CAPITAL IMPROVEMENT PLAN

FISCAL YEARS 2022-2026

Capital Asset Summary

Asset Valuation

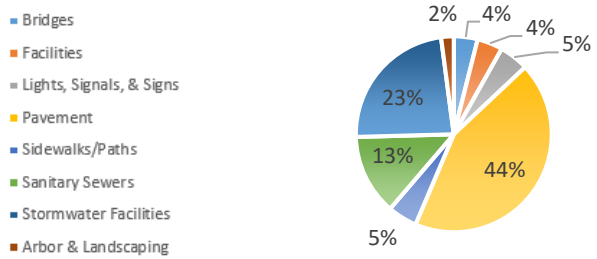
Summary

The City of Urbana classifies its capital assets into eight categories. The assets are valued by the total current reconstruction value (CRV). By far, the City's largest asset by valuation are roads, comprising 44% of the asset value. Sewers, both Stormwater and Sanitary, also are large assets by valuation. Generally speaking, the assets are valued using rough metrics that rely heavily on assumptions. For example, the CRV for Road Pavement was calculated by taking the square yards of pavement multiplied by regional averages for reconstruction by type of pavement. This is a rudimentary valuation, but provides a workable estimate. In general, CRV provides a straight forward estimate that is easy to calculate. The tradeoff with this method is that it does not reflect all of the nuances that affect depreciation of assets. A more robust method of valuation, such as life cycle assessment requires more time, expertise, cost, and data than currently available. Relatedly, given that valuations are for the reconstruction value, infrastructure can also be thought of as a liability for the City, given that they are future expense that the City will need to incur.

City-Owned Assets and Valuations

ASSET CLASS	ASSET COMPONENT	ESTIMATED AVERAGE UNIT PRICE	AVERAGE ESTIMATED LIFE EXPECTANCY	TOTAL CURRENT RECONSTRUCTION VALUE (CRV)
Bridges	Bridges and Culverts	$1 - 2 Million per Bridge	75	$40,300,000
Facilities	Fire Stations, PW & City Buildings	Between $5- 20 Million	50	$43,200,000
Lights, Signals, & Signs	Controllers, Mast Arms, Poles, Wire	$6,000/Light Pole & $25,000/Controller	40	$49,800,000
Pavement	Concrete, Asphalt, treated & Brick Streets	$160-180/square yard	60	$445,500,000
Sidewalks/Paths	Sidewalks & Bike/Multi-use Paths	$12/square foot	100	$50,000,000
Sanitary Sewers	Sewer Pipes	$250/foot	100	$136,600,000
Stormwater Facilities	Sewer Pipes & Pumping Station	$310/foot	100	$239,600,000
Arbor/Canopy	Parkway Trees	$2,000/mature tree	60	$21,400,000
Total Current Reconstruction Value:				**$1,026,400,000**

Percentage of Current Reconstruction Value by Asset Class



Capital Replacement and Investment

Capital Replacement and Investment (CR&I) Spending Target

By using the asset valuation and average lifecycle, a baseline target for anticipated capital replacement and investment expenditures can be calculated. On the whole, Urbana should expect to need to commit $14.7M a year on CR&I to replace its infrastructure with in-kind quality replacement in order to maintain current conditions without falling behind.

Estimated Annual CR&I Cost to Maintain Infrastructure Quality

ASSET CLASS	TOTAL CURRENT RECONSTRUCTION VALUE (CRV)	AVERAGE ESTIMATED LIFE EXPECTANCY	ANNUAL CR&I COST USING STRAIGHT LINE DEPRECIATION
Bridges	$40,300,000	75	$537,333
Facilities	$43,200,000	50	$864,000
Lights, Signals, & Signs	$49,800,000	40	$1,245,000
Road Pavement	$445,500,000	60	$7,425,000
Sidewalks and Pathways	$50,000,000	100	$500,000
Sanitary Sewers	$136,600,000	100	$1,366,000
Stormwater Facilities	$239,600,000	100	$2,396,000
Arbor/Canopy	$21,400,000	60	$356,667
Totals	**$1,026,400,000**	**70**	**$14,690,000**

The $14.7M figure represents a best case scenario, where that amount has been accrued annually as a reserve for future replacement. In practice, Urbana has habitually under-committed funds for future capital replacement. To illustrate this point, if the City had been accruing reserves for future facilities projects since the most recent capital investments, the City would have $21M in reserved funds to undertake the Facility Master Plan. Instead, the City will need to borrow funds and is only proposing to spend $10M in CR&I at this point, suggesting that the average quality of our facility assets will continue to decline over time.

Capital Replacement and Investment in CIP

Urbana will not meet this level of desired investment, since we are only averaging $7.0M in capital investment over the life of the CIP. This will ultimately lead to utilization of public infrastructure beyond its life expectancy, effectively increasing the rate of deterioration which will require higher operating and maintenance costs.

Capital Replacement Investment Expenditures in CIP

Asset Class	FY22 Plan	FY23 Plan	FY24 Plan	FY25 Plan	FY26 Plan	Average
Multifaceted Project	$2,000,000	$0	$0	$0	$0	$400,000
Bridges	$0	$0	$0	$0	$0	$0
Facilities	$50,000	$533,263	$1,104,025	$1,104,025	$1,104,024	$779,067
Lights, Signals, & Signs	$125,000	$1,000,000	$0	$250,000	$0	$275,000
Road Pavement	$5,402,568	$4,630,966	$6,053,750	$1,200,000	$5,925,000	$4,612,457

Sidewalks and Pathways	$0	$0	$0	$0	$0	$0
Sanitary Sewers	$425,000	$645,000	$1,400,000	$600,000	$600,000	$734,000
Stormwater Facilities	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000
Arbor/Canopy	$0	$0	$0	$0	$0	$0
Total Capital Improvement Spending	$8.2 M	$7.0 M	$8.7 M	$3.3 M	$7.8 M	$7.0 M

Operation and Maintenance

Operation and Maintenance (O&M) Spending Target

In addition to replacement at the end of an asset's life-cycle, there are also interim operational and maintenance activities that are required to maintain usable condition and life expectancy of an asset. For example, while a road may not need a total replacement for 60 years, over its life there will be ongoing O&M costs of pot-hole filling, crack sealing, etc. that are still required to achieve the desired life expectancy. This year's CIP is Urbana first attempt to incorporate an understanding of O&M costs into a long range plan. While there is likely more gradation in the maintenance requirements than currently used in the calculations below, the varied type of assets within a class, local nuances, and past deferred maintenance make further refinement more complicated. Further refinement is not expected to provide greater insight and the current annual O&M target was found to be reasonable when compared to the City's current practices.

Estimated Annual O&M Cost to Maintain Asset Life Expectancy

ASSET CLASS	TOTAL CURRENT RECONSTRUCTION VALUE (CRV)	ESTIMATED OPERATION AND MAINTENANCE REQUIREMENT	Annual O&M
Bridges	$ 40,300,000	1.0%	$ 403,000
Facilities	$ 43,200,000	1.0%	$ 432,000
Lights, Signals, & Signs	$ 49,800,000	1.0%	$ 498,000
Road Pavement	$ 445,500,000	1.0%	$ 4,455,000
Sidewalks and Pathways	$ 50,000,000	1.0%	$ 500,000
Sanitary Sewers	$ 136,600,000	1.0%	$ 1,366,000
Stormwater Facilities	$ 239,600,000	1.0%	$ 2,396,000
Arbor/Canopy	$ 21,400,000	1.0%	$ 214,000
Totals	**$ 1,026,400,000**	**1.0%**	**$ 10,264,000**

Operation and Maintenance in CIP

Throughout the CIP, the City spending is below the O&M target, but is generally close to the target, spending an average of $8.6M a year on O&M for the City's assets. While this is close to the hypothetical target, the target does not incorporate the impact past deferred CR&I into the funding goal, which increases maintenance costs. Ultimately, the City is still below the target on an ongoing basis, which will result in deteriorating conditions and shorter life expectancies.

Operation and Maintenance Expenditures by City

Asset Class	FY22 Plan	FY23 Plan	FY24 Plan	FY25 Plan	FY26 Plan	Average
Multifaceted Projects	$632,446	$632,446	$632,446	$632,446	$632,446	$632,446
Bridges	$0	$0	$0	$0	$0	$0
Facilities	$785,186	$785,186	$910,186	$910,186	$910,186	$860,186
Lights, Signals, & Signs	$998,539	$988,539	$988,539	$988,539	$988,539	$990,539
Road Pavement	$2,726,163	$2,726,163	$2,906,163	$2,726,163	$2,726,163	$2,762,163
Sidewalks and Pathways	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000
Sanitary Sewers	$1,168,206	$1,369,916	$1,371,675	$1,373,482	$1,375,340	$1,331,724
Stormwater Facilities	$1,714,760	$1,355,075	$1,259,242	$1,261,013	$1,265,694	$1,371,157
Arbor/Canopy	$495,512	$495,512	$495,512	$495,512	$495,512	$495,512
Total O&M	$8.6 M	$8.4 M	$8.7 M	$8.5 M	$8.5 M	**$8.6 M**

Double Jeopardy

Urbana is below the annual targets for both CR&I and O&M investment. For CR&I, the consequence is infrastructure use well beyond our assets' reasonably functional lives to a point of critical failure. The consequences for deferred O&M is quicker deterioration of our assets ultimately resulting in shorter life expectancies. The combination of underfunding both of these together exponentially increases the potential for catastrophic failures; in these instances, our options become restricted to abandonment, costly, unplanned emergency expenditures, or acceptance and use of 'failed' assets.

Revenue Summary

Revenue

Capital replacement and investment and operation and maintenance have diversified revenue streams. Stormwater Facilities and Sanitary Sewers have their own funds that are supported by dedicated taxes and user fees; these fees fund both CR&I and O&M expenses. Transportation projects are funded by a combination of local motor fuel tax, state motor fuel tax, and state/federal transportation grants. Large transportation capital projects are primarily directed to road pavement but often include other assets in the right-of-way. Motor fuel and transportation grants generally have restrictions on what they can be used for and can have extensive documentation requirements.

The remaining funds for CIP projects come from the City of Urbana General Fund. O&M expenses such as staff time, vehicles, engineering, upkeep, etc. for each asset are typically part the Public Works Department and are included in the annual budget. The General Fund also transfers money to the CR&I Fund (Fund 200), which can be used on specific capital projects or programs.

Over the long run, the average amount of revenue equals the average amount of expenditures. In the short run, there is variation based on projects timing and fund balance levels. Each revenue stream has its own respective long run outlook:

Motor Fuel Taxes
Revenue for local motor fuel taxes comes from the local gas tax ordinance, last updated July 1, 2011. Funds are used for transportation capital projects and maintenance. State motor fuel taxes come from three sources: state motor fuel tax, the transportation renewal fund, and the Rebuild Illinois capital program. The City will receive $906,000 from Rebuild Illinois in FY 22, and $453,000 in FY 23, the last year of proceeds.

In the past year, motor fuel taxes have been negatively impacted by the pandemic. The past fiscal year saw approximately $320,000 less revenue compared to pre-pandemic expectations and the upcoming fiscal year anticipates total revenue to be approximately $90,000 less than pre-pandemic expectations. Projecting forward, the CIP assumes flat motor fuel taxes to reflect the increasing electric vehicle market.

Grants
Grants are highly competitive and unpredictable. The proposed CIP assumes that the City will receive grants for two major projects: Florida Avenue (Lincoln to Vine) and Lincoln Avenue (Green to Florida). The Lincoln and Springfield project was also recently submitted for a congressional earmark and may receive grant funding that is not currently anticipated in the CIP. The projects that may receive grants are high priority projects. If the City does not receive these grants, the projects will likely still occur, but on a delayed schedule and at the cost of other projects.

Bond Issuance
The CIP incorporates debt issuance to implement Facility Master Plan projects. Currently, the City only has $3.2M in debt, or $77 per capita – substantially less than many surrounding communities, which range between $600 and $2,000 per capita.

Sewer Benefit Tax
The Sanitary Sewer Fund derives its revenue from the sewer tax and is reserved for sewer improvements and is stable.

Stormwater Utility Fee
The Stormwater Utility Fund derives its revenue from the stormwater utility fee and is reserved for storm sewers and stormwater-related improvements and is stable.

General Fund
In addition to O&M expenses paid directly out of the General Fund, the CR&I Fund is replenished by transfers from the General Fund. The CR&I Fund supports transportation projects, facilities projects, and other capital projects that may require unrestricted funds. Historically, the amount of transfers has fluctuated. In FY 22 there is a one-time increase of $2,000,000 to fund Equity and Quality of Life projects.

Revenue Sources for Capital Improvements

Asset Class	FY22 Budget	FY23 Plan	FY24 Plan	FY25 Plan	FY26 Plan	Average
General Fund Operations	$5,052,846	$5,153,903	$5,256,981	$5,362,121	$5,469,363	$5,259,043
Unrestricted CR&I	$2,824,783	$841,279	$858,105	$875,268	$875,268	$1,054,941
Bond Proceeds	$3,892,000	$6,150,000	$0	$0	$0	$2,008,400
Motor Fuel Taxes	$3,395,634	$3,114,420	$2,659,103	$2,660,529	$2,662,473	$2,898,432

State and Federal Grants	$0	$0	$3,000,000	$0	$4,400,000	$1,480,000
Sanitary Sewers	$1,578,206	$1,623,635	$1,668,389	$1,709,290	$1,757,991	$1,667,502
Stormwater Facilities	$1,722,187	$1,771,837	$1,822,918	$1,875,476	$1,929,554	$1,824,394
Total Revenue	$17,465,656	$18,655,073	$15,265,496	$12,482,684	$17,094,649	**$16,192,712**

Funding Gap Analysis

Funding Gaps

A quick comparison of funding targets and current revenue shows that current revenues are substantially less than the funding targets for CR&I or O&M. In the long run, this will lead to a deterioration of the average asset condition and shortening of life expectancy. Altogether, current revenues are approximately $10.9M less than the total combined funding target of $25M.

Funding Gaps

Asset Class	CR&I Target	O&M Target	Total Target	Revenue (less debt)	Funding Gap	Revenue Source
Major Road	$7,425,000	$4,455,000	$11,880,000	$6,674,092	($5,205,908)	MFT taxes
Other/Unrestricted.	$3,503,000	$2,047,000	$5,550,000	$3,812,127	($1,737,873)	Prop. Taxes
Sanitary Sewer	$1,366,000	$1,366,000	$2,732,000	$1,667,502	($1,064,498)	Benefit Tax
Stormwater	$2,396,000	$2,396,000	$4,792,000	$1,824,394	($2,967,606)	User Fee
Total	$14,690,000	$10,264,000	$24,954,000	$13,978,115	($10,975,885)	

Sustainable Rates

It should be noted again, that the asset valuations and funding targets are developed using benchmark industry standards that have an inherent degree of imprecision. However, this analysis can be used to begin to identify what new, sustainable tax rates are needed in order to increase revenue sufficiently to fund the targeted amount of expenditures. For a two-car, two-and-a-half person, single-family household, the projected effect would be an increase in taxes and fees of $229/year. In the upcoming fiscal year, staff plans on exploring this issue in more detail to inform a discussion of sustainable tax rates.

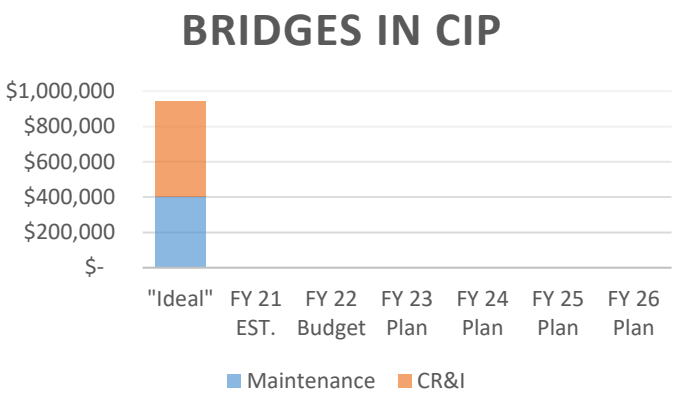
Hypothetical/Illustrative Sustainable Rates

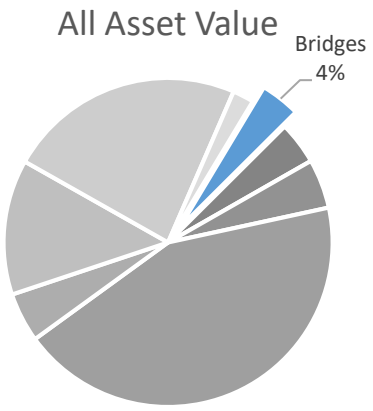
Asset Class	Current Rate	Needed Rate Increase	New Rate	Average Annual New Revenue/User	Calculations Notes
Pavement/Major Road	$0.05	78%	$0.09	$25	Per Driver (650 gallon a year)
Other/Unrestricted.		5%	$0.00	$43	Total General Fund Revenue, Per 2.5 person household
Sanitary Sewer	$0.15	64%	$0.25	$36	Rate per 100 gallons, assume 100 per day per household
Stormwater	$4.94	163%	$12.98	$96	Per single family home (year)
Total				**$292**	Per household

Bridges

Description: Bridges and Box Culverts in the City of Urbana used either for pedestrian or vehicular traffic.

Asset Summary Table		
Quantity	25	Bridges
Value	$40,300,000	Replacement Value
Life Expectancy	75	Years
Capital Replacement and Investment		
Target CR&I / Year	$ 537,333	Straight Line Depreciation
Target CR&I /CIP	$2,686,667	5-Year CIP
CIP Planned CR&I	0	
Deferred CR&I in CIP	($2,686,667)	
Operations and Maintenance Cost		
Annual O&M Target	$ 403,000	Rudimentary 1%
Current Annual Maintenance Cost	$ -	No separate Program
Annual Deficit	$ 403,000	





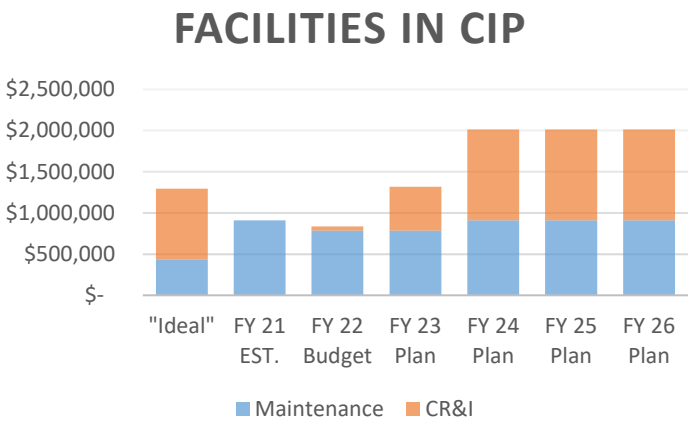
Notes: Further developing asset information, forthcoming later 2021. No bridges currently identified as needing capital improvements within 5-year CIP. Preliminary information suggest that there may be needed bridge improvements in the years immediately following the CIP.

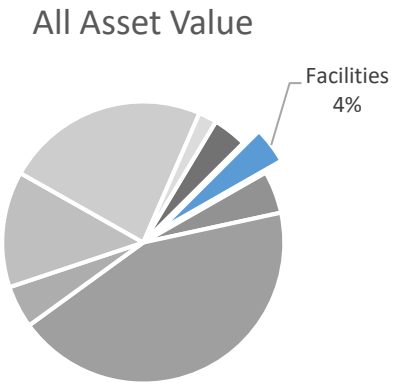
Asset Plan Documents: Bridge Survey

Public Facilities

Description: Public facilities: four Fire stations, pump house, LRC, City Building, Civic Center, Public Works buildings, storage shed, and landfill.

Asset Summary Table		
Quantity	12	Major Public Facilities
Value	$43,200,000	Replacement Value
Life Expectancy	50	Years
Capital Replacement and Investment		
Target CR&I / Year	$ 864,000	Straight Line Depreciation
Target CR&I /CIP	$4,320,000	5-Year CIP,
CIP Planned CR&I	3,895,337	Debt Payments
Deferred CR&I in CIP	($424,663)	Implementing Facilities Plan
Operations and Maintenance Cost		
Annual O&M Target	$ 432,000	Rudimentary 1%
Current Annual Maintenance Cost	$ 125,000	EST. using operations data
Annual Deficit	$ 353,186	





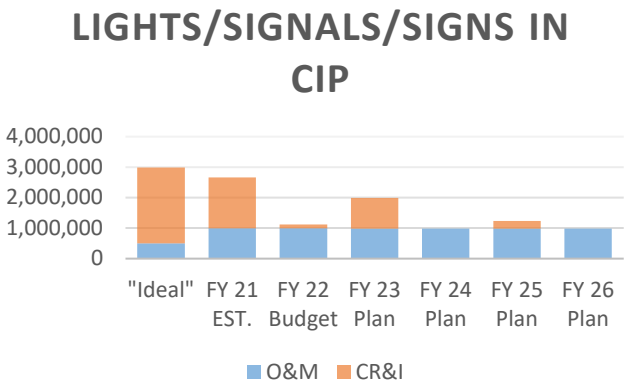
Notes: The City is implementing the vast majority of the Facilities Master Plan. The surplus capital spending in the CIP reflects years of deferred investment. After the completion of the plan, most facilities would not need major CR&I improvements for several years, with the possible exception of a City Building expansion. Since facilities improvements are occurring in rapid succession, it is important to understand the limitations of the straight line depreciation on replacement value for financial planning. The CR&I expenditures reflect annual debt service payments as they occur.

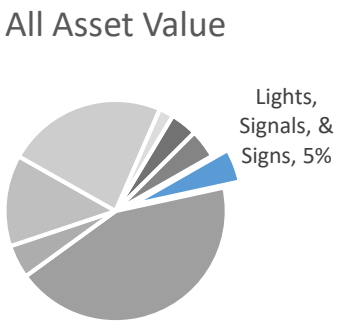
Asset Plan Documents: Facilities Master Plan

Lights, Signals, Signs

Description: 48 traffic signal controllers, 96 traffic signal mast arms, 96 traffic signal poles, 98 street light controllers, 4,073 street light poles/luminaires, 512,181 feet of conduit and wiring and 4,516 signs.

Asset Summary Table		
Quantity	4,073	Light Poles
Value	$ 49,810,000	Replacement Value
Life Expectancy	40	Years
Capital Replacement and Investment		
Target CR&I / Year	$ 1,245,000	Straight Line Depreciation
Target CR&I /CIP	$6,225,000	5-Year CIP
CIP Planned CR&I	$ 1,375,000	(some work included in Projects)
Deferred CR&I in CIP	($4,850,000)	
Operations and Maintenance Cost		
Annual O&M Target	$ 498,000	Rudimentary 1%
Current Annual Maintenance Cost	$ 1,416,160	EST. using operations budget
Annual Deficit	$ (918,160)	(surplus due to past deferrals)





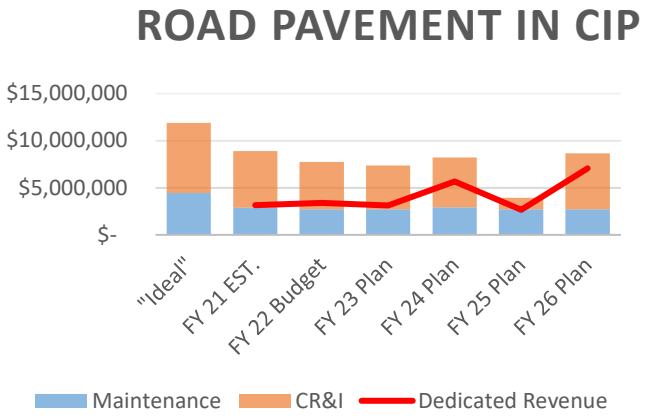
Notes: Goal in this CIP is to develop long-term proactive maintenance and capital investment strategies. FY 22 Budget has funds set aside to develop a plan.

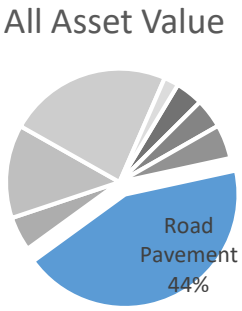
Asset Plan Documents: No current plan documents.

Road Pavement

Description: 2,557,508 square yards of pavement.

Asset Summary Table		
Quantity	2,557,508	Square Yards of Pavement
Value	$445,500,000	Replacement Value
Life Expectancy	60	Years
Capital Replacement and Investment		
Target CR&I / Year	$7,425,000	Straight Line Depreciation
Target CR&I /CIP	$37,125,000	5-Year CIP
CIP Planned CR&I	$ 22,462,284	
Deferred CR&I in CIP	($14,662,716)	
Operations and Maintenance Cost		
Annual O&M Target	$ 4,455,000	Rudimentary 1%
Current Annual Maintenance Cost	$ 2,370,798	EST. using operations data
Annual Deficit	$ 2,084,202	





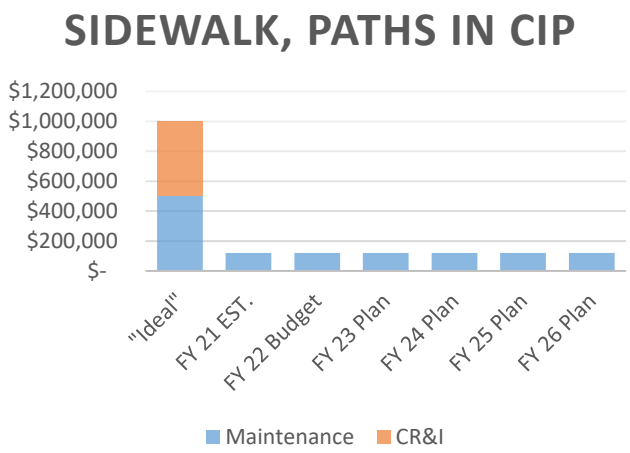
Notes: The City recently completed its pavement condition assessment and is beginning to use that as the driving force behind scoping and prioritizing transportation capital improvement projects. More detail on the transportation prioritization method can be seen in the Transportation Project Book section of the CIP. Regarding life expectancy, 60 years is the ideal; for reference IDOT benchmarks roads at a 45-year life expectancy. Currently, the construction standards in City code allow for roads that may not last 20 years, a problem the City is currently experiencing with several subdivision built in the early 2000's, including Smith Road in Savannah Green, which is slated for improvements in FY 23 in the CIP.

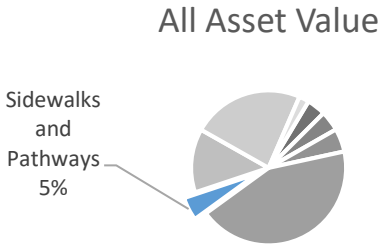
Asset Plan Documents: Pavement Condition Assessment Study

Sidewalk and Paths

Description: 4.1 million square feet of pavement for sidewalks and pathways in the City rights-of-way.

Asset Summary Table		
Quantity	4,165,040	Square feet
Value	$50,000,000	Replacement Value
Life Expectancy	100	Years
Capital Replacement and Investment		
Target CR&I / Year	$ 500,000	Straight Line Depreciation
Target CR&I /CIP	$2,500,000	5-Year CIP
CIP Planned CR&I	-	Included in other projects
Deferred CR&I in CIP	($2,500,000)	
Operations and Maintenance Cost		
Annual O&M Target	$ 500,000	Rudimentary 1%
Current Annual Maintenance Cost	$ 120,000	Sidewalk and Paths Project
Annual Deficit	$ 380,000	





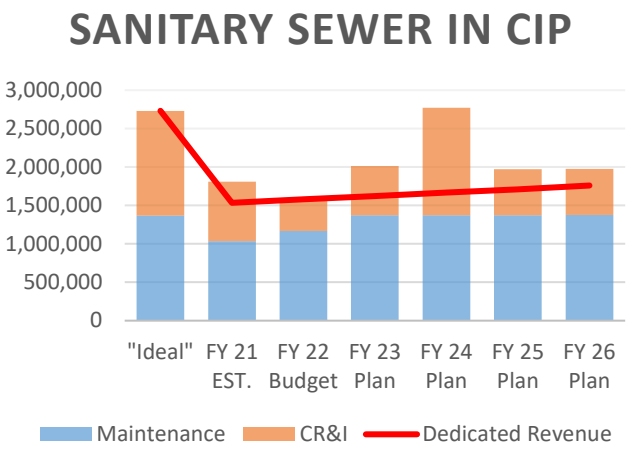
Notes: The Champaign Regional Planning Commission has a Sidewalk Network Inventory and Assessment. This has not been translated to an annual CR&I implementation plan. While there are not distinct sidewalk projects in the CIP, sidewalks and paths are typically improved in large transporation projects.

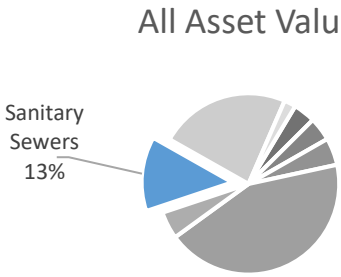
Asset Plan Documents: RPC Sidewalk Inventory

Sanitary Sewers

Description: 542,208 feet of pipe (102 miles) of pipe of various diameters as well as 2,315 manholes.

Asset Summary Table		
Quantity	542,208	Feet of Pipe
Value	$136,600,000	Replacement Value
Life Expectancy	100	Years
Capital Replacement and Investment		
Target CR&I / Year	$ 1,366,000	Straight Line Depreciation
Target CR&I /CIP	$6,830,000	5-Year CIP
CIP Planned CR&I	3,670,000	
Deferred CR&I in CIP	($3,160,000)	
Operations and Maintenance Cost		
Annual O&M Target	$ 1,366,000	Rudimentary 1%
Current Annual Maintenance Cost	$ 1,035,266	EST. using operations data
Annual Deficit	$ 330,734	





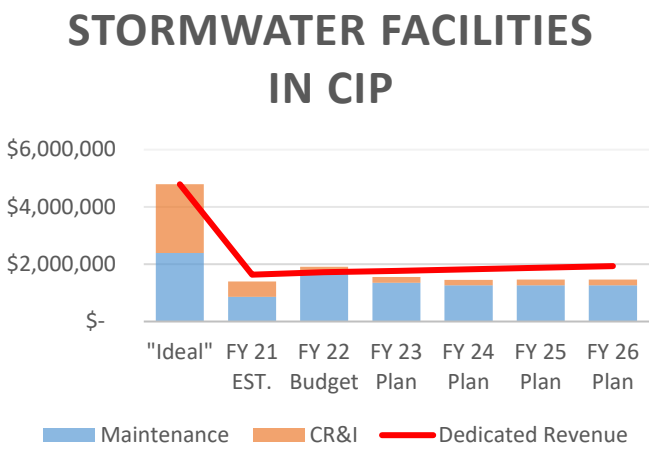
Notes: The City has its own sanitary sewer assets, but shares the system with the Urbana Champaign Sanitary District, which owns their own pipes and the Wastewater Treatment Plant. The Urbana Sewer Use rate is $0.1540 per 100 gallons.

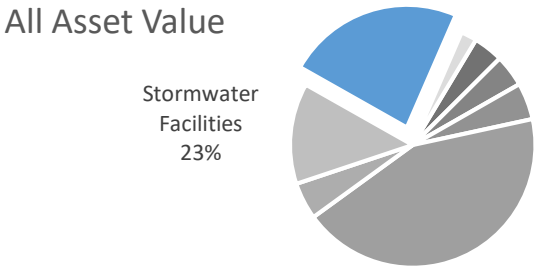
Asset Plan Documents: https://www.urbanaillinois.us/Sanitary_Sewer_System

Stormwater Facilities

Description: Stormwater facilities include 763,702 feet (144 miles) of stormwater pipes, wet bottom retention basis, dry bottom detention basins, 8,000 manholes, and the Vine Street pump station.

Asset Summary Table		
Quantity	763,702	Feet of Pipe
Value	$239,600,000	Replacement Value
Life Expectancy	100	Years
Capital Replacement and Investment		
Target CR&I / Year	$ 2,396,000	Straight Line Depreciation
Target CR&I /CIP	$11,980,000	5-Year CIP
CIP Planned CR&I	$ 1,000,000	
Deferred CR&I in CIP	($10,980,000)	
Operations and Maintenance Costs		
Annual O&M Target	$ 2,396,000	Rudimentary 1%
Current Annual Maintenance Cost	$ 866,545	using operations data
Annual Deficit	$ 1,529,455	





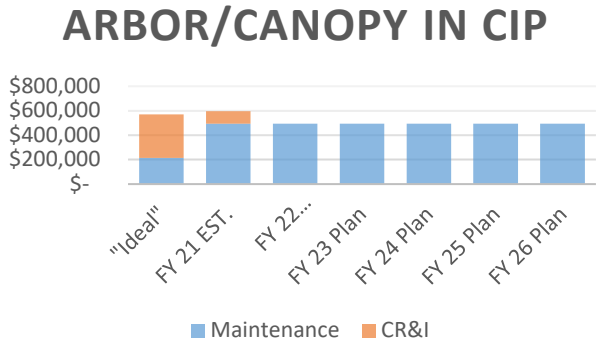
Notes: New stormwater facility master plan to be completed in 2021. There is a dedicated Stormwater utility fee ($4.95 for residential customers) that funds the stormwater management program.

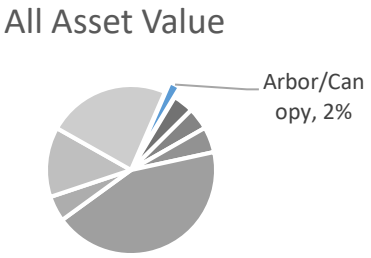
Asset Plan Documents: Final Stormwater Utility Plan forthcoming
https://www.urbanaillinois.us/Stormwater_Utility_Fee

Urban Canopy

Description: Parkway trees, in City owned rights-of-way and City-owned properties.

Asset Summary Table		
Quantity	10,935	City Trees
Value	$21,400,000	Replacement Value
Life Expectancy	60	Years
Capital Replacement and Investment		
Target CR&I / Year	$ 356,667	Straight Line Depreciation
Target CR&I /CIP	$1,783,333	5-Year CIP
CIP Planned CR&I	$100,000	
Deferred CR&I in CIP	($1,783,333)	
Operations and Maintenance Costs		
Annual Maintenance Target	$ 214,000	Rudimentary 1%
Current Annual Maintenance Cost	$ 495,512	EST. using operations data
Annual Deficit	$(281,512)	





Notes: The City has over 10,000 parkways trees planted. In addition to reactive maintenance from wear and weather, trees are proactively trimmed on a multi-year cycle. Ideally, parkway trees should be trimmed on a 5-year to 7-year cycle; with current resources, the City is only able to trim trees on a 15-year cycle. The annual CR&I figure is the replacement cost of a mature tree. In practice, a 60-year old tree would not be replaced in kind. This figure does not include the cost of adding new trees to vacant sites. It should be noted that planting new trees would come with a corresponding increase in maintenance requirements; without an increase in staff and equipment, the proactive trimming cycle would lengthen, impacting the health of the trees.

Asset Plan: The City is currently reviewing its long-term plans for managing its Urban Canopy. Past practice has been to replace trees as they die. However, this practice, in conjunction with budget constraints has led to a geographically inequitable distribution of City trees. The City recently received a $100,000 grant from a private donor to promote a more equitable allocation of street trees.