
DATE: Thursday, February 1st, 2024
TIME: 7 PM
PLACE: *Stone Creek Church, 2502 South Race Street, Urbana

A majority of a quorum of the Urbana City Council met in goal-setting session on Thursday February 1st, 2024 at 7 PM.

ELECTED OFFICIALS PHYSICALLY PRESENT: Diane Wolfe Marlin, Mayor; Darcy E. Sandefur, City Clerk, CM Maryalice Wu, CM Christopher Evans*, CM Shirese Hursey, CM Jaya Kolisetty, CM Chaundra Bishop*, CM Grace Wilken, CM James Quisenberry
*Denotes arrival after roll call.

ELECTED OFFICIALS ABSENT:

STAFF PRESENT: Kate Brickman, Kevin Garcia, Andrea Ruedi, Nick Hansen, Carla Boyd, Carol Mitten, Will Kolschowsky, Demond Dade, Rich Surles, Elizabeth Hannan, Breaden Belcher, Kim Smith, Larry Boone, Scott Tess, Tim Cowan, Carmen Franks,

OTHERS PRESENT: Kevin James (Facilitator)

1. CALL TO ORDER

Mayor Marlin called the City Council Goal-Setting Session to order at 7 PM.

2. APPROVAL OF PUBLIC INPUT RULES

Vote to amend public input guidelines: proposed 30 minutes maximum time limit at 3 minutes a person. Motion to amend to adhere to the new guidelines by CM Wu and seconded by CM Kolisetty.

Passed by roll call vote.

AYE: Wu, Hursey, Kolisetty, Quisenberry

NAY: Wilken

3. PUBLIC INPUT

None.

4. MAYOR / COUNCIL STRATEGIC GOAL SETTING

Kevin James opened the discussion and ensured all had a copy of the blind Council survey of revised action items (*see attachment A*). James asked for a show of hands to assess desire to reduce the current list of goals under each strategy to 3 goals or less. Council came to a consensus that they would discuss each strategy and strategic area and narrow it down to 3 or fewer goals and assess each goal based on the net support as reported in the survey. Council was seated in a semi-circle facing the audience with staff members seated in the audience facing them. James advised that there would be two microphones to be passed around to ensure audio is audible for the recording. (*See attachment B for the draft resolution as presented on 3-18-2024 containing the suggested edits from the 2/1/2024 goal setting session. NOTE: the resolution was further revised before adoption on 3-25-2024.*)

Strategic Area #1: Public Safety and Well-Being

Strategy 1.1 Pursue methods to mitigate community violence

- Goal 1: Continue to Fund Community Partners & Projects that address root causes of violence while monitoring results and effectiveness
 - Suggestion to include language to monitor results and effectiveness on other goals as well, not just this one.
 - Suggestion to reword it to “with continual program monitoring and evaluation”.
- Goal 2: Council consensus reached that goal 2 is fine as written.

Strategy 1.2 Enhance and expand public safety resources

- Council consensus reached to keep only the top 3 goals and to add language to goal 2 “and additional public input”.

Strategy 1.3 Promote community well-being

- Goal 1: *Complete a systematic review of ARPA subrecipient programs evaluating outcomes and identify sustainable funding sources for highly effective programs.*
 - Amended to focus on review and evaluation of ARPA project outcomes.
- Goal 2: *Continue to fund community partners & projects that promote health and wellness while monitoring results and effectiveness*
 - Amended to “Continue to fund community partners and projects that promote health, wellness, drug and alcohol treatment, and families suffering from domestic violence with continual program monitoring and evaluation”
- Council consensus reached to keep goal 3 as is.

Strategic Area #2: Housing

Strategy 2.1 Support housing security and equity

- Council consensus to keep goal 1 as written.
- Goal 2: *Coordinate with housing and social service agencies to reduce homelessness by supporting Tenant-Based Rental Assistance providers in providing new pilot programs that address gaps in services*
 - Suggestion to amend to “continue to coordinate to support TBRA to address gaps.”

Strategy 2.2 Improve housing quality

- Council consensus to combine goals 1 & 3 as “Provide targeted assistance for rehabilitation and repairs of dilapidated homes in targeted neighborhoods, with a special emphasis on seniors.”
- Goal 2: amended to read “Partner with developers to generate affordable rental and homeowner housing.

- Goal 3: amended to “explore plan to incentivize bringing properties up to City Code.”
- Goal 4: Council consensus to keep as written.

Strategic Area #3: Infrastructure

Strategy 3.1 Improve quality of infrastructure assets

- Goal 1: amended to read “by the end of FY 2025”.
- Goal 2: Council consensus to keep as written.

Strategy 3.2 Increase investments in infrastructure equity

- Goal 1: Council consensus to keep as written.
- Goal 2: amended to “prioritize staffing in the Grants division to pursue infrastructure grants”.
- Goal 3: amended to “Develop revisions to the Zoning Ordinance to improve the process in order to enhance public notice and ensure appropriate protest procedures.”

Strategy 3.3 Expand sustainable infrastructure within the community

- Goal 1: amended to remove already planned portion.
- Goal 2: Council consensus to keep as written.
- Goal 3: amended to “Create a grant program for community environmental projects.”

Strategic Area #4 Economic Health

Strategy 4.1 Support local businesses

- Goal 1: amended to “Create an Ordinance to enhance City contracting opportunities by MWVBE and local businesses.”
- Goal 2: amended to “Educate businesses on available resources and explore resource gaps for challenges identified in the 2023 Illinois State Black Business Survey.”
- Goal 3: Council consensus to keep as written.

Strategy 4.2 Enhance Employment Opportunities in Urbana

- Council consensus to keep only goal 1.

Strategy 4.3 Recruit new businesses and industries

- Goal 1: Council consensus to keep.

Strategy 4.4 Create a Tourist and Entertainment District

- Goal 1: Council consensus to keep.
- Goal 2: amended to include the word “selected” ahead of recommendations
- Goal 3: amended to “Enhance the vibrancy of Downtown Urbana by working with private entities to increase murals, sculptures, and other physical art.”

5. ADJOURNMENT

Mayor Marlin announced next steps, thanked staff, and declared the meeting adjourned at 9:07 PM.

A copy of the audio recording can be [listened to here](#).

Darcy Sandefur

City Clerk

Minutes approved: 04-01-2024

Strategic Area #1: Public Safety and Well-Being	Should this be an Action Item?			
1.1 Pursue methods to mitigate community violence	Yes	No	Yes, with revisions	Net Support
Continue to Fund Community Partners & Projects that address the root cause of violence while monitoring results and effectiveness	4	0	2	5
Complete Berry Dunn Public Safety Review, determine which recommendations to implement and create plan for 21st century policing.	5	1	0	4
Fund community partners that provide re-entry services for those coming back home from prison.	1	1	4	2
Enhance City Programs that address root causes of violence	3	2	1	1.5
Incorporate the "All Hands" approach for vulnerable neighborhoods and relocate community service officers/CCRT to a satellite office in the community to be closer to the "high hope" areas.	2	2	2	1
Identify and fund options that enhance current police capacity	1	2	3	0.5
1.2 Enhance and expand public safety resources	Yes	No	Yes, with revisions	Net Support
Enhance and expand alternative emergency response models (for mental health crisis and domestic disputes)	6	0	0	6
Develop comprehensive safety plan based on public safety review	5	0	1	5.5
Update the Police Safety governance model by revising CPRB and updating oversight policies	5	0	1	5.5
Explore fire department ambulance transports	4	0	1	4.5

1.3 Promote community well-being	Yes	No	Yes, with revisions	Net Support
Complete a systematic review of ARPA subrecipient programs evaluating outcomes and identify sustainable funding sources for highly effective programs	5	0	1	5.5
Continue to fund community partners & projects that promote health and wellness while monitoring results and effectiveness	4	0	2	5
Create a City-wide Equity Plan using GARE template/guidance	4	0	2	5
Promote health and wellness by funding and support community partners that provide drug and alcohol treatment programs	2	0	4	4
Promote health and wellness by funding and support community partners that provide housing and re-locating services for families suffering domestic violence.	2	0	4	4
Collaborate with the Park District to create scholarship/incentive program to enhance youth participation and access	2	0	3	3.5
Promote communication & outreach to individual neighborhood groups	3	1	2	3
Collaborate with the Park District to create a summer job program for up to 40 eligible Urbana youth.	1	0	4	3
Explore reparations or specific equity-focused programs for residents	2	1	3	2.5
Strategic Area #2: Housing				
2.1 Support housing security and equity	Yes	No	Yes, with revisions	Net Support
Coordinate w/ housing and social service agencies to reduce homelessness	5	0	1	5.5
Coordinate with housing and social service agencies to reduce homelessness by supporting Tenant-Based Rental Assistance providers in providing new pilot programs that address gaps in services	2	1	3	2.5
Develop a strategic plan to move to robust enforcement of Ordinance and to collaborate with housing service providers to reduce non-compliance	3	2	1	1.5

2.2 Improve housing quality	Yes	No	Yes, with revisions	Net Support
Provided targeted assistance for home rehabs & repairs for seniors	5	0	1	5.5
Pursue the development of affordable rental and homeowner housing	3	0	3	4.5
Pursue funds to rehab dilapidated homes in targeted neighborhoods	2	0	4	4
Develop a plan/program that provides funding for rehabilitation of older housing stock throughout the City (similar to Enterprise Zone)	3	0	2	4
Enhance Community Development/Housing Inspectors' capacity to address backlog and maintain the 3-5 year cycle for Systematic Inspections of rental property-- add one FTE Housing Inspector maintain inspection cycle.	4	1	1	3.5
Streamline and enhance housing services	2	1	2	2
Prepare & review consolidated annual performance evaluation report	3	2	0	1
Work with other Governmental partners to develop infill housing developments (such as w/ USD 116 in areas with under enrollment)	2	2	2	1
Strategic Area #3: Infrastructure				
3.1 Improve quality of infrastructure asset	Yes	No	Yes, with revisions	Net Support
Complete Sanitary Sewer asset management plan (end 2024) and roadway asset management plan (2025)	6	0	0	6
Review & adjust dedicated revenue streams for assets, beginning with Local MFT	5	0	1	5.5
3.2 Increase investments in infrastructure equity	Yes	No	Yes, with revisions	Net Support
Complete 10 EQL projects by end of CY 24 and initiate a second EQL round by end of CY 25	6	0	0	6
Prioritize maintaining staffing for CD Grants coordinator position to pursue public infrastructure grants	4	0	2	5
Incorporate equity lens into priorities evaluation	4	0	1	4.5
Expand access and opportunity for community input in permits and zoning (add an informational public hearing)	3	0	2	4
Focus Round 2 EQL projects in neighborhoods identified for "All Hands" approach, especially lighting and sidewalks.	2	1	3	2.5

3.3 Expand sustainable infrastructure within the community	Yes	No	Yes, with revisions	Net Support
Evaluate practicality and financial feasibility for sustainability improvements to City Facility Capital Projects; specifically geothermal @ fire station & Solar @ public works projects.	5	0	1	5.5
Promote green storm water management by revising the Stormwater Utility Credits and incentive manual	5	0	1	5.5
Support food scrap composting at the Urbana Landscape Recycling Center	3	1	2	3
Create a grant program for community environmental projects	1	1	4	2
Set aside dedicated revenue for sustainability improvements (such as Hazard Household Waste) by implement a carry-out bag fee	2	1	2	2
Further invest in sustainable improvements for City assets such as EV infrastructure or Urban Orchards	1	2	3	0.5
Strategic Area #4: Economic Health				
4.1 Support local businesses	Yes	No	Yes, with revisions	Net Support
Enhance the Champaign Diversity Advancement Program (CDAP) to include more Urbana minority, veteran and woman-owned businesses by adopting a procurement policy that sets participatory percentage goals on all Urbana City contracts.	4	0	1	4.5
Create strategic plan to locally address challenges identified the 2023 Illinois State Black Business Survey	3	0	2	4
Issue at least two RFPs' for Downtown City-owned Sites for housing developments	5	1	0	4
Increase small business grants, particularly to minority-owned and women-owned businesses.	2	0	3	3.5
Expand small business support to non-traditional Urbana businesses	3	1	2	3
Study the challenges facing childcare providers in Urbana	2	2	1	0.5
4.2 Enhance Employment Opportunities in Urbana	Yes	No	Yes, with revisions	Net Support
Collaborate with Parkland College, RPC, or other partners to create workforce development scholarships for low income Urbana Residents focusing on the trades & hospitality industry	3	0	3	4.5
Collaborate with IFSI or other entity to create workforce development opportunities for Urbana residents in the field of public safety	2	1	2	2

4.3 Recruit new businesses and industries	Yes	No	Yes, with revisions	Net Support
Create an incentive package & recruit a grocery store in NW Urbana	4	0	2	5
Create an incentive package to attract a new cannabis dispensary	1	1	4	2
Identify downtown destinations for hotel Royer guests	4	2	0	2
In cooperation with the University of Illinois, develop a solar panel manufacturing factory, and residential installation program using local residents as employees.	2	2	2	1
4.4 Create a Tourist and Entertainment District	Yes	No	Yes, with revisions	Net Support
Direct UIUC visitors to downtown Urbana with Signage at Lincoln and Green	5	0	1	5.5
Implement recommendations of Downtown Public Realm study	5	0	1	5.5
Expand Arts and Culture Programs and work with private business to saturate Downtown Urbana with murals, sculptures and other physical art	3	0	3	4.5
Support a permanent conversion of Parking Lot 1 (Rose Bowl) to a space that supports concerts, movies, plays, speeches, comedy, spoken word, dancing, etc.	2	0	3	3.5
Facilitate the creation of an outdoor recreation space downtown (wiffleball, skatepark, etc.)	1	0	5	3.5
Facilitate the creation of a Car Museum or other destination	1	5	0	-4

**A RESOLUTION ADOPTING MAYOR/CITY COUNCIL STRATEGIC GOALS FOR
2024-2025**

WHEREAS, the Mayor and City Council of Urbana participated in strategic goal-setting sessions on November 6, 2023, November 27, 2023, and February 1, 2024; and

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

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, Strategies, and Action Steps as priorities for the next two years.

Mayor/Council Strategic Goals 2024-2025

Strategic Area #1: Public Safety and Well-Being

Strategy 1.1: Pursue methods to mitigate community violence

- A. Continue to fund community partners and projects that address the root causes of violence with continual program monitoring and evaluation.
- B. Complete the BerryDunn public safety review, determine which recommendations to implement, and create a plan for 21st century policing.

Strategy 1.2: Enhance and expand public safety resources

- A. Enhance and expand alternative emergency response models (specifically addressing for mental health crisis and domestic disputes).
- B. Develop a comprehensive safety plan based on public safety review and additional public input.
- C. Update the police safety governance model by revising CPRB and updating oversight policies.

Strategy 1.3 Promote community well-being

- A. Complete a systematic review of ARPA subrecipient projects and programs, evaluating outcomes.
- B. Continue to fund community partners and projects that promote health, wellness, drug and alcohol treatment, and families suffering from domestic violence with continual program monitoring and evaluation.
- C. Create a City-wide Equity Plan using GARE template/guidance.

Strategic Area #2: Housing

Strategy 2.1 Support housing security and equity

- A. Coordinate with housing and social service agencies to reduce homelessness.
- B. Continue supporting Tenant-Based Rental Assistance providers through pilot programs that address gaps in services, and by expanding existing programs.

Strategy 2.2 Improve housing quality

- A. Provide targeted assistance for rehabilitation and repairs of dilapidated homes in targeted neighborhoods, with a special emphasis on seniors.
- B. Partner with developers to generate affordable rental and homeowner housing.
- C. Explore a plan/program that provides funding for rehabilitation of older housing stock throughout the City (similar to Enterprise Zone).
- D. Enhance Community Development's capacity to address rental registration inspection backlog and maintain a 3-5 year Systematic Inspections cycle, by adding one FTE Housing inspector.

Strategic Area #3: Infrastructure

Strategy 3.1 Improve quality of infrastructure assets

- A. Complete sanitary sewer asset management plan and roadway asset management plan by the end of fiscal year 2025.
- B. Review and adjust dedicated revenue streams for infrastructure assets, beginning with the Local Motor Fuel Tax.

Strategy 3.2 Increase investments in infrastructure equity

- A. Complete 10 EQL projects by end of calendar year 2024 and initiate a second EQL round by end of calendar year 2025.
- B. Prioritize ensuring adequate staffing for CD to pursue public infrastructure grants.

- C. Develop revisions to the Zoning Ordinance to improve the process in order to enhance public notice and ensure appropriate protest procedures.

Strategy 3.3 Expand sustainable infrastructure within the community

- A. Evaluate the practical and financial feasibility of sustainability improvements in City facility capital projects.
- B. Promote Green stormwater management by revising the Stormwater Utility Credits and Incentive Manual.
- C. Create a grant program for community environmental projects.

Strategic Area #4: Economic Health

Strategy 4.1 Support local businesses

- A. Create an Ordinance to enhance City contracting opportunities by MWVBE and local businesses.
- B. Educate businesses on available resources and explore resource gaps for challenges identified in the 2023 Illinois State Black Business Survey.
- C. Issue at least two Request for Proposals for development of Downtown City-owned sites for housing developments.

Strategy 4.2 Enhance Employment Opportunities in Urbana

- A. Collaborate with Parkland College, RPC, or other partners to create workforce development scholarships for low-income Urbana Residents focusing on the trades & hospitality industry.

Strategy 4.3 Recruit new businesses and industries

- A. Create an incentive package and recruit a grocery store in NW Urbana.

Strategy 4.4 Create a Tourist and Entertainment District

- A. Direct UIUC visitors to Downtown Urbana with signage at Lincoln Avenue and Green Street.
- B. Implement selected recommendations of Downtown Public Realm study.
- C. Enhance the vibrancy of Downtown Urbana by working with private entities to increase murals, sculptures, and other physical art.

Section 2. These goals are a collaboration among the Mayor, Council, and staff. Staff will make quarterly reports on Action Steps and make any necessary adjustments in consultation with the Mayor and City Council.

PASSED BY THE CITY COUNCIL this Date day of Month, Year.

AYES:

NAYS:

ABSTENTIONS:

Darcy E. Sandefur, City Clerk

APPROVED BY THE MAYOR this Date day of Month, Year.

Diane Wolfe Marlin, Mayor