



TO: Mayor Diane Marlin and City Council Members
FROM: Carol Mitten, City Administrator
DATE: March 16, 2022
SUBJECT: Updated materials for Mayor/Council Strategic Goals

The Mayor, City Council Members, and senior City staff have met in five public sessions (December 2, 3, and 15, 2021 and January 6 and February 22, 2022) to develop Strategic Areas, Strategies, and Action Steps as our shared priorities over the next two years.

For your continued discussion of these priorities, please find attached the latest version of the master spreadsheet, updated for the most recent goal-setting session on February 22. Also attached is a running list of action items marked for funding from ARPA.

Please consider which elements of the master spreadsheet you would like formally adopt by Resolution and staff will prepare the requisite language for a future meeting.

Attached: Mayor/Council Strategic Goals 2022-23 (master spreadsheet – DRAFT)
Council Priorities Marked for ARPA Funding (as of 2.22.22)

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

a) Fund community organizations that address the root causes of community gun violence

MORE SPECIFICALLY: Fund programs that expose youth to career opportunities (partner with local governments, Parkland, etc.)

b) Enhance City programs that address root causes of violence (e.g., Self Made Kingz)

MORE SPECIFICALLY: Develop a proposal to expand Self-Made Kingz (SMK)

MORE SPECIFICALLY: Support programs similar to SMK that have young women as their target audience

MORE SPECIFICALLY: Develop a summer jobs program in collaboration with USD 116, Urbana Park District, local businesses, etc.

c) Identify and fund options that enhance current police investigative and operational capacity to address community violence and solve serious crimes

MORE SPECIFICALLY: Develop a proposal to increase the capacity of the Investigations Division of UPD (staff/tech) to solve violent crimes

2. Enhance and expand public safety resources.

Action Steps -- Long-Term

a) Contract for and complete a Public Safety Review

b) Develop a comprehensive safety plan, including funding requirements, based on the results and recommendations of the Public Safety Review and available funding

3. Promote community well-being.

a) Support Urbana Park District's Health & Wellness Center

b) Promote communication and outreach to individual neighborhood groups

c) Create a 'manual' for victims of violence that summarizes available support services in the C-U area

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

	Responsibility	Duration	Resources	ARPA Eligible?
Mayor/Council	12 months	ARPA	ARPA Eligible?	
Executive/Council	12 months	ARPA	ARPA Eligible?	
Executive/Council	12 months	ARPA	ARPA Eligible?	
Executive	6 months	ARPA	ARPA Eligible?	
Council/Executive	6 months	ARPA	ARPA Eligible?	
???	???	???	ARPA	ARPA Eligible?
Police / Council / Executive	3 months		ARPA Eligible?	
Police	3 months		ARPA Eligible?	
Council/Executive/Police/Fire	12 months		ARPA Eligible?	
Council/Executive/Police/Fire	6 months		ARPA Eligible?	
Executive/Council	3 months		ARPA Eligible?	
All Departments	6 months		ARPA Eligible?	
Police	6 months		ARPA Eligible?	

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 Executive community and tenants	Community Development	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 households	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 unless otherwise indicated.

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		
b) Develop plan for funding, level of service, and to replace/repair/build infrastructure (based on assessment)	Public Works	April 2023		
c) Update city infrastructure codes (subdivision/land development)	Public Works / CD	Dec-22		

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	Early March 2022		
b) Implement EQL selected projects	Executive / PW / BPAC	Dec-22		
c) Develop budget and strategy to take advantage of infrastructure grant funding for under-served areas (prepare for grants for "shovel-ready" projects)	Public Works / Community Development	Summer 2023		
d) Incorporate an "equity lens" into priorities evaluation (begin with street lights, traffic, sanitary).	Public Works	Dec-22		

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		
b) Evaluate options to enhance sustainability and climate resiliency on city-owned property and facilities	Public Works / HR/Finance	Dec-22		
c) Explore "green" fee revenue (ex: plastic bags) and green revolving funds	Public Works / SAC / HR/Finance / Executive	Dec-22		

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

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 / CD - developing criteria	6 months	ARPA	
b) Survey local, minority-owned businesses to determine what monetary/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 [*Downtown: both sides and everything in between: Illinois, Race, University, and Vine]	Mayor / Staff	4 months		
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 (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/EMS/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) ID Downtown destinations for Hotel Royer guests; develop 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 unless otherwise indicated.

COUNCIL PRIORITIES MARKED FOR ARPA FUNDING (as of 2.22.22)

REF	ACTION
#1/1.a.	Fund programs for youth exposure to career oppportunities
#1/1.b.	Develop proposal to expand Self-Made Kingz
#1/1.b.	Support programs similar to SMK for young women
#1/1.b.	Develop summer jobs program
#1/3.a.	Support Urbana Park District Health & Wellness Center
#1/3.c.	Create a manual for victims' support services
#2/1.a.	Complete HOME ARP Action Plan
#2/1.b.	Funding from ARPA to fill gaps in HOME ARP Action Plan
#2/1.c.	Coordinate with housing/social service agencies to reduce homelessness
#4/1.a.	Expand pandemic support for non-brick-and-mortar small businesses