



TO: Mayor Diane Marlin and City Council Members

FROM: Carol Mitten, City Administrator

DATE: January 13, 2022

SUBJECT: A RESOLUTION ADOPTING MAYOR/CITY COUNCIL STRATEGIC GOALS FOR 2022-2023

The Mayor, City Council Members, and senior City staff have met in four public sessions (December 2, 3, and 15, 2021 and January 6, 2022) to develop Strategic Areas and Strategies as outlined below.

Strategic Area #1: Public Safety and Well-Being

Strategy: Pursue methods to mitigate community violence

Strategy: Enhance and expand public safety resources

Strategic Area #2: Housing

Strategy: Support housing security and equity

Strategy: Improve housing quality

Strategic Area #3: Infrastructure

Strategy: Improve quality of current infrastructure assets

Strategy: Increase investment in infrastructure equity

Strategy: Expand “Green” infrastructure within the community

Strategic Area #4: Economic Recovery and Development

Strategy: Support current local businesses

Strategy: Promote workforce development

Strategy: Recruit new businesses and industries

The Mayor, Council, and staff also developed a working set of Action Steps for each of these strategies, as outlined on the attached spreadsheet. This is intended to be a working document that will be adapted as circumstances change and Action Steps are accomplished.

The attached draft Resolution is being presented for Council consideration to adopt the Strategic Areas and Strategies for the next two calendar years, and to acknowledge that the Action Steps will be a collaborative work in progress.

Attachments: Draft Resolution
Working Draft of Action Steps (as of January 6, 2022)

RESOLUTION NO. _____

A RESOLUTION ADOPTING MAYOR / CITY COUNCIL STRATEGIC GOALS FOR
2022-2023

WHEREAS, the Mayor and City Council of Urbana participated in strategic goal-setting sessions on December 2, 2021, December 3, 2021, December 15, 2021, and January 6, 2022 ; and

WHEREAS, at these goal-setting sessions, the Mayor and Council discussed strategic areas, individual strategies, and specific actions steps; and

WHEREAS, the Mayor and Council desire to achieve meaningful progress in the four strategic areas by utilizing the identified strategies.

NOW, THEREFORE, BE IT RESOLVED by the City Council, of the City of Urbana, Illinois, as follows:

Section 1. The City hereby adopts the following strategic areas and strategies as key priorities and initiatives to focus existing and additional resources for the next two calendar years:

Strategic Area #1: Public Safety and Well-Being

Strategy: Pursue methods to mitigate community violence

Strategy: Enhance and expand public safety resources

Strategic Area #2: Housing

Strategy: Support housing security and equity

Strategy: Improve housing quality

Strategic Area #3: Infrastructure

Strategy: Improve quality of current infrastructure assets

Strategy: Increase investment in infrastructure equity

Strategy: Expand “Green” infrastructure within the community

Strategic Area #4: Economic Recovery and Development

Strategy: Support current local businesses

Strategy: Promote workforce development

Strategy: Recruit new businesses and industries

Section 2. The Council recognizes that the action steps are an organic guide to achieving the strategies. The City will work to fulfill the strategies by exploring the action steps in the order established in the overall plan (a working copy of which is attached hereto) within the specified time frames. It is understood that these timeframes may expand or contract as new information is obtained, as well as the availability of relevant resources. As the City works to achieve the strategies, the Mayor and/or staff will periodically update City Council on: timeline updates, feasibility issues, funding gaps and sources, and alternative action steps that may be more effective or efficient in achieving the stated Strategies.

PASSED BY THE CITY COUNCIL this ___ day of _____, 2022.

AYES:

NAYS:

ABSTENTIONS:

Phyllis D. Clark, City Clerk

APPROVED BY THE MAYOR this ___ day of _____, 2022.

Diane Wolfe Marlin, Mayor

Color Scheme:

Available Funds or Eligible Expense	Incomplete Funding or Contingent Eligibility	No Funds or Not Eligible
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Strategic Area #1: Public Safety & Well-Being

Strategies:

1. Pursue methods to mitigate community violence.

Action Steps -- Short-Term

Responsibility	Duration	Resources	ARPA Eligible?
a) Fund community organizations that address the root causes of community gun violence	12 months	ARPA	
b) Enhance City programs that address root causes of violence (e.g., Self Made Kingz)	12 months	ARPA	
c) Identify and fund options that enhance current police investigative and operational capacity to address community violence and solve serious crimes	3 months		

2. Enhance and expand public safety resources.

Action Steps -- Long-Term

Responsibility	Duration	Resources	ARPA Eligible?
a) Contract for and complete a Public Safety Review	12 months		
b) Develop a comprehensive safety plan, including funding requirements, based on the results and recommendations of the Public Safety Review and available funding	6 months		

Action Steps are listed in priority order and intended to be done in sequence.

Strategic Area #2: Housing

Strategies:

1. Support Housing security and equity.

Action Steps	Responsibility	Duration	Resources	ARPA Eligible?
a) Complete Home ARP Action Plan	Community Development	6 months	HOME ARPA	HOME ARPA
b) Determine amount of ARPA funds to set aside to align with the identified needs and gaps in Home ARP Action Plan	Mayor/Council	6 months	HOME ARPA/ARPA	HOME ARPA/ARPA
c) Coordinate with housing and social service agencies to reduce homelessness	Community Development	Ongoing	HOME ARPA/ARPA	HOME ARPA/ARPA
d) Enhance compliance with the housing provisions of the Human Rights Ordinance by educating landlords; increase awareness and understanding of the same with the community and tenants	Executive	Ongoing		

2. Improve housing quality.

Action Steps	Responsibility	Timeframe	Resources	ARPA Eligible?
a) Pursue funds to rehabilitate dilapidated homes in targeted neighborhoods	Community Development	Ongoing		
b) Provide targeted assistance for home rehabs and repairs for seniors, persons with disabilities, and low-income	Community Development	Ongoing		
c) Prepare and review Consolidated Annual Performance Evaluation Report	Community Development / Council	Each September		

Action Steps are listed in priority order and intended to be done in sequence.

Strategic Area #3: Infrastructure

Strategies:

1. Improve quality of current infrastructure assets.

Action Steps	Responsibility	Timeframe	Resources	ARPA Eligible?
a) Develop asset management plan of existing infrastructure (lighting, traffic signals, sanitary system, and bridges)	Public Works	Dec-22	Public Works	Yes
b) Develop plan for funding, level of service, and to replace/repair/build infrastructure (based on assessment)	Public Works	April 2023	Public Works	Yes
c) Update city infrastructure codes (subdivision/land development)	Public Works / Community Development	Dec-22	Public Works / Community Development	Yes

2. Increase investment in infrastructure equity.

Action Steps	Responsibility	Timeframe	Resources	ARPA Eligible?
a) Solicit community input for use of EQL funding	Executive / Public Works / BPAC	Early March 2022	Executive / Public Works / BPAC	Yes
b) Implement EQL selected projects	Executive / Public Works / BPAC	Dec-22	Executive / Public Works / BPAC	Yes
c) Develop budget and strategy to take advantage of infrastructure grant funding for under-served areas (prepare for select grants that have "shovel-ready" projects)	Public Works / Community Development	Summer 2023	Public Works / Community Development	Yes
d) Incorporate an "equity lens" into priorities evaluation (begin with street lights, traffic, sanitary).	Public Works	Dec-22	Public Works	Yes

3. Expand Green infrastructure within the community.

Action Steps	Responsibility	Timeframe	Resources	ARPA Eligible?
a) Explore possible locations and funding for EV infrastructure	Public Works / SAC	Dec-22	Public Works / SAC	Yes
b) Evaluate options to enhance sustainability and climate resiliency on city-owned property and facilities	Public Works / HR/Finance	Dec-22	Public Works / HR/Finance	Yes
c) Explore "green" fee revenue (ex: plastic bags) and green revolving funds	Public Works / SAC / HR/Finance / Executive	Dec-22	Public Works / SAC / HR/Finance / Executive	Yes

Action Steps are listed in priority order and intended to be done in sequence.

Strategic Area #4: Economic Recovery / Development

Strategies:

1. Support current local businesses.

Action Steps	Responsibility	Duration	Resources	ARPA Eligible?
a) Expand small business pandemic support to non-traditional Urbana businesses (e.g., on-line, food truck, mobile)	Council - identify funding / Community Development - developing criteria	6 months	ARPA	
b) Survey local businesses that are minority-owned to determine what monetary and/or non-monetary assistance the City can provide and present recommendations that can be achieved with existing resources	Community Development	9 months		
c) Identify one or more sites Downtown* that the City will target for development with at least 100 units of market rate housing	Mayor / Staff	4 months		
*Area of Downtown defined as both sides of these border streets and everything in between: Illinois, Race, University, and Vine				
d) Enhance the Champaign Diversity Advancement Program (CDAP) to include more Urbana minority, veteran and woman owned businesses	Executive	6 months		
e) Merge together lists of Urbana businesses that currently exist and utilize that to work toward creating a business registry that is updated annually	Executive/Community Development	6 months		
f) Study the challenges facing childcare providers in Urbana	Executive	6 months		

2. Promote workforce development.

Action Steps	Responsibility	Duration	Resources	ARPA Eligible?
a) Explore the creation of an incentive program to encourage people to take retail, restaurant, hospitality jobs (in collaboration with partners, e.g., Parkland, RPC...).	City Administrator's Office / Urbana Free Library	2 months		
b) Collaborate with District #116 and Parkland College to develop a robust and unique marketing program to enroll Urbana residents in the SWFT program.	Mayor - identifying funding / Contracted marketing firm - develop and implement	6 months		
c) Explore the creation of a Dual Credit Program modeled on Peoria (Fire/EWS/LE)	Executive	24 months		

3. Recruit new businesses and industries.

Action Steps	Responsibility	Duration	Resources	ARPA Eligible?
a) Recruit a new hotel to the Cunningham Avenue corridor near I-74 to leverage the demand generated by the Rantoul Sports Complex.	Economic Development	12 months		
b) Create an incentive package to attract a new cannabis dispensary that has a minority owner and identify potential locations that are available for this use.	Economic Development	4 months		
c) Identify Downtown destinations for future Hotel Royer guests and develop a plan to enhance the safety and aesthetics of pedestrian paths of travel to those destinations.	Mayor - identify funding / Contracted firm / BPAC / SAC	6-9 months		
d) Recruit a new grocery store and essential services to northwest Urbana	Economic Development	24 months		

Action Steps are listed in priority order and intended to be done in sequence.