/other traffic.

- We will have a mix of indoor and outdoor spaces to accommodate diverse uses and users. Our public spaces will become meeting places and venues to support a culturally rich community.

- Life will be witnessed on our streets and parking lots. Streets will be blocked off for children to play and neighbors to gather. Food trucks, music, informational tables/resources will all be reasons to celebrate in the streets. Our parking lots will become market spaces during the weekend.

- Our sidewalks will be wide, safe, stylish, and accommodating with benches, outdoor cafes, and public art.

- The design elements of our public spaces will be bold and engage all our senses and intellect. They will be unique in how they respond to our local context. They will feel safe, be well maintained, and have unobstructed views that prevent isolated and hidden spaces. They will be highly productive and healthful environments–both ecologically restorative and educational.

- Well-maintained, interconnected sidewalks and trails, including additional underpasses to cross Veterans Parkway and potential lighting on key areas of the Constitution Trail, will encourage people to visit and explore Normal.

- Education on how to take advantage of sustainable modes of transportation and on how to operate a personal vehicle around people using those modes

- Constant evaluation of the transportation system's safety and usage

- Community engagement opportunities, such as bicycle safety events and trail ambassador programs

- Support for programs that improve access to sustainable transportation, whether through bicycle giveaways, bicycle maintenance programs, bike- and ride-sharing, walking groups, or universal bus passes

- Strong consideration of access to sustainable transportation anytime a new public facility or major institution is planned and constructed

- Driverless cars and infrastructure required to support them

- High-speed rail connecting Normal to bigger cities, so people can commute to other cities but live in Normal (or vice versa)

- Our built environments will have proactively achieved accessibility for the growing population with specific accessibility needs, including adults with cognitive impairment, the aging population, and non-English speakers.

- Neighborhoods will have well-maintained structures, quality open spaces, safe walking routes to schools, and other important destinations. When neighborhoods struggle, the community will step in to help.

Erin Jensen, *Urban Oasis* and *Field Trip.* ©

Core Value 4: Social Equity

Ours is a compassionate community that strives for social consciousness, responsiveness, and justice.

A community full of wonderful amenities means nothing to a resident who does not feel like he or she belongs here, who merely feels tolerated as opposed to valued. We deem it a critical responsibility of the Town to make all citizens feel invested in this community and to ensure all citizens have the opportunity to contribute to the greater good. Our end goal is to build generations-lasting trust. This requires a commitment to fostering positive attitudes toward justice and fairness within all community groups and demographics that make up the population of Normal in 2040.

Our success as a community will be reflected not only in terms our economic development, as indicated in Core Value 2, but also in terms of compassion and social justice. We recommend measuring those successes in terms of how well the most disadvantaged and oppressed person in our community is doing.

In the words of Goethe, "Knowing is not enough; we must apply. Willing is not enough; we must do." By 2040, we will have the following in place to ensure compassionate and just responses to all:

- **Democratic principles that are transparent and representative of our entire community**
  - o Expand the electorate by making voting more accessible.
  - o Find ways for non-citizens to participate more fully in local governance.
  - o Run Town processes as truly representative bodies in which community members and groups are trusted to make policies that benefit everyone.
  - o Ensure that everyday people feel safe and welcome to participate in policy-making and the creation of the Town budget.
  - o Adapt approaches/methods of engagement to ensure all residents contribute to community decision-making in meaningful ways.

- **Just-prosperity principles that prohibit taking advantage of anyone**
  - o Establish a fair local minimum wage. Set a sustainable prevailing wage for all city contracts, and uphold protections for worker compensation through enforcement of local ordinances.
  - o Re-evaluate just employment practices internally to ensure that they apply to contractual agreements with vendors, as well as recipients of tax abatements and other incentive packages.
  - o Establish quotas for hiring within communities most impacted by un(der)employment and benchmarks to evaluate the threshold of pay disparity.

- **Values-informed regulation of business practices and community investments**
  - o Needs of residents, such as accessibility to food as an example, will be taken into account when adopting plans to grow and develop businesses or commercial entities.
  - o Vulnerabilities of residents will be considered, such as potential for being taken advantage of by predatory products like pay-day and auto-title lenders in lower socio-economic neighborhoods.

- **Proactive and preventive mindset toward Normal's criminal justice system**
  - Model a system of community policing that is the envy of our region, if not the country at large as defined by the communities themselves.
  - Incentivize and recognize police officers who establish relationships within the communities they serve.
  - Empower and recognize community members who form meaningful relationships with law enforcement and take part in collaborative decision-making.
  - Focus on issues most pressing as defined by *shared issues* among Town government, law enforcement, and residents alike.
  - Engage residents' experience about where they live.
  - Add to the already noteworthy number of awards and high ratings that the Normal Police Department earned from the Commission on Accreditation for Law Enforcement Agencies.

- **Reconciliation and rehabilitation as a compassionate response following punishment and incarceration**
  - Remove criminal history questions during application processes, and limit background checks to include only offenses relevant to the position.
  - Provide supportive resources and create programs, such as community service and debt amnesty from fines and fees, which allow people to move beyond their infractions and establish a clean record.

Strong relationships and a feeling of connection between residents will be the foundation of a safe, accessible, and comfortable community. This will require ongoing efforts from all sectors, including the police, faith-based groups, neighborhood associations, public institutions, and nonprofit organizations. When we succeed in these efforts, we will achieve equity within our most critical public institutions, including the justice and education systems.

Core Value 5: Multiculturalism

Ours is an inclusive and welcoming community that celebrates our unique and diverse backgrounds, identities, cultures, and talents.

An increasingly multicultural Normal in 2040 will thrive based on a strong commitment to cultural awareness, not in an obligatory or begrudging way, but in a deeply appreciative way. Cultural awareness requires an appreciation of history, traditions, values, priorities, language, food, and expression. It is understanding why we have cultural beliefs, perceptions, and values, which leads to the foundation of an inclusive community. It sparks an appreciation for multiple cultures living in one community. It requires active learning and outreach to new groups, so we may understand and respect each other. Awareness also reduces misunderstandings, prevents cultural appropriation, and promotes interdependence among cultural groups.

We will position "a new Normal," whereby people's backgrounds and traditions are made visible and accessible to community leaders and fellow residents. Instead of limiting cultural identity and affiliation to defining our background, we expand the value of cultural awareness to both inform who we are and how we engage with one another in our workplaces and shared public spaces, real or virtual. By 2040:

- We will have reliable cues, visually and tactically, to demonstrate that we welcome, and make good use of, diversity relative to cultures and lifestyles.

- We will seek participation from representatives of multiple cultural backgrounds when recruiting for committees, focus groups, etc.

- Decisions about what special events, festivals, and/or days to mark on the community calendar will take into account what is significant across multiple cultural traditions.

- Publication and/or distribution of communication will be intentionally aimed to reach as many people from across as many cultural communities as we have in our 2040 Town of Normal make-up.

Photo courtesy of Town of Normal.

- We will recognize the value of mixed-age, -race, -income neighborhoods. Residents will live in the neighborhood of their choice, regardless of their income; we will be a multi-generational community that will provide a full range of options to residents of all ages and abilities to lead a quality life. Our community will continue to increase its attractiveness for young adults by providing urban lifestyle options.

- Residents of our community will have the opportunity to thrive and be part of a growing economy regardless of their race, gender, religion, sexual orientation, or physical ability. We will see economic development as an inclusive effort with diverse strategies designed to bring prosperity to all segments of the population.

Essentially in 2040, cultures and lifestyles will be integrated, reflecting attentive and conscientious mindfulness of others' talents and abilities, which are undoubtedly impacted by cultural identity.

Core Value 6: Lifelong Learning

Ours is an engaged and inquisitive community that encourages growth and supports lifelong learning.

Energy, passion, youthful optimism, the wisdom of age. These are the hallmarks of a university community and are part and parcel of lifelong learning. Informal or formal, intended or unintended, lifelong learning can take place anywhere at any time. It is ongoing, deliberate, and voluntary.

Normal 2040 will embrace lifelong learning and will continue to be defined by:

See also Core Value 1: Engagement

- An openness to, often a passion for, new and different ideas, thoughts, perspectives, and experiences;

- A willingness and ability to reflect, reconsider, and change one's mind and actions when new information calls for it;

- An ongoing commitment to curiosity and experimentation in a variety of settings: home, work, civic, and intellectual;

- Dedication to using new knowledge to fuel change or decision-making, to be adaptable and flexible;

- A belief in the open sharing of ideas among all community members and the Town and neighboring communities;

- The commitment to using knowledge for personal, social, economic, civic, and social benefit;

- An attentiveness to the success of all children in our schools, ensuring that all children are hitting important educational milestones;

- Free community college education for all;

- An expectation and acceptance that returning to an educational resource for retraining is part of the natural evolution of an individual within the workforce over many years and decades.

Our practices in encouraging and supporting a Town culture of learning (and re-learning) will "not only develop individuals to become responsible to themselves and their communities, but understand and involve actively at all levels of their societies" (Laal, 2011).

Erin Jensen, *Heartland.* ©2016.

Core Value 7: Creativity

Ours is a creative community that promotes art and artists as an essential infrastructure as well as values art as a powerful process for bringing people—and ideas—together.

Art is subjective; in your face; so subtle as to be invisible; pervasive; consistently evoking uniquely personal reactions; discovered in unexpected places; prominent in expected places; ephemeral; monumental; ornamental; functional; sonic; visual; tactile; dynamic; static; interactive; communal; shared; experienced; absorbed; necessary.

Art is a painting, a sculpture, a song, a meal, a technology, a business. Art is the core of culture. Many of the ideas and concepts that we know about ancient cultures is only possible due to the art they produced in their time. The art that we create in Normal now is what the people of the future will know about us.

How will art BE in 2040?

- Art will be infrastructure as vital to the community as roads and utilities.

- The area's various museums, galleries, and performance centers will collaboratively educate community members and provide artists and amateurs alike opportunities to create, perform, and display.

- While understanding that art has infinite means of expression (visual, sonic, static, interactive, tactile, ornamental, functional), art will be strategically integrated into the community's public spaces and encouraged in the community's private spaces.

- Building on such ideas as Make Music Normal, opportunities to communally create, observe, and appreciate art in practically all media will become traditions, occurring throughout each year.

- Strong, visible, and ongoing support of local artists and musicians will make the community known for its varied public installations and murals, both permanent and changing, and a destination for entertainment seekers of all kinds.

- Our community will provide a blank canvas for the expression of local art. The opportunity to create and enjoy art will be available to all.

- Art will help mend the divide between the community's East and West sides by providing each with perspective about the other.

Photos courtesy of Town of Normal.

Core Value 8: Well-Being

Ours is an equitable health and wellness system, ensuring the healthy choice is the easy choice.

State and federal health policies have a dominant influence on the health and wellness of any community. Health care providers can better afford to practice in areas where a critical mass of people are entitled to insurance through their work, former employment (Medicare), or private purchase of an insurance plan. Current policy now lends lesser physical access to health care for people insured through means-tested government insurance (Medicaid). This limits access to prevention and timely response to health needs, and it increases demand for the community's costly emergency room care. Much of this is beyond the control of local communities; however, if our community can create healthier systems, people will require fewer of these scarce and difficult-to-access health services. In this way, we can move closer to health equity that is proactive in nature, offsetting traditional and systemic barriers.

Fortunately, health and wellness are also influenced by the places in which people live, learn, work, and play, most of which is under local control. There are a few stand-out communities around the world – called "Blue Zones" – where many people live healthy active lives well into their 90s and beyond. Researchers who have studied these communities have determined that the health and wellness of these communities were not due to advances in medicine but related to the simple things in life such as active living, a good outlook, healthy eating, and social connection. These communities inspire hope. They are proof that living long and living well are within all of our reach.

Mental health should also be a critical component of overall health and wellness discussion. With programs like the McLean County Drug and Recovery Court and county-wide behavioral health initiatives funded by a quarter-cent sales tax increase in 2015, our community has taken great strides in addressing severe mental health issues. However, we have a long way to go, particularly in addressing the "low-grade fever" types of mental health issues facing an overwhelming percentage of our population, whether experienced as anxiety, depression, loneliness, or helplessness.

Given that health and wellness is the most basic human need, it is critical for us to make the healthy choice an easy choice for all people, not just the select few who can pay for it. This is particularly urgent in McLean County, where the percentage of individuals considered overweight or obese surpasses both the state and national averages.

Ways in which our community will become a much healthier place by 2040:

- We will consider health in all policies.

- We will look to grow the economy and workforce around healthcare in order to support populations that live longer—with longer quality-of-life benefits—than the average life expectancy of 2016.

- The physical landscape of our community (housing, schools, jobs, parks, and commercial and public services) will support healthy options.

  o A variety of land uses, building types, and public spaces located in close proximity, along with a well-maintained, extensive network of sidewalks, trails, and bike lanes, will allow people to run errands, go shopping, or grab lunch on foot or by bike.

  o Our parks will be safe, accessible, well maintained, and equitably distributed throughout the

community. Our green spaces will provide rest, relaxation, and outdoor recreation, contributing to good mental health and a healthy lifestyle.

Photo courtesy of Town of Normal.

o   We will continue to use the Constitution Trail as an artery to business, recreation, and general destinations. This will create benefits for businesses and personal health and wellness.

o   Our food system will make nutritious foods affordable, readily available, and easily accessible, and no one will face the "food security" issue of wondering when the next healthful meal will be on the table.

o   Our community will have a robust local farm-to-table chain in which small farmers thrive and consumers have good local options. This will require land use policies that encourage and support the production and consumption of local foods, in part by capitalizing on our region's natural assets (soil, weather, transportation infrastructure) and the current momentum toward a stronger regional local food system.

o   Healthy food retail outlets, including farmers' markets and grocery stores, will be distributed equitably throughout our community.

o   Our schools will instill healthy eating habits from a young age by making the school lunch options healthy.

o   Unhealthy options will be less available, especially for vulnerable populations, such as children.

- Our health clinics providing routine preventive medical care and urgent and emergency care services will be accessible by safe and reliable transportation options.

- We will continue to work toward cleaner air (both indoor and outdoor) and to maintain our high-quality water system.

- We will ensure that mental health services are equitably distributed and economically accessible to all those in need.

    o   We will conduct periodic assessments of the mental health services offered within the community.

    o   Our integrated behavioral health services initiative will better determine when mental health services can better suffice than jail time.

Photo courtesy of Town of Normal.

SUPPORTING FRAMEWORKS

What is a Supporting Framework?

Town of Normal Vision 2040 Committee members identify two principles that cannot be separated from any of the eight proposed Core Values: Sustainability and Technology. By calling these "frameworks," our team has opted to position both as indivisible from any action that will take us to the Town we envision in the future.

Sustainability

"Sustainability" used to be a niche topic, like the Sports section or the special Sunday insert in the local paper. Today, we realize that sustainability permeates every aspect of daily life.

Erin Jensen, *Food Forest Harvest.* ©2016.

We've moved beyond the "big three" environmental topics of air, water, and land, and now we talk about the sustainability of our meals, our travel choices, our home energy usage, our cleaning products, our bedsheets, our water bottles. And we've better addressed the social justice issues in the sustainability movement – it's not just about saving polar bears in remote locations; it's about addressing pervasive poverty, lack of access to education, women's rights, and more.

So in short, sustainability is *everything*.

But what does it *mean*? The commonly accepted definition states that the way in which we currently live should leave adequate resources for future generations. A fine concept, but more than a concept. Sustainability can—and must—inform all aspects of planning for the future, for 2040, as follows:

- Sustainability is greater than the ability to perpetuate a line of decision making without depleting our resources. We should be focused on making decisions, creating policies, and building communities in a way that is ecologically restorative.

- Sustainability is the act of evaluating all costs of our actions and taking the time to identify hidden costs affecting our local, regional, and global environment.

- Sustainability goes beyond dictating requirements for water, energy, and material use. We should be looking at beauty, healthful environments and creating places that we love.

- Sustainability is a zero sum system – no waste, all inputs are 100% utilized. Think in terms of a cradle-to-cradle cycle rather than a cradle-to-grave linear progression.

- Sustainability requires resource equity for all ... healthy food, water, medical care, power, information, and much more.

- Sustainability demands a re-examination of current subsidies – the ways in which public dollars are spent to perpetuate systems that are environmentally detrimental and contrary to human health. We need to clearly identify the true costs of these systems – air pollution, habitat degradation, climate change – to demonstrate that we are making significant investments in systems that create significant negative impacts.

Sustainability is our greatest modern challenge. With the impacts of climate change more visible every day – whether in the form of extreme storm events, water shortages, or devastating wildfires— sustainability requires us to act NOW. In 2010, the Town Council adopted the *Community-Wide*

Sustainability Plan and 2035 Report, which included a great number of specific environmental challenges and opportunities along with a list of "Quick Starts." Much progress has been made on that plan, and its recommendations remain just as relevant today.

Fortunately, working toward sustainability can be a hopeful and joyful journey. It requires thinking of our fellow human, our fellow non-human critters, and our big rock of a planet. We have all the tools we need – in our heads and in our hearts – to work toward a world in which less is more. Less material wealth, more spiritual well-being. Less junk food, more healthy bodies. Less time in traffic, more time casually pedaling down the Constitution Trail.

Consider the preceding pages. Note that we wrote all Core Values and descriptive summaries with the intention that sustainability will be at the center. Our path toward the future must be carved in inter-connected decisions that promote and reflect this principle at every turn.

Natalie Wetzel,
A New Horizon. ©2016.

Technology

2016 is starkly different from 24 years ago, 1992—the same way that life 24 years from now, in 2040, will no doubt greatly contrast with life today. From a technology perspective, especially, the late 20th century and early 21st century are completely different worlds. What were vague concepts in the 1990s, such as the Internet and smartphones, are mainstream applications and tools today. The only thing that is constant about technology is innovation and change. So just like our experience between 1992 and 2016, the vague technological concepts of today will be mainstream by 2040. Beam us up, Scotty!

Technology will significantly change our way of being – our quality of life, commerce, learning, social interaction, and more. And as has been the case previously, technological advances will not happen automatically on our way to 2040. We must plan for and be prepared for them.

We will need an infrastructure that can keep up with consumer demand on the front end and security needs on the back end. That necessitates asking many questions, such as:

- Which areas will be further developed from a land use perspective? Will existing subdivisions needs to be rebuilt?

- What kind of connectivity will be needed and available? What types of data speeds?

- How much competition will exist between providers? How do we accommodate multiple providers?

- What types of "services" are required to support this type of network and what types of businesses will spring up to bridge the gap? Will people be working from home more?

- How will new technology change our education system?

- How will we ensure basic privacy when there are sensors and cameras everywhere?

- How will we ensure that technological progress benefits everyone, not just a select few?

Our committee in 2016 envisions that Town of Normal will ask these questions and be prepared for these transformational changes on its way to 2040. This is not a choice. It must happen if we are to stay relevant and competitive in this 21st century economy. Because of the ways we have chosen to weave technology into all aspects of present-day life, our Vision 2040 Committee no longer felt comfortable stove-piping this issue as a stand-alone value. It is not a value. It is a framework, something upon which we build, to which we connect, through which we extend.

Our Core Values and corresponding descriptions will require anticipatory thinking about the role technology will play in achieving our desired vision. Once again, we point to the above-listed questions to guide consistent focus on technology as a catalyst, as a tool, in fulfilling the potential we have to create the 2040 we want.

…That said, we could not but help make a few predictions about future technology, which we share for consideration (and as an artifact of how 2016-ers were able to anticipate the future). We predict that in 2040, because of or thanks to technology:

- It will be all about connectivity and seamless integration.

- Clothes will have sensors to keep you hot/cold by determining your body temperature.

- Doctors will have the ability to remotely monitor health based on your vital signs, which will be continuously transmitted over WIFI.

- Driverless cars will roll down our streets.

- Most houses will have a 3-D printer churning out day-to-day things like toothbrushes and cereal bowls; drones and robots delivering products to your doorstep will be a common sight.

- Your fully connected house will determine the cheapest time to do laundry based on the utilities' continuously changing real-time pricing.

- Robots will iron and fold your laundry, take pre-cooked food from the fridge and put it in the oven and have it ready by the time you get home.

- Smart sensors all over the house that will make your house run more efficiently – from keyless entry using biometrics and interior décor that changes as easily as the background on your laptop, to moveable walls that permit you to change the shape of your rooms for parties.

How reliable will these predictions be? Some of these innovations will probably arrive in some form in just the next few years, and some may never arrive at all.

In any case, it is not probable but certain that the technological landscape will include a mix of the familiar and the utterly alien to a 2016 Town of Normal resident.

FINAL REMARKS ABOUT TOWN OF NORMAL TODAY

Although our charge focused on *tomorrow's* Normal, we could not help but articulate numerous observations and insights about *today*. We offer the following as additional relevant information to hand off to Mayor Koos and the Town Council, which we believe will underscore the sense of optimistic urgency we feel about enacting our recommended 2040 Vision.

Strengths to Build Upon (Our "Likes")

Town of Normal 2040 Vision Committee members noted the following as common affirmations about this place, which was corroborated by input we solicited from within our personal networks as part of our participative process.

1. Normal is a bright spot of not only Illinois but also the Midwest.

2. Quality of the people who live here—one of the best places to raise a family, to grow up.

3. Small-town feel with more metropolitan amenities.

4. The sense of community here today is worth preserving, the sense that we are a part of something special.

5. The rapid changes of the past 10 years have been exciting—"This place is great" and "Interesting things happen here."

6. Uptown Normal.

7. ISU and the Town cooperating.

8. Constitution Trail

9. WGLT

10. Green Top Grocery

11. Not In Our Town

12. Gardening

13. Food Forest

14. Green. Electric car city.

15. Entrepreneurial and pro-business. The DIY/start-up/disruption attitude—emerging.

16. Educated populace and high-bar thinking

17. Service-oriented and invests in community.

18. Walkable/accessible. Can bike so many places.

19. Affordable

20. Safe

See also Appendix B: Replication of Job Tool "Core Values Drafting Process: Reviewing Initial Brainstorms" from May 2016. In this document, we summarize more responses related to our "likes."

Gaps to Close

1. Stakeholders attached to this Vision.
   - Early in the process of creating the 2040 Vision Plan, our Vision Committee realized and discussed at length the fact that we did not have representation from the most challenged and often marginalized segments of society. For example, our Committee hailed from middle and upper-middle socio-economic levels, leaving us to guess what lower-income residents would envision in the future. Minority and marginalized communities were likewise under-represented, if not entirely absent, from our team, including members of the LGBTQIA community, undocumented individuals, and citizens returning to the community after incarceration.

   - We would like the Town to please close this gap in stakeholder attachment to the 2040 Vision, Core Values, and descriptions. We are concerned that the goals of the Vision Plan may be difficult to relate to for the very co-residents whose visibility and security within our community we intend to bolster. Today, many basic human needs among minority groups are not being met right here in Normal and our surrounding community. More action is needed than what our committee could accomplish through our charge. To effectively position under-represented community members for improvement, they must have representation as readers of and contributors to this Vision--ideally, with the same optimism that we enjoyed.

   - We also feel strongly that the first step in engaging the under-represented is to make their voices welcome, to make them feel safe, warmly invited, to lend their voices.

2. Community needs for dialogue and acknowledgement of injustice, discrimination, and racism—beyond the scope of this visioning process.

   - At the time of drafting the 2040 Vision and Core Values, our country had already been 2+ years deep into passionate discussions about incidents in which African American people have been shot, killed, and treated with excessive force while in the care of police officers; and in which police officers have been shot and killed by anti-police individuals, as well as protested against. In this national context, the Black Lives Matter gained national prominence, and long-held assumptions of "It can't happen here" were put into question.

   - Through our work in articulating Core Values, especially social equity, 2040 Vision Committee members acknowledged a tension *here*, the need to build more trust between the police and certain populations for the benefit of our entire population. Most notably, we urge community policing and relationship-building to proceed with emphasis on university students, low-income residents, and minorities. We recommend cross-referencing our work here against Chapter 2.1 of the *Community Snapshot and Outreach Report* completed in 2015.

   - We acknowledge that it is difficult to reconcile facts that appear to be at odds with one another—a community police department recognized by a third party to be hard-working and fair has work to do in fairness and justice. The school systems that so many residents acclaim as contributing to the positive family-friendly culture of Bloomington-Normal are also struggling with perceptions of treating minority students differently, particularly in terms of discipline and suspension. Both of these realities exist within our most trusted local institutions, and our value of engagement will no doubt provide the most promising way forward.

3. Activating the middle as change agents—a departure from the norm

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- Our Town of Normal 2040 Vision Committee predicts that without an engaged, groundswell of support from the middle, we will be unable to see this vision document become a reality. The Town has had engaged policy-makers at the helm before, as well as momentous support from well-positioned community leaders and thought-leaders. But we see implementation differently this time around and think an as yet unsolicited body of residents will need to be activated. We want the change to be *actual*, not just conceptual.

4. Systemic contributors to employed-but-under-earning and/or under-employment

- There are many people who are under-employed due to lack of skills and/or a lack of available jobs that match existing skills. And an increasing number of people have jobs that barely pay enough to cover the basic costs of living. In addition, many of these jobs provide little to no sick leave, health insurance, vacation benefits, or work-life flexibility. For these people, it does not take much to put them over the edge financially.

- In addition, the number of cognitively impaired adults continues to rise. The availability of meaningful work for this population is not keeping up with the demand, and the result is a growing strain on their families and the communities that provide support.

- The Vision 2040 Committee would like the Town to be aware of how concerned we continue to be about these issues and how we are not satisfied that, as written, Core Value #2 is sufficient to address such a broad and barrier-laden issue.

QUICK STARTS

The following are offered for consideration as easy to start on the way to 2040. Some of these come right out of Core Value descriptions. Others are fresh ideas about how to leverage readily available opportunities in Normal today.

1. Core Value 1: Engagement

   ❑ Know that Vision 2040 Committee members look forward to supporting the implementation of this vision – you can count on our continued engagement.

   ❑ Engage community residents through such events as bicycle safety and Constitution Trail Ambassador programs.

   ❑ Animate this vision, create an online video, and bring this plan to life. Let "clicking" be a way of experiencing the 2040 Vision in order to inspire more residents and build more support and energy for these Core Values.

2. Core Value 2: Economy [Using the framework of technology]

   ❑ Provide basic, free WIFI to everyone, with additional tiers of service available depending on users' needs

3. Core Value 3: Spaces

   ❑ Identify opportunities and plan to include parklets throughout Normal. These are small areas including seating, greenery, and bike racks, which would be a quick and impactful addition to the community.

   ❑ Turn parking lots into market spaces during the weekend.

   ❑ Make sidewalks wide, safe, stylish and accommodating, with benches, outdoor cafes, and public art.

   ❑ Maintain interconnected sidewalks and trails, including additional underpasses to cross Veterans Parkway. Add lighting to key areas of Constitution Trail.

4. Core Value 8: Well-Being

   ❑ Benchmark with other places that are investigating and/or becoming Blue Zones and research the application process to become designated as one.

   ❑ Improve sustainable transportation and access to it, through such efforts as bicycle giveaways, bike maintenance programs, bike- and ride-sharing initiatives, walking groups, and/or universal bus passes.

5. Just for fun:

   ❑ "Radically Normal" is a suggestion for future Town of Normal t-shirts

REFERENCES and RECOMMENDED RESOURCES

Natalie Wetzel,
Whispers of Spring.
©2016.

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APPENDIX A: BLUE ZONES

What Are Blue Zones?

In 2004 National Geographic identified communities around the world where people live measurably longer and better lives, calling them "Blue Zones."

The first five places identified as Blue Zones were Ikaria, Greece, Loma Linda, California, Okinawa, Japan, Sardinia, Italy, and Nicoya, Costa Rica. National Geographic found these communities to share nine basic similar characteristics:

1. Moderate, regular physical activity.
2. Life purpose.
3. Stress reduction.
4. Moderate calories intake.
5. Plant-based diet.
6. Moderate alcohol intake, especially wine.
7. Engagement in spirituality or religion.
8. Engagement in family life.
9. Engagement in social life.

Learn more at www.bluezones.com.

How Might a Blue-Zone Mindset Affect Town of Normal 2040 Vision?

The goals of the Vision Plan would create a Blue Zone in Normal by 2040 in the following ways:

- Core Values 1 and 4 emphasize civic engagement and compassion.
- Core Value 2 requires safe and accessible spaces that would serve as natural gathering places that encourage physical activity.
- Core Values 5 and 6 focus on inclusivity and lifelong learning.
- Most directly, Core Value 8 seeks to create a community in which health and wellness are at the center – where the healthy choice is the easy choice.

Put all of the above together, and Normal becomes a place in which people naturally want (and are able) to get out, take a walk, know their neighbor, and nourish their bodies. Residents of Normal will have ample access to the nine Blue-Zone-community characteristics listed above.

APPENDIX B: MAY 2016 JOB TOOL (MORE "LIKES")

Town of Normal 2040 Vision Committee
Core Values Drafting Process: Reviewing Initial Brainstorms
May 2016

In April, we started the brainstorming process for Core Values drafting. In pre-meeting Participant Questionnaires (PQs) and during the April 29 launch, we generated some starting points that may give us a path toward Core Value identification.

Individually and with the folks around your table, revisit our initial thoughts about our likes about Town of Normal today and what words/phrases we want to evoke when thinking about the Town in 2040.

Graffiti up this handout(!). Circle/highlight what you think might be representative of a Core Value or a supportive descriptor of a Core Value. Draw lines through what you think isn't fitting or denote that in another way (** or ??, for example). In any/all white space, add to this thinking with new thoughts that are coming to mind. We'll open up to large group once you've had a chance to "chew on it" (pun intended with working lunch, haha).

Indicate your top three "likes" about the Town of Normal today.

Note: The text that appears below comes directly from Participant Questionnaires completed on Survey Monkey.

1	2	3
Uptown	Safe	Quaint
Low traffic congestion	High foot & bicycle traffic in my neighborhood	Many goods and services
Sustainability focus	High value on building and protecting Normal as a quality place	"High-bar" thinking
Green Spaces	Constitution Trail	Local Businesses
The forward thinking, common sense, effective municipal leadership	Home to ISU	Depth and breadth of activities available
Walkable/Accessible	Uptown	Illinois State University
Uptown Circle	Constitution Trail	Normal Theatre
parks	Uptown	youth programs (i.e., sports, school programs, day camps)
Uptown area	Sense of community	Library
Uptown Normal	Constitution Trail / Parks	Quality of life
business friendly	startup community	strong, healthy, visionary leadership
Public spaces	Focus on planning and smart growth	Investment in community
State Farm presence	Higher education options	Public schools

Top three "likes" today (continued)

Note: The text that appears below comes directly from Participant Questionnaires completed on Survey Monkey.

1	2	3
Downtown Normal ambience - inviting	Clean and modern look	Progressive
Uptown	Constitution Trail/Bike Friendly	Environmentally Friendly
The people	The progressive attitudes I'm seeing emerge lately	The DIY/"start up"/disruption attitude I am seeing emerge throughout the community
Uptown	The circle is environmentally conscious	
Growing bicycle culture	Progressive portion of the populace	Good place for my kids to grow up

Likes from 4.29 Meeting Flipcharts

Note: We generated these thoughts in our first meeting together, which we captured in transcribed meeting notes.

Going Uptown ✓✓

Constitution Trail (safety) ✓✓✓✓

Moving toward sustainability ✓

New eco-friendly ideas ✓

Food Forest! Organic fruits, vegetables, nuts → this year, expecting a bigger crop ✓

Parks & Recs

Clean

Easy town to live in

Cycling

E-friendly Offerings (i.e., charging stations)

Pro-business ✓

Leadership tuned into good design culture

Reading

Entrepreneur ✓

Running ✓

Positive growth ✓

A part of something special ✓

Sense of community ✓

Gardening ✓

Small town feel with larger town/world class amenities ✓

Educated populace ✓

Miller Park ✓

Service-oriented

GLT

Green Top Groceries

Biking

Yoga

Now, share five words or phrases that come to mind when envisioning the Town in 2040. How will it look, feel, sound, be in 2040?

Note: The text that appears below comes directly from Participant Questionnaires completed on Survey Monkey.

1	2	3	4	5
Diversity	Growing	Friendly	Clean	More small and medium businesses
An inclusionary system of accessible health care	Fresh food available in all quarters	Solid infrastructure	Larger population living on more planfully developed land	Recreation spaces for all ages, particularly in the winter when biking and walking are less appealing
Potential being realized	Strategic, progressive, sustainable development	Innovation and economic vitality	Desirable physical spaces that encourage engagement	Collaboration, partnership and people focused
Public transportation	Bike accessible	Powered by renewable energy, community solar gardens	Community policing	Creative community/creative spaces
Innovative	Destination	Well-led	Potential	Home
My kids still want to live/visit	I still want to live/visit	Even more vibrant for business	More green spaces, more walkable	Strong sense of positive community
Clean and green buildings and common areas	Sounds of music and laughter and community	Easy to access library and grocery store in Uptown	Connected branches of Constitution Trail and bike lanes making walking and bike commuting easy and safe	ISU and Town of Normal communicating and cooperating
progressive	more diverse/inclusive	a leader/advanced	strong job market/opportunities	sustainable/future-minded
More green space	Reduced student drinking / fewer bars	Healthy housing stock	Vibrant Uptown	Diverse and progressive
Demographic change	Expanded geographics	Same level of safety		
innovation district(s)	strengthened startup community (accelerators, VC fund, etc.)	job growth	high growth tech	new economy ecosystem

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Five words or phrases in 2040 (continued)

Note: The text that appears below comes directly from Participant Questionnaires completed on Survey Monkey.

1	2	3	4	5
Cultural amenities of a city, feel of a town.	Leader in sustainability and community health	Magnet for regional talent / entrepreneurs	Uptown 2.0 has been implemented creating a new wave of private investment in Uptown	Illinois State rise as a national institution due to success of Normal
Bike Friendly	Green	Lively	Awesome	Interactive
Lot more diverse in population and diverse business portfolio	Develop I-74 technology corridor between Champaign, BN and Peoria	Easier access to larger cities in and out of state	More appealing to businesses to relocate or open up secondary offices	Stronger school system
New/Updated Infrastructure/Roads	ISU expanding to include more of the town.	Electric Car City	Parks/Uptown will be the new place to go	
vibrant	progressive	bike-friendly	forward-thinking	place that people are drawn to live/quality of life
Green	Even more Eco-friendly	Less gas cars, more electric cars (or bikes)	More diversity	No more racism
More bicycles, fewer cars	More ethnically diverse	Messier	More involved community	More natural areas

Extra space for new thinking: