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IMPLEMENTATION AND ACTION PLAN

This Chapter outlines how the vision of the Plan is implemented in everyday decisions and annual goal-setting and budgeting. It also describes how and when the Plan should be amended. The Chapter provides a plan for implementing the action items described at the end of each land use section in Chapter 3, and includes who is responsible for each action and an approximation for completion.

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City Roles & Responsibilities

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.

Plan Commission & Zoning Board of Appeals

Land use and development recommendations are a component of this plan, and the members of the Plan Commission have a major role in guiding those decisions. Commissioners 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 Commission to determine whether proposed projects are consistent with this plan, and to make decisions and recommendations that are consistent with this plan. In cases where actions that are inconsistent with this plan are deemed to be in the best interest of the City, the Commission should initiate efforts to amend the plan to better reflect City interests. This will help to reinforce the legitimacy of the plan as an important tool in City functions.

Moreover, this group also serves as the Zoning & Sign Board of Appeals which advises the City Council on all matters related to variance requests from the City's Zoning Ordinance regulations, as well as serves as the appeals board for zoning rulings made by the City of Tuscola City Council.

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
- City Services Foreman
- 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 directors 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 implement this Comprehensive Plan.

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 Tuscola does not control or direct. These include, and are not limited to:

- Community Unit School District #301
- Tuscola Chamber and Economic Development, Inc.
- Tuscola Community Foundation
- Tuscola Tourism Board
- Douglas 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 into the rationale before they will act.

Utilizing Existing Tools

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

Operational Tools

- Annual Goal-Setting Process
- Annual Budget Process
- Capital Improvement Program
- Strategic Plan
- Master Plans (Comp Plan, Corridor, TIF, etc.)

Regulatory Tools

- Land Use Regulations
- Site Design Standards
- Building and Housing Codes
- Zoning Ordinance

Funding Tools

- Tax Abatement
- Tax Incremental Financing (TIF) Districts
- Enterprise Zones
- State and Federal Grant Programs

Annual Report

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.

Link to Annual Goals & Budget

The most important opportunity for this plan to influence the growth and improvement of the City is through the annual goal-setting, budgeting and capital planning processes. These existing annual efforts determine what projects will and will not be pursued by the City, and so it is very important to integrate this plan into those processes every year.

The compilation of actions in the next section is a resource to support decisions about how and where to invest the City's limited resources. The Annual Report should draw from these actions. Planning Commission should make formal recommendations for Council consideration, identifying those choices and commitments most likely to further the goals and objectives identified in this plan.

The following process and schedule is recommended:

July

Staff completes the Comprehensive Plan Annual Report.

August

Planning Commission considers Annual Report and makes formal recommendation to Council regarding action items to pursue and comprehensive plan amendments.

September

Department Directors consider Annual Report and Planning Commission recommendations, complete goal setting exercises. Council holds a public hearing and considers adoption of any comprehensive plan amendments.

October

City Council Goal Setting

November to February

Budget preparation process

March

Budget Adopted



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About the Action Plan

The following pages feature a compilation of actions identified in **Chapter 3** to help the City achieve its various goals and objectives.

Target Completion

The “deadlines” identified to achieve these actions are not firm - rather they are indications of when the City may choose to pursue an action based on its importance or difficulty. Where multiple deadlines are noted, this indicates an ongoing or repetitive activity.

Responsible Parties

Most of these actions require leadership and effort by multiple people and organizations. These tables indicate those parties considered necessary for implementation.

Potential Funding Sources

Most of these actions come with some cost. It is presumed that most *could* be supported by tax revenue from the City’s general fund. Where other sources of potential funding may exist, such as grant programs, these are noted.

Housing



Action Step	Target Completion			Responsible Parties	Potential Funding	Action Complete
	2016-2020	2020-2025	2025+			
1 Continually analyze zoning and subdivision ordinances to ensure quality housing that meets current standards and needs.	***Ongoing***			City Staff, Plan Commission, City Council		
2 Update land development ordinances to require components of traditional neighborhood design and consideration of existing neighborhood context. Greenspace, trails, landscaping and well design hardscape should all be considered.	X			City Staff, Plan Commission, City Council	General Funds	
3 Explore incentives to promote rehabilitation of existing housing within a historic preservation context.		X		City Staff, Plan Commission, City Council	Community Development Assistance Program	
4 Evaluate surrounding communities' incentive programs and types/styles for residential development to ensure Tuscola remains competitive in housing development.	***Ongoing***			City Staff, Realtors		
5 Increase budget for property maintenance enforcement.	X			City Staff, City Council	General Funds	

Public Infrastructure

Action Step	Target Completion			Responsible Parties	Potential Funding	Action Complete
	2016-2020	2020-2025	2025+			
1 Conduct regular review of sewer/water capacities to serve future growth and development.		***Ongoing***		City Staff, IEPA	CDAP - Public Infrastructure, IEPA State Revolving Loan Fund	
2 Conduct a stormwater utility feasibility study.	X			City Services Foreman, City Administrator		
3 Stormwater Management Plan creation and implementation.		X		Public Works, City Council		
4 Use good retention/detention methods for new development and ensure methods are used in development projects.		***Ongoing***		City Services Foreman, City Administrator		
5 Review neighboring municipalities brick streets policies and maintenance programs.		X		City Services Foreman, County Engineer		

Transportation & Mobility

Action Step	Target Completion			Responsible Parties	Potential Funding	Action Complete
	2016-2020	2020-2025	2025+			
1 Analyze future road extensions and connections for future development areas to maintain proper street connections and traffic flow.		***Ongoing***		City Staff, IDOT		
2 Encourage neighboring properties to install sidewalks.		***Ongoing***		City Staff, Plan Commission, City Council		
3 Install sidewalks where none currently exists.		***Ongoing***		City Services Foreman, Plan Commission, City Council	Safe Routes to School	
4 Work with IDOT to ensure safe and proper pedestrian crossings along Route 36.		***Ongoing***		City Staff, IDOT	IDOT, ITEP, SRTS	
5 Initiate a greenbelt trail system and inter connectivity of parks.		***Ongoing***		City Staff, City Council	ITEP, IDNR	



Economic Development

Action Step	Target Completion			Responsible Parties	Potential Funding	Action Complete
	2016-2020	2020-2025	2025+			
1 Identify and plan for infrastructure investments required to make priority (re)development sites more competitive for economic development.	***Ongoing***			City Staff, TCED	TIF	
2 Identify funding sources and mechanisms for public realm and capital improvements to support economic development.	***Ongoing***			City Staff, TCED		
3 Identify target business types and offer incentives to businesses in those sectors to locate or expand in Tuscola.	***Ongoing***			City Staff, TCED	TIF	
4 Develop and implement an internship and summer job programs to encourage residence of youth after college.	***Ongoing***			City Staff, School District (HS & Guidance Counselor), Local Businesses		
5 Coordinate with local educational institutions to identify employment growth opportunities.	***Ongoing***			City Staff, Illinois Workforce Development		
6 Continuously update the City website and all social media outlets to emphasize the assets of Tuscola as a vibrant, modern community with a rich history and an exceptional quality of life not found in surrounding communities.	***Ongoing***			City Staff, Tourism/Marketing Director		
7 Continue to develop the easy to understand "one-stop-shop" for economic development on the City website, with links to partner resources.	***Ongoing***			City Staff		
8 Evaluate potential public/private partnerships for community benefit.	***Ongoing***			City Staff, TCED, Developers, Entrepreneurs	DCEO	
9 Participate in monthly communications with key stakeholders to discuss the future of the area and maintain an open dialogue among entities.	***Ongoing***			TCED, City, Local Developers		
10 Create and enhance entry features to the community and to the downtown (e.g. landscaping, signage, banners, gateways, monuments, etc.).	X			City Staff, TCED	ITEP, TIF	





11 Promote growth of tax base in all areas of the community, including infill, redevelopment and improvements in existing developed areas and continued growth in planned new development areas.	***Ongoing***	City Staff, Developers		
12 Investigate the implementation of an Overlay District to link the Downtown and Route 36 Corridor Plans.	X		City Staff	

Agricultural & Natural Resources

Action Step	Target Completion			Responsible Parties	Potential Funding	Action Complete
	2016-2020	2020-2025	2025+			
1 Consider the adoption of best management practices (BMPs) for stormwater management and low-impact development.		X		In conjunction with management plan and utility.	IEPA	
2 Educate and coordinate erosion control regulations in accordance with the NPDES regulations.	X			City Staff, NRCS, Farm Bureau		
3 Work to identify local point and non-point source pollution and implement steps for remediation.	X			City Staff, NRCS, Farm Bureau		
4 Develop a stormwater education program to inform citizens of BMPs including the use of rain barrels, rain gardens, green roofs, permeable paving, etc.	X			City Staff, SWCD	Green Infrastructure Grants	
5 Create a "green belt" along Hayes Branch Creek to protect water resources & create recreational opportunities.	X			City, NRCS, SWCD, IDNR, LCF, Drainage Commissioners	IDNR, NRCS, SWCD	





Community Facilities & Services

Action Step	Target Completion			Responsible Parties	Potential Funding	Action Complete
	2016-2020	2020-2025	2025+			
1 Continue to facilitate and improve park and recreation facilities, programs, amenities and special events.	***Ongoing***			City Staff, School District, Private Clubs/Organizations	IDNR	
2 Study feasibility of a Community Recreation Facility.	X			City Staff, School District		
3 Improve supply of information (uniform interpretive signage, websites, online forms, maps, etc.) at and for community facilities and key attractions.	***Ongoing***			City Staff, School District, Businesses		
4 Pursue grants to update community facilities.	***Ongoing***					
5 Evaluate parks for compliance with ADA standards and prepare a transition plan to make necessary changes over time.	X			City Staff	IDNR	
6 Evaluate high speed internet for city residents and businesses.	X			City Staff		
7 Include a public arts component in development Requests for Proposal for City-owned sites.	***Ongoing***			City Staff, Developers		
8 Continue to support the development of heritage planning and consider the creation of a commission and/or action plan.	***Ongoing***			City Staff, IHPA		
9 Develop and maintain guidelines for development in historic districts.		X		City Staff, IHPA		
10 Continue to implement the Downtown Master Plan.	***Ongoing***			City Staff, Businesses		
11 Construct and maintain uniform interpretive wayfinding signage at key attraction locations to further promote the assets of the community.		X		City Staff, TCED		
12 Look into feasibility of park board or more formalized structure for programming.	X			City Staff		

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Municipal Government / Intergovernmental Collaboration

Action Step	Target Completion			Responsible Parties	Potential Funding	Action Complete
	2016-2020	2020-2025	2025+			
1 <i>Host meetings with regional partners to explore ways in which collaboration on programs or services can improve quality, access, and efficiency.</i>	X			City, TCED, Tourism, Neighboring Jurisdictions		
2 <i>Communicate with other jurisdictions whenever service contracts or major capital improvements are up for consideration, to identify cost savings opportunities through partnerships and shared service arrangements.</i>	***Ongoing***			Emergency Responders		

Plan Monitoring, Amending & Updating



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, Plan Commission, or staff and is placed on the Plan Commission agenda for preliminary consideration. Private individuals (landowners, developers, others) can request an amendment through the City Administrator, who will forward the request to Plan Commission for consideration. Plan Commission decides if and how to proceed, and may direct staff to prepare or revise the proposed amendment.

Step Two

When Plan Commission has formally recommended an amendment, a City Council public hearing is scheduled 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 Douglas 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.