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Implementation & Action Plan

Chapter 5 outlines how the vision, goals, objectives, and strategies of the plan will be implemented in everyday decisions and annual goal-setting and budgeting and how the plan should be updated and amended when necessary.

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5.1 | Guiding Decisions

Guiding Daily Decisions

Responsibility for implementing this plan lies primarily with City Council, City Zoning Board of Appeals, and City Staff.

City Council

City Council sets priorities, controls budgets and tax rates, and often has the final say on key aspects of public and private development projects. The value and legitimacy of this plan is directly related to the degree to which Council members are aware of the plan and expect City actions to be consistent with this plan. Each council member should have a copy of the plan and should be familiar with the major goals and objectives described herein. City Council should expect and require that staff recommendations and actions both reference and remain consistent with this plan.

Zoning Board of Appeals

Land use and development recommendations are a component of this plan, and the members of the Zoning Board of Appeals have a role in influencing those decisions. Board members must each have a copy of this plan and must be familiar with its content, especially Chapter 4: Land Use. It is generally the responsibility of the Board to advise the City Council on all matters related to variance requests from the City's Zoning Ordinance regulations, as well as serve as the appeals board for zoning rulings made by the City of Le Roy City Council. These decisions should be made with a clear understanding of the intent of this plan.

City Staff

Key City Staff have a significant influence on the selection and completion of all kinds of capital and operational projects. It is imperative that individuals in key roles know about, support, and actively work to implement the various strategies and actions in this plan. Specifically, the following people should consult and reference the comprehensive plan during goal-setting and budgeting processes, during planning for major public projects, and in the review of private

development projects:

- » City Administrator
- » Public Works Superintendent
- » Code Enforcement
- » Building/Electrical Inspector

These key staff members are expected to know and track the various goals, objectives, strategies and actions laid out in this plan, and to reference that content as appropriate in communications with residents and elected and appointed officials. All other department heads should also be aware of the plan and the connections between the plan and City projects. The purpose of this extra effort is to strengthen staff recommendations and reinforce the plan as a relevant tool integral to City functions.

The City Administrator, as lead administrative official of the City, is responsible for ensuring that other key staff members are actively working to support and implement this Comprehensive Plan.

Guiding Annual Decisions

To provide lasting value and influence, this plan must be used and referenced regularly, especially during budgeting and goal setting processes. To inform these annual processes, City staff will prepare, with input from other departments and the City Administrator, a concise Comprehensive Plan Annual Report with the following information:

- » Action items in progress or completed during the prior 12 months (celebrate success!)
- » Staff recommendations for action items to pursue during the next 12 months.
- » City actions and decisions during the past 12 months not consistent with the plan (if any).
- » Staff recommendations for any amendments to the adopted plan.

The Comprehensive Plan Annual Report/Working Action Plan should be maintained on an annual basis, starting with the actions in this plan and evolving over time. Completed actions should be celebrated

and removed, while those actions not yet carried out should be given new deadlines (if appropriate) and assigned to specific individuals, boards or committees for completion per the new schedule and City Council directive. If the updated action plan is consistent with the goals, objectives, and policies of the comprehensive plan, updating the action plan should not require an amendment to the plan and can be approved simply by Council action.

Implementation Tools

Many of the strategies identified in this plan presume the use of existing City ordinances and programs. The City's key implementation tools include:

Operational Tools

- » Annual Budget Process
- » Capital Improvement Program
- » Annual Goal-Setting Process
- » Strategic Plan
- » Plans & Studies (Comp Plan, Econ Dev Plan, TIF, etc.)

Regulatory Tools

- » Land Use Regulations (including zoning, land division, subdivision, landscaping, and signage regulations)
- » Building and Housing Codes (including sanitary, mechanical, and electrical codes)
- » Erosion and Stormwater Ordinances
- » Official Maps

Funding tools

- » General Fund Revenues
- » Fees & Special Assessments
- » Fundraising
- » Grants & Low Interest Loans

Education & Advocacy

Implementation of this plan also depends, to a great degree, on the actions and decision of entities other than City Government. The Action Plan (see *Section 5.3* of this Chapter) indicates responsible parties that the City of Le Roy does not control or direct. These include, and are not limited to:

- » Community Unit School District #301
- » Le Roy Chamber and Economic Development, Inc.
- » Le Roy Community Foundation
- » Bloomington-Normal Area Convention & Visitors Bureau
- » McLean County
- » Illinois Department of Transportation

It is necessary to persuade these entities to be active partners in the implementation of the goals, objectives, and strategies of this plan. The following City activities can support this effort.

- » Share this plan with each organization, including a memo highlighting sections of the plan that anticipate collaboration between the City and the organization.
- » Take a lead role in establishing a collaboration.
- » Know and communicate the intent of relevant objectives and strategies - partner organizations need to understand and buy in to the rationale before they will act.



5.2 | Adoption, Amendments & Updates

Adoption, Amendments, & Updates

Although this Plan is intended to guide decisions and actions by the City over the next 10 to 20 years, it is impossible to accurately predict future conditions in the City. Amendments may be appropriate from time to time, particularly if emerging issues or trends render aspects of the plan irrelevant or inappropriate. The City may be faced with an opportunity, such as a development proposal, that does not fit the plan but is widely viewed to be appropriate for the City. Should the City wish to approve such an opportunity, it should first amend the plan so that the decision is consistent with the plan. Such amendments should be carefully considered and should not become the standard response to proposals that do not fit the plan. Frequent amendments to meet individual development proposals threaten the integrity of the plan and the planning process and should be avoided.

Any changes to the plan text or maps constitute amendments to the plan and should follow a standard process as described in the following section. Amendments may be proposed by either the City Council or the Plan Commission, though a land owner or developer may also petition Plan Commission to introduce an amendment on their behalf.

Amendments may be made at any time using this process, however in most cases the City should not amend the plan more than once per year. A common and recommended approach is to establish a consistent

annual schedule for consideration of amendments. This process can begin with a joint meeting of the Plan Commission and City Council (January), followed by Plan Commission recommendation (February), then public notice procedures leading to a public hearing and vote on adoption by City Council (March or April).

The 20-year planning horizon of this plan defines the time period used to consider potential growth and change, but the plan itself should be fully updated well before 2036. Unlike an amendment, the plan update is a major re-write of the plan document and supporting maps. The purpose of the update is to incorporate new data and to ensure, through a process of new data evaluation and new public dialogue, that the plan remains relevant to current conditions and decisions. An update every ten years is recommended, though the availability of new Census or mapping data and/or a series of significant changes in the community may justify an update sooner.

Plan Amendment Process

In the years between major plan updates it may be necessary or desirable to amend this plan. A straightforward amendment, such as a strategy or future land use map revision for which there is broad support, can be completed in about six to eight weeks through the following process:

Step One

A change is proposed by City Council, the Zoning Board of Appeals, or staff and is placed on the agenda for preliminary consideration. Private individuals (landowners, developers, others) can request an amendment through the City Administrator, who will forward the request to Council for consideration.

Step Two

Once consideration has been heard, City Council will schedule a public hearing and at least two weeks public notice is published. Notice of the proposed amendment should also be transmitted as appropriate to other entities that may be affected by or interested in the change, such as McLean County or other Regional Agencies.

Step Three

City Council hears formal comments on the proposed amendment, considers any edits to the amendment, then considers adoption of the amendment.

Step Four

Staff completes the plan amendment as approved, including an entry in the plan's amendment log. A revised PDF copy of the plan is posted to the City web site and replacement or supplement pages are issued to City staff and officials who hold hard copies of the plan.

Plan Amendment vs. Plan Update

From time to time the City may be faced with an opportunity, such as a development proposal, that does not fit the plan but is widely viewed to be appropriate for the City. Should the City wish to approve such an opportunity, it must first amend the plan so that the decision is consistent with the plan. Such amendments should be carefully considered and should not become the standard response to proposals that do not fit the plan. Frequent amendments to meet individual development proposals threatens the integrity of the plan and the planning process and should be avoided.

Any change to the plan goals, objectives, polices or maps constitutes an amendment to the plan and must follow the adoption/amendment process previously described in this section. Amendments may be made at any time using this process; however, in most cases the City should not amend the plan more than once per year. A common and recommended approach is to establish a consistent annual schedule for consideration of amendments. This process can begin with a meeting of the Planning Commission (January), followed by Planning Commission recommendation (February), then the 30-day public notice procedures leading to a public hearing and vote on adoption by the City Council (March or April).

We recommend following the standard protocol of updating the plan at least once every 10 years. Unlike an amendment, the plan update is a major re-write of the plan document and supporting maps. The purpose of the update is to incorporate new data and ensure that the plan remains relevant to current conditions and decisions. The availability of new Census or mapping data and/or a series of significant changes in the community may justify an update after less than 10 years. Frequent requests for amendments to the plan should signal the need for a comprehensive update.



5.3 | Action Plan

Action Plan

The next two pages highlight the five recurring themes brought through by the comprehensive planning process. They are the top five action items to pursue over the next 10 years in order to implement the vision, goals, and objectives of this plan. This list was developed in part from the list of strategies outlined in Chapter 3 and from the results of the Community Survey. These action items supplement other strategies described for each planning element within Chapter 3.

Priorities & Timelines

The 5 in 10 list is not listed by priority and multiple actions may be pursued at the same time. Decisions regarding the timing, budgeting, and coordination of each action item with the next 10 years will be reviewed at least once annual by the City Council as part of the municipal budget setting process or the Comprehensive Plan Annual Report. All action items are perceived to have a deadline of 10 years; the timeline before the next recommended update of this plan. The timing of when certain action items are completed will be decided by the City Council and in many cases are variable since completion of certain actions may be dependent on market conditions or other forces outside of the City's control. In addition, some actions may require continual efforts on behalf of the City.

Timeframe

All strategy items are perceived to have a deadline of 10 years, however, there are more than 5 action items identified in the plan. Those are included in here as well, and are either continually occurring, or could be completed in the next 10-20 years. In order to assist in the progression of each project intermediate tasks may need to be identified and carried out.

Responsible Parties

Most of these strategies require leadership and effort by multiple people and organizations, with the understanding that the City Council generally has ultimate budgeting and approval authority. However, achievement of these action items should be a focus of the entire community including the City, local businesses, service clubs, and residents.

Funding Sources

Most of these strategies come with some cost. It is presumed that most could be supported by tax revenue from the City's general fund. Other sources of potential funding may exist, such as grant programs, tax increment financing, or community fundraising. *See section 5.5 for full list*

Measuring Success

Success in implementing the community improvement projects will vary. In some cases, success is evaluated based on whether a facility is ultimately built (e.g. a new Library). In other cases, success may be judged by whether interim implementation tasks have been completed or the degree to which change has occurred. Change can be measured both quantitatively (e.g. the number of new business or jobs created since plan adoption) or qualitatively (e.g. degree to which residents are satisfied with improvements).



5 in 10

1. Update and Maintain a Capital Improvements Plan.

The City should maintain a rolling five-year capital improvement plan to guide future utility, infrastructure and transportation projects to allow for long-term cost control.

- » The City should continue to ensure that all existing areas within the City are adequately served with existing utilities.
- » Look for creative funding, such as grants or low interest loans, to help cover the cost of infrastructure.

Water

- » Improve the service and quality of Le Roy's water system. Water quality standards will continue to be strictly adhered to, including both drinking water standards and standards for quality of treated wastewater returned to waterways to reinforce Le Roy's high quality of life.
- » Loop the water main in parts of town to improve and extend service and prevent stagnant water.

Sewer

- » Extend the sewer where necessary to meet current and future needs.

Communications

- » The City will work with communication providers to ensure fast and reliable connections to meet current and future needs within Le Roy.

Transportation

- » Search for funding sources and cooperation with IDOT to improve pedestrian and bicycle access over I-74.
- » Consider developing bike routes and lanes, which connect residential areas to businesses, schools and commercial areas throughout the City.
- » The City should follow an arterial and collector plan with all future transportation development so that local and through traffic is separated as much as possible.
- » Reduce single occupancy vehicle usage by encouraging ride-sharing initiatives and increased pedestrian/bicycle and transit trips.

Parks & Recreation

- » The City will continue to improve existing park and recreation facilities and services to meet the needs of the community, while improving safety and efficiency of the facilities provided (which includes the Replex).
- » The City will coordinate recreational planning with other public and private entities to maximize resources (e.g. School District, businesses, etc.).

2. Development across all sectors will increase in the next decade.

Development

- » Adopt and implement Le Roy's Economic Development Plan while working closely with the Chamber of Commerce and local businesses. The plan includes action steps to fill market gaps as well as ideas for the marketing and branding of Le Roy.
- » Provide simple, clear application forms and written explanations of the City development review processes and requirements to ensure "permit ready" projects.
- » Create a Downtown Master Plan to encourage appropriate re- and in-fill development.
- » Improve supply of information (uniform interpretive signage, websites, online forms, maps, etc.) at and for community facilities and key attractions. Coordinate this supply of information with all necessary entities and organizations.
- » Inform developers and potential developers about this comprehensive plan and the importance of their reviewing and understanding that it must be implemented prior to submitting an application for development.
- » The City should support and encourage the development of senior housing, as well as businesses necessary to serve the aging population, such as pharmacies and clinics.
- » Continue to support EMS, Fire and Police Protection through quality facilities and proper equipment.

5 in 10

3. Make Le Roy attractive for families moving into McLean County.

Education

- » The City will work with and support the School District in attracting new families to the area.
- » The City will support the School District and regional economic development agencies to attract and retain high quality educators and staff.

Quality of Life

- » Continue to support events and initiatives of churches, civic organizations and social groups which add to and improve the quality of life for residents of Le Roy.

4. Review and Update the City Zoning, Subdivision, and Building Codes and Ordinances for consistency with this plan. They should include:

Code Enforcement

- » The City maintains a comprehensive building code that requires inspection of new structures and repair of unsafe and unsanitary housing conditions.
- » The City will actively enforce existing codes.

Land Use

- » Codes should ensure Le Roy will grow and develop smartly and efficiently.
- » Where practical, encourage infill development areas within the existing City boundaries.
- » As the City grows, it will support the development of commercial areas to serve new neighborhoods, such as small offices, restaurants, grocery stores, etc. to provide these residents with every day conveniences that other City residents enjoy.
- » The City should require new development to be contiguous to existing development.

5. The City will ensure housing for all family sizes and incomes.

Housing

- » The City encourages developers of large projects to provide a mix of lot sizes in larger developments. A well-designed variety of lots will be able to provide housing options for all segments of Le Roy's population. Lot sizes for residential development areas should provide for an efficient and cost effective extension of City services.
- » Consider a variety of options for senior housing including condominium, zero-lot line duplex, smaller lot single family and other available options including assisted living and nursing homes.
- » Infill development providing housing opportunities shall be encouraged in Le Roy.
- » Consider creating a Traditional Neighborhood Development (TND) Zoning District to allow the implementation of many of the existing characteristics already evident in the City such as: interconnected streets; development oriented to pedestrian activity; a mix of uses and types; the preservation of significant natural features; the provision of parks or other public spaces; and architecture and landscape that respond to the unique character of the area.





5.5 | Potential Funding Sources

Funding sources continually change, therefore, this is not an exclusive and exhausted list. It is however, a good starting point when seeking alternative funding sources to complete the 5 in 10 list.

Infrastructure

Community Development Block Grants (CDBG) | HUD

- » 51% LMI Requirement
- » Given to businesses which save or create rural jobs. Borrowers can be public or private. Can be used for the purchase of land, equipment, buildings, tourist and recreation facilities and housing development.
- » Emergency Public Infrastructure – When emergencies strike, communities may apply for emergency funding to undertake projects that address an emergency or a particular urgency requiring immediate public infrastructure assistance to eliminate conditions detrimental to health, safety, and public welfare.

Business Development Public Infrastructure Program | IDCEO

- » 51% LMI Requirement
- » Provides grants to units of local government for public improvements on behalf of a business(s) undertaking a major expansion or relocation project that will result in substantial private investment and the creation and/or retention of a large amount of Illinois jobs. The infrastructure improvements must be made for public benefit and on public property and must directly result in the creation or retention of private sector jobs. The Program helps local governments finance public infrastructure needed to support economic development and private sector job creation. Funding is available only for infrastructure projects which lead directly to private sector expansion or retention activities.

General Development

Community Development Block Grant Program | IDCEO

- » Available for loan by a local government to businesses locating or expanding in the community. Funds may be used for machinery and equipment, working capital, building construction and renovation. Grants may also be available for

improvements to public infrastructure in direct support of a business that would create and/or retain jobs in the community.

Tax Increment Financing Program (TIF) | Le Roy

- » Illinois law allows units of local governments to designate areas within their jurisdiction as TIF districts. These specially designated districts are used by local governments as a way to spur economic growth by dedicating the sales tax revenues and additional property tax revenues generated within the TIF for improvements within the district with the hope of encouraging new economic development and job creation.

Business Recruitment

Business & Industry Loan Guarantees | USDA-RD

- » Given to businesses which save or create rural jobs. Borrowers can be public or private. Can be used for the purchase of land, equipment, buildings, tourist and recreation facilities and housing development.

Rural Business Enterprise Grants | USDA-RD

- » Program finances the development of small and emerging business enterprises in rural areas. Grants may be used for acquisition and development of land, construction of buildings, machinery, roads, utilities, the creation of rural distance learning programs, technical assistance for businesses, industrial park improvements.

Advantage Illinois: Participation Loan Program | IDCEO

- » Given to businesses which save or create rural jobs. Borrowers can be public or private. Can be used for the purchase of land, equipment, buildings, tourist and recreation facilities and housing development.

Advantage Illinois: Capital Access Program | IDCEO

- » Enhances access to capital for Illinois businesses. Accessed via participating banks and uses small amount of public resources to generate private bank financing. Covers start-up costs, working capital, business procurement, franchise fees, equipment, inventory, and bricks and mortar improvements.

Transportation

Economic Development Program | IDOT

- » Provides grant assistance for roadway improvements necessary for access to new or expanding industrial, manufacturing, or distribution facility companies.

Truck Access Route Program (TARP) | IDOT

- » Assists local governments to upgrade roads to accommodate 80,000 pound truck loads.

Illinois Transportation Enhancement Program (ITEP) | IDOT

- » The ITEP provides funding for community based projects that expand travel choices and enhance the transportation experience by improving the cultural, historic, aesthetic and environmental aspects of our transportation infrastructure.

Safe Routes to School (SRTS) | IDOT

- » Safe Routes to School (SRTS) programs encourage children ages K-8 to walk and bike to school by creating safer walking and biking routes.
- » Eligible projects/activities must focus on children in kindergarten through eighth grades. Projects must be within a two-mile radius of any elementary or middle school.

National Scenic Byways Discretionary Grants | FHA

- » A project should benefit the byway traveler's experience, whether it will help manage the intrinsic qualities that support the byway's designation, shape the byway's story.

Brownfields/Redevelopment

Municipal Brownfield Development Grant | IEPA

- » Provides funding for properties contaminated or suspected of being contaminated by petroleum, hazardous waste, or both.
- » Funds can be used for implementation of remediation activities.

Parks & Recreation

PeopleForBikes Community Grants | PeopleForBikes

- » Funds bicycle infrastructure projects such as bike paths, lanes, trails, and bridges, mountain bike facilities, bike parks and pump tracks, BMX facilities, end-of-trip facilities (bike racks, storage), and more.

Open Space Lands Acquisition and Development Program (OSLAD) | IDNR

- » Provides funding assistance to local government agencies for acquisition and/or development of land for public parks and open space.

Land and Water Conservation Fund (LWCF)

- » Provides funding assistance to local government agencies for acquisition and/or development of land for public parks and open space.