



SUMMARY OF DECATUR CITY COUNCIL 2019 STRATEGIC PLANNING RETREAT AND NEIGHBORHOOD REVITALIZATION INITIATIVES

Results from the City Council's May 13th and June 24th Neighborhood Revitalization study sessions, and its June 21 strategic planning retreat, are combined here into one summary document. The Neighborhood Revitalization meetings are summarized by Priority Goal #1, beginning on the next page. The following six priority goals were developed during the strategic planning retreat. Taken together, these seven priority goals reflect the Decatur City Council's overall strategic direction for the 2019-2021 period. While the services of municipal government are diverse and complicated, and include more activities than those covered here, by articulating these seven priority goals, the governing body of the city announces where and how it will focus its greatest attention and effort during the next two years—when the document will be updated for the next two-year period. To the greatest extent possible, the proposed FY 2020 city budget has been prepared using this document as a guide.

PRIORITY GOAL #1: NEIGHBORHOOD REVITALIZATION

PRIORITY GOAL #2: GROW, ENHANCE AND BETTER PREPARE THE LOCAL WORKFORCE TO MEET CURRENT & FUTURE DEMANDS

PRIORITY GOAL #3: TAKE DOWNTOWN DECATUR TO THE NEXT LEVEL

PRIORITY GOAL #4: IMPLEMENT SELECTED NEW TECHNOLOGIES THAT WILL IMPROVE MUNICIPAL SERVICE DELIVERY AND CREATE OPERATIONAL EFFICIENCIES

PRIORITY GOAL #5: IMPLEMENT NEW REVENUE INITIATIVES AND COST REDUCTION MEASURES DESIGNED TO MAKE DECATUR MORE FINANCIALLY SECURE AND ITS OPERATION MORE SUSTAINABLE

PRIORITY GOAL #6: COLLABORATE WITH OTHER STAKEHOLDERS SO THAT THE MANAGEMENT OF LAKE DECATUR, AND ADJOINING PUBLIC OPEN SPACES, IS INTEGRATED INTO A COORDINATED PLAN

PRIORITY GOAL #7: CREATE AN INSPIRATIONAL VISION FOR DECATUR AND CHART A PATHWAY THAT ENSURES CURRENT AND EXISTING STRATEGIC PLANS ARE LINKED SO THAT FUTURE VISIONS ARE IMPLEMENTED AND REALIZED



PRIORITY GOAL #1: NEIGHBORHOOD REVITALIZATION

Summary of Goal #1: A community is a collection of neighborhoods and districts, woven around its commercial and industrial uses. But a community is more than the sum of its parts. Different elements of a city must work together holistically to make the city vibrant. If key parts of the city—like some of its older neighborhoods—are not functioning well, the entire city suffers. Many of Decatur's urban core neighborhoods now require more than just a "make-over." They need to be remade into residential and commercial destinations people want to live in, transact business in, and where a new lifestyle can be created that transforms these neighborhoods into the focus of Decatur's revival.

Discussion. Some of Decatur's older neighborhoods have fallen into differing states of decline. In some instances, what were once attractive and well-maintained, mostly owner-occupied, neighborhoods are now experiencing urban blight. A significant number of properties in blighted urban core neighborhoods have transitioned to rentals, and in too many instances landlords do not make investments in their properties adequate for long-term maintenance. In some neighborhoods the number of vacant and uninhabitable houses has become alarming. Population decline and an exodus of commercial activity from key neighborhoods are obvious contributing factors. Without intervention, many of these neighborhoods will continue to decline. But the appropriate intervention will differ from neighborhood to neighborhood.

The Decatur City Council is committed to making the necessary interventions, and its number one policy goal is to implement strategies that will change the trajectory of its urban core neighborhoods so that they can again become assets to the community—adding to the vibrancy of the city. In May and June of 2019, the Decatur City Council conducted two study sessions devoted exclusively to neighborhood revitalization. These sessions were a culmination of more than a year of public meetings and analysis of the statistical data that explains how many of Decatur's older neighborhoods became distressed. The resulting "roadmap" has created a framework for City Council action to span the next several years of nearly 3-dozen strategies. The strategies are in four groups:

1. Repurposing land and land uses
2. Deploying new technologies and upgrading infrastructure in target areas
3. Incentivizing people to remain in the urban core, or move there, by improving access to various services
4. Be more effective at leveraging private investment in the urban core

Success will be measured by improvements in neighborhood equalized assessed values, increases in homeownership, more properties in the urban core used productively, decreases in crime, improvements in the condition of existing housing stocks, and changes in total population by census tract. Neighborhood Revitalization is a complicated undertaking because no single strategy will turn the tide. The demolition of derelict structures is essential; but it must be followed by new or



renewed land uses to replace what is removed. Code enforcement is an important strategy to prevent housing decay; but it needs to accompany job training so residents can afford to maintain their property, and with changes in community perceptions so that faith and confidence in neighborhood change also occurs.

Strategies. Short-term and long-term strategies discussed by the City Council are summarized below, and grouped by the four general categories listed above. The strategies reflect the City Council's belief that the community should begin by focusing on target areas adjacent to the central business district and then "grow-out" the revitalization, land and building repurposing, rehabilitation and renewal from the core. They also reflect the City Council's overarching view that blighted neighborhoods cannot be simply beautified and cleaned-up; in many cases they must be repurposed and given new anchors, new commercial destinations and occasionally new identities. The City Council believes this requires an incredible amount of intergovernmental cooperation, coordination and public-private partnerships (city, county, school district, township, special purpose districts, philanthropy, local businesses and others) to attract and retain residents.

1. Repurposing land, and land uses
 - a. Increase the rate of building demolition
 - b. Create or join a land bank to sell and develop vacant properties
 - c. Accumulate land under city-ownership for new development
 - d. Create new/enhanced neighborhood anchors & destinations
 - e. Step-up code enforcement and inspect troubled rental properties
 - f. Recruit more private investment by streamlining and simplifying codes and creating targeted incentives in the urban core
2. Deploying new technologies and upgrading infrastructure in target areas
 - a. Expand broadband fiber network in the urban core
 - b. Set aside portions of annual infrastructure budgets for new sidewalks, street lighting and roads in the urban core
 - c. Include space on a new "Decatur App" allowing citizens to record videos that could help law enforcement
 - d. Greater use of technology to aid public safety (police data analytics, surveillance cameras in urban core, body cams, etc.)
3. Incentivizing people to remain in the urban core, or move there, by improving access to various services
 - a. Work with the school district/library to improve educational access and urban core workforce training/retraining programs
 - b. Improve access to odd-time public transit routes to help job retention
 - c. Expand access to low/moderate income health facilities
 - d. Expand access to low/moderate income In-fill housing
 - e. Use of targeted tax freezes or abatements; & repurpose DCFC, CICD, etc.
4. Be more effective at leveraging private investment in the urban core
 - a. Block-by-Block Program; privately fund homestead programs
 - b. Recruitment of workers to the urban core
 - c. College debt repayment incentives to retain talent in Decatur
 - d. Fund retail/hotel/housing studies to encourage investment
 - e. Use an OZ advisor to help recruit investors to eligible projects



PRIORITY GOAL #2: GROW, ENHANCE AND BETTER PREPARE THE LOCAL WORKFORCE TO MEET CURRENT & FUTURE DEMANDS

Summary of Goal #2: There is an urgent need to develop a more effective approach to preparing the local workforce to meet the needs of local employers, and, if necessary to import into the Decatur/Macon County region sufficient numbers of workers to ensure that future manufacturing, transportation and healthcare expansions and developments will have all the workers they need; otherwise the city's future economic viability will be at risk.

Discussion. There are numerous agencies in Decatur and Macon County already providing assistance in the area of workforce development. These include: Workforce Investment Solutions, the State of Illinois' Department of Employment Security, the State of Illinois' Department of Rehabilitation Services (DORS), Richland Community College's workforce development office, OASIS, Good Samaritan, the local Salvation Army, the Trades & Labor Council, the Old King's Orchard Co-op, Homework Hangout and others. Despite this multi-agency commitment to workforce development, good paying jobs in the manufacturing, transportation logistics and healthcare fields go unfilled due to lack of sufficiently qualified and prepared applicants. Since larger employers often make expansion and new development decisions principally based on the availability of a reliable labor force, this is a troubling situation. So the city wants to take a leadership position to help these existing agencies be more effective.

To change the current available workforce trajectory, the Decatur City Council is prepared to become more directly involved in new collaborations to: 1) more effectively prepare the existing Macon County work force to gain and retain good paying jobs, and 2) market Decatur and its major employers to persons in living in other metropolitan areas by recruiting them to more rigorous training programs that, upon successful completion, would carry with it the promise of a full-time job.

Development of the Crossings Campus, its proximity to unused low & moderate income housing at Wabash Crossing, the potential launch of a small business incubator (in collaboration with Richland, Millikin, the public schools, CICD and the SBDC), and adjacent availability of additional workforce training and childcare, presents possibilities for synergies to add significantly to the Decatur and Macon County workforce. The city should take a leadership role in this endeavor because a larger qualified labor pool will result in more economic development and benefit Decatur citizens—some of whom are either unemployed or under-employed.

Strategies.

- 1) Obtain a grant or other funding to finance and deliver a new (more rigorous vocational and life skills) training program [with assistance of Trades & Labor Council] that can attract workers from outside the market area targeted for their suitability to fill unfilled jobs in Macon County with housing and other incentives;



- 2) Secure commitments from major employers that they will participate in the development of the curriculum, and commit to hire those persons that successfully complete the training;
- 3) Use the services of the EDC and others to market training programs, housing availability and other community amenities in targeted markets outside Macon County; and
- 4) Secure housing and other assistance for enrollees.



PRIORITY GOAL #3: TAKE DOWNTOWN DECATUR TO THE NEXT LEVEL BECAUSE A HEALTHY CORE BENEFITS THE WHOLE CITY

Summary of Goal #3: The city of Decatur has made a significant investment in its Downtown. The improved infrastructure has induced private investment in new restaurants, specialty shops and office buildings. Several building owners have opted to upgrade their properties by improving facades and by investing in building infrastructure (such as HVAC systems, structural enhancements, redesign of interiors, etc.). However, the City Council acknowledges that the central business district has not yet reached its full potential to attract more commercial activity, more urban residential living, entertainment, etc.—all of which would help the central business district gain strength and grow outward into adjacent distressed areas and create a well-rounded 'live-work-play-learn' environment downtown.

Discussion. During its retreat, the City Council discussed the following downtown strategies:

1. Attract a hotel to the downtown (requires hiring of a hotel consultant)
2. Incentivize additional downtown housing projects
3. Develop amenities to attract more families and visitors to the downtown
4. Collaborate with others to improve the Lincoln Theater
5. Determine the best long-term use for open space between William and North Streets, west of Water Street (events, farmers market, fountain?)
6. Aggressively attract professional or retail uses of unoccupied space on the upper floor of the former Sears Building
7. Organize more special events to attract a wider and more diverse group of citizens and visitors to the downtown, focused on existing downtown open spaces (e.g., Central Park), and have more frequent events
8. Give special attention to rehabilitating the warehouse district north of Eldorado to Wabash Street and the Crossing Campus development

Strategies. Action steps associated with the above strategies include:

1. Commission a market study for a downtown hotel, with a recognized leader in providing such analysis that includes the following information: Is a downtown hotel viable? Is viability dependent upon public financial participation? If appropriate, what types and levels of public participation would be appropriate and publicly supported? What hotel brands would be appropriate in the Decatur market? What are the best sites? What impact would such a development have on other Decatur hotels? What commitments for regular use of a new hotel can be secured from local entities? What would be the likely mix of business and visitor use?
2. If the study determines that a hotel is viable, develop and distribute RFPs to potential hotel developers.



3. Commission an independent study of the viability of new housing in the central business district, including likely developers willing to participate.
4. Based on the findings of the downtown residential study, develop and distribute RFPs to potential downtown residential developers, including likely incentives.
5. Initiate discussions with the current owners of the Lincoln Theater to determine the rehabilitation needs of the building, most likely family-friendly adaptive reuses, costs, and then seek potential investors and partners.
6. Consider the creation of a downtown improvement district (supported by SSA or other funding) to spearhead downtown improvements and transition the downtown area to a more self-sustaining model.
7. Based on the directions and findings listed above, and on likely future driving trends, update the parking needs plan for the central business district.
8. Develop and update municipal codes to incorporate: a) some of the changes in modern signage design and practice; b) the increasing popularity of food trucks; and c) aspects of New Urbanism related to mixed uses, shared parking and higher density living.



PRIORITY GOAL #4: IMPLEMENT SELECTED NEW TECHNOLOGIES THAT WILL IMPROVE MUNICIPAL SERVICE DELIVERY AND CREATE OPERATIONAL EFFICIENCIES

Summary of Goal #4: So-called “Smart Cities” are communities that deploy technology to solve problems, enhance service quality and improve efficiency. Due to financial constraints, the city must select carefully and wisely from the many technology enhancement options now available to municipal governments so that only the most cost-effective solutions, and those most suited to Decatur’s needs, are considered. Cost-benefit analyses should be conducted for each technology before it is approved and deployed to verify that the advantages to city deployment warrant the cost and outweigh any potential liabilities.

Discussion & Strategies. During its planning retreat, the City Council discussed the following new technology strategies:

1. Develop a technology plan for the city of Decatur identifying and illustrating the impact of available municipal technology and whether it can add value to city’s service delivery and the lives of Decatur citizens
2. Create a review process whereby the City Council can continue to monitor and evaluate emerging technologies of relevance to Decatur.
3. Staff will research and identify those technology applications that are most likely to bring added value to municipal problem solving, service delivery and efficiency. But technologies to be considered in the short-term include:
 - a. Police worn body cameras
 - b. Surveillance cameras
 - c. Artificial Intelligence deployed information-gathering mechanisms that can mine social media and other non-traditional communication platforms to gain greater insight into views, preferences and needs of Decatur citizens, all to help staff and elected officials improve governance
 - d. Enhanced vehicle tracking and intersection monitoring
 - e. Development of a “Decatur App” to direct citizens and visitors to special events, available downtown parking spaces, and other services (including visitor and guest services)
 - f. Deployment of existing and expanded broadband fiber to commercial and for-profit users—and not just government and non-profits—as well as use of an expanded broadband network to support more wireless and data sharing among local governments

Recommended implementation of new technologies should be incorporated into the city’s budget beginning in FY 2020 and should be annually evaluated to determine if they are meeting the city’s objectives for service quality enhancement, data collection and efficiency.



PRIORITY GOAL #5: IMPLEMENT NEW REVENUE INITIATIVES AND COST REDUCTION MEASURES DESIGNED TO MAKE DECATUR MORE FINANCIALLY SECURE AND ITS OPERATION MORE SUSTAINABLE

Summary of Goal #5: Like many other Illinois municipalities, the city of Decatur has experienced a steady decline in population as more people leave the State. This directly impacts several categories of General and Special Fund revenues, as well as revenues distributed by State and Federal governments to numerous social service agencies in Macon County. The city of Decatur's budget has structural flaws (unsustainable public safety pensions, declining equalized assessed values, service delivery plans based on a larger population, high amounts of deferred maintenance, etc.) that require the city to vigorously pursue operational efficiencies, find new revenue sources, aggressively pursue annexation to drive up census numbers, and revisit whether or not existing service-delivery levels should be maintained "as-is" or modified to keep the city on a sustainable financial trajectory.

Discussion & Strategies. The City Council tentatively approved the following strategies regarding this priority goal:

1. Develop a budget for FY 2020 that includes a plan for selective cost and service reductions that increase efficiencies without significant impact on current service levels.
2. Examine and implement as council directs new revenue streams that will offset the need for future spending cuts and slowly shift reliance away from property and utility taxes. These include:
 - a. Exploring whether the city can operate a limited virtual electric utility
 - b. Examining ways to monetize the large silt pile located east of the lake and created by the dredging project
 - c. Expanding the use of the city's broadband fiber network to include commercial and for-profit customers
 - d. Licensing Air-BnB, Lyft, Uber and other elements of the 'sharing economy'; and adjust other fees to fit area city norms
 - e. Sale of surplus properties
 - f. Creative development of other potential revenue streams
3. Adopt new City Council budget and financial policies dealing with fund reserve goals, modern budget administration practices, cash management, debt issuance and investment policies, and other policies that will continue to demonstrate to investors, bond underwriters, citizens and other partners that Decatur is on a sound financial footing.
4. To keep property and utility taxes from increasing, aggressively pursue and adopt intergovernmental sharing, consolidation and co-op projects.



PRIORITY GOAL #6: COLLABORATE WITH OTHER STAKEHOLDERS SO THAT THE MANAGEMENT OF LAKE DECATUR, AND ADJOINING PUBLIC OPEN SPACES, IS INTEGRATED INTO A COORDINATED PLAN

Summary of Goal #6: The city has a long-term obligation to manage Lake Decatur so that it is a safe, clean and resilient water supply for citizens and industry for the rest of the 21st Century. This means the city will need to take steps to more proactively manage the Upper Sangamon River watershed to reduce silt, sediment and nitrates flowing into Lake Decatur, engage in a program of shoreline protection, and regulate recreational uses of Lake Decatur so that they do not undermine water quality and watershed management objectives of the city. But these goals and objectives can also be integrated with efforts to: 1) maximize use of adjacent and adjoining assets, including those owned and operated by the Decatur Park District, the city, and others; 2) create future non-motorized transportation corridors; 3) establish and market other destinations (e.g., the marina, campgrounds, amphitheater, parks, zoo, grasslands and other amenities) that are unique to Decatur.

Discussion. The city and the Park District have collaborated in the past to develop a long-range plan for improvements in the Lake Decatur/Nelson Park/Scovill Park & Big Creek areas, and river-front zones below the dam. These documents need to be updated to reflect changed conditions, new projects added in recent years, and revised strategic directions so that this concentration of special assets and quality-of-life enhancements are taken to the next level.

Strategies. Specifically, this is likely to include the following projects:

1. Improve appearance, services and efficiency in the marina area by outsourcing dock, fuel and marina-related services to a qualified partner in ways that will enhance the city's larger lake management plans and be compatible with open space plans of the city and the Park District.
2. Develop and adopt a plan to connect existing and planned lake-related services to Nelson Park, Scovill Park/Children's Museum, downtown, existing off-road trails on the west side of the city in a way that both enhances bicycle and pedestrian networks, but also establishes viable non-motorized transportation corridors connecting key parts of the city.
3. Create a multi-year plan to balance the costs of lake maintenance and patrol with revenues derived from users of the lake, and move all of these costs and revenues to the Water Fund.
4. Implement the recommendations of a Lake Management Plan so that the quantity of sediment, silt and nitrates entering Lake Decatur is significantly reduced, and adopt other strategies designed to assure good water and watershed stewardship practices for the long-term future.



PRIORITY GOAL #7: CREATE AN INSPIRATIONAL VISION FOR DECATUR AND CHART A PATHWAY THAT ENSURES CURRENT AND EXISTING STRATEGIC PLANS ARE LINKED SO THAT FUTURE VISIONS ARE IMPLEMENTED AND REALIZED

Summary of Goal #7: Leaders of successful communities invest time and resources into the development of long-range aspirational visions. Short-term plans should support long-range ones. With many governmental and non-governmental units all engaged in different aspects of community planning, it is sometimes challenging to coordinate and integrate these planning efforts. But in an environment with limited resources it is imperative that the city and its partners and stakeholders always engage in community planning in a collaborative and coordinated fashion.

Discussion. An aspirational vision for the future of Decatur begins with the community's key assets: 1) industrial manufacturing base and its ancillary industrial support services; 2) an attractive and viable downtown; 3) abundant open-space and recreational amenities; 4) significant municipal infrastructure that has the capacity to support a larger population and commercial/industrial presence; 5) the presence of educational institutions that are "plugged-in" to the community in ways that foster life-long-learning; 6) the city's role as a regional provider of a vast array of goods and services that Central Illinois needs—from health care to professional services to general and boutique retail to diverse dining and entertainment options; and 7) governmental and non-governmental organizations that are (for the most part) ready and willing to work together for the betterment of Decatur and Macon County.

"Decatur Works" ... or some other theme should come out of a multi-jurisdictional and multi-institutional collaboration intended to join the plans, projects and visions of Decatur's partners to create a new aspirational vision—from which new capital and operational plans can flow, and be connected with one another.

Likely Strategies:

1. Reach out to national and regional planning organizations such as the American Association of Planners (APA) and the Urban Land Institute (ULI) and others to serve as neutral conveners of coordinated planning efforts.
2. The result of this process should be incorporated into the next update of the city's comprehensive plan (last updated in 2009).
3. Work with the Macon Community Foundation to enlarge a foundation-sponsored student loan repayment program designed to attract and retain recent university graduates to live and remain in Decatur after the completion of their 4-year degrees.



NEIGHBORHOOD REVITALIZATION PROGRAM

The Community Revitalization Program is the number 1 priority of the City, as defined by the City Council.

No single activity fund provides a complete accounting of all community revitalization initiatives planned to be undertaken by the City of Decatur in 2020. The projects and initiatives are funded from a variety of sources, including, the General Fund, Local & State Motor Fuel Tax Funds, CDBG & HOME Funds, Wabash Crossing TIF Fund, DCDF Fund, Community Revitalization Fund, Public Transit Fund, and the Grants Fund.

The following provides a recap of the projects and initiatives included in the 2020 budget planned for actualization of the City Council number 1 priority.

	<u>Account</u>	<u>Budget</u>	<u>Page(s)</u>
Building Inspection & Code Enforcement			
General Fund Building Inspections code enforcement	various	64,000	45
General Fund Neighborhood Inspections code enforcement	various	72,000	46-47
Building Demolition & Site Clearing			
CDBG funding	471900	100,000	104
Community Revitalization Fund			
City funds and State Grant funding	424800	128,000	109
Buffet's 1 st \$1M grant	424800	864,000	109
Buffet's 2 nd \$1M grant (pending Foundation discussion)	424800	1,000,000	109
Maintenance of Structures & Vacant Lots owned by the City			
City plans to join the Central Illinois Land Bank to market and develop many of the vacant parcels. In-kind contributions with land transfers are planned for 2020		In-kind	
General Fund Neighborhood Inspections mowing of trustee lots	429900	80,000	46
Public Infrastructure Installed on City Property in Target Areas & the Urban Core			
General Fund Streets sidewalk reconstruction/ADA improvements	432600	15,000	73
General Fund Forestry tree trimming	420400	70,000	76
CDBG Fund sidewalk reconstruction/ADA improvements	489060	300,000	104
Local Motor Fuel Tax Fund	489070	760,000	171
State Motor Fuel Tax Fund	489070	240,000	176
Transit Federal funding:			
13 bus shelters, ADA accessible pads, ramps & sidewalks	450300	103,000	122
Retrofit Transit Center and Admin building with ADA compliant doors	450300	29,000	122
Curb cuts, curb and sidewalk improvements	450300	30,000	122
Garage repairs and updates	450300	30,000	122
Electronic security gate at transit locations	450300	80,000	122
Community Revitalization Fund security surveillance cameras	449950	450,000	109



	<u>Account</u>	<u>Budget</u>	<u>Page(s)</u>
Rehabilitation & Renovation of Existing Structures			
Home Fund	491250	254,000	103
CDBG Fund	492700	290,000	105
Development of private properties in Target Areas & the Urban Core			
General Fund Economic Development EDC Contribution	443400	60,000	18
General Fund Economic Development Retail consultant; housing & hotel market studies	428000	80,000	49
Job Training & Workforce Development			
CDBG funding education, case management and employment training	471500	36,000	104
Transit Fund - CDL training included in new-hire recruitment	429900	13,000	116
Transit Fund enhanced bus service (evening and late-night)	429900	85,000	116
Low & Moderate Income Housing			
Home Fund 1st Time Homebuyer Program	492500	33,000	103
CDBG Fund remove electrical hazard or furnace replacement	470600	20,000	105
Home Fund	various	406,000	102-103
CDBG Fund	various	886,000	104-106
Total			\$6,578,000



REVITALIZATION ROADMAP GANTT

	3 rd qtr. 2019	4 th qtr. 2019	1 st qtr. 2020	2 nd qtr. 2020	3 rd qtr. 2020	4 th qtr. 2020
Demolish Derelict Structures						
Susan						
Environmental inspections & remediation	Expect to finish 40 properties	Finish 10 properties	Finish 10 properties	Finish 10 properties	Finish 10 properties	Finish 10 properties
Finalize specifications for bidding & group similar structures to maximize	Completed for 1 st group	Amend base spec as necessary				
Prioritize demo sites based on safety issues of which ones are in target neighborhoods first	Decision rules for triage of site has been established	Decision rules for triage of site has been established	Decision rules for triage of site has been established	Decision rules for triage of site has been established	Decision rules for triage of site has been established	Decision rules for triage of site has been established
Recruit Opportunity Zone Investment Advisor						
Ray						
Council-approved choice affirmed	Task Completed					
Prepare marketing material for Decatur Oz		Delegated to the EDC; to be finished by year's end				



	3 rd qtr. 2019	4 th qtr. 2019	1 st qtr. 2020	2 nd qtr. 2020	3 rd qtr. 2020	4 th qtr. 2020
Assemble list of “best-fit” projects		Delegated to the EDC; to be finished by year’s end		Update list of “best-fit” projects (City & EDC)		
Create a Land Bank to manage & Dispose of vacant properties						
Wendy						
Determine if city should create its own land bank or join with existing one	Discussion w/ E. Central IL. Landbank in progress	Finalize decision w/Council Action	If City joins an existing land bank appt. board member’s			
After closing on MCT lots, determine which ones should be transferred to land bank		Wendy to finish land disposition policies of transfer				
Develop & adopt policies for disposition of vacant and surplus land		City Council adoption of disposition policies	City Council adoption of disposition policies	City Council adoption of disposition policies	City Council adoption of disposition policies	Review Update polices
Mandatory Rental Inspection Program						



	3 rd qtr. 2019	4 th qtr. 2019	1 st qtr. 2020	2 nd qtr. 2020	3 rd qtr. 2020	4 th qtr. 2020
Conduct public meetings, including with landlords, on the proposed ordinance				Schedule w/ other council & public comment meetings		
Final adoption of initial implementation 3 rd qtr. Of 2020					Adoption by Council	
Revisions to Decatur Municipal Code						
Ray						
Bring side-lot revisions to council	Final Draft & legal review	Adoption by City Council	Agreement & policy w/ Land Bank administration			
Bring SPD Revisions to Council	Final Draft & Legal Review	Adoption by City Council				
Regulation of Air B&B's			Final Draft &legal review	City Council Adoption		
Bring Prairie Grass Ordinance to Council	Final Draft & legal review	Adoption by City Council				
Bring sign code revisions to council		Council Study Session	Final draft, legal review & City Council Adoption			



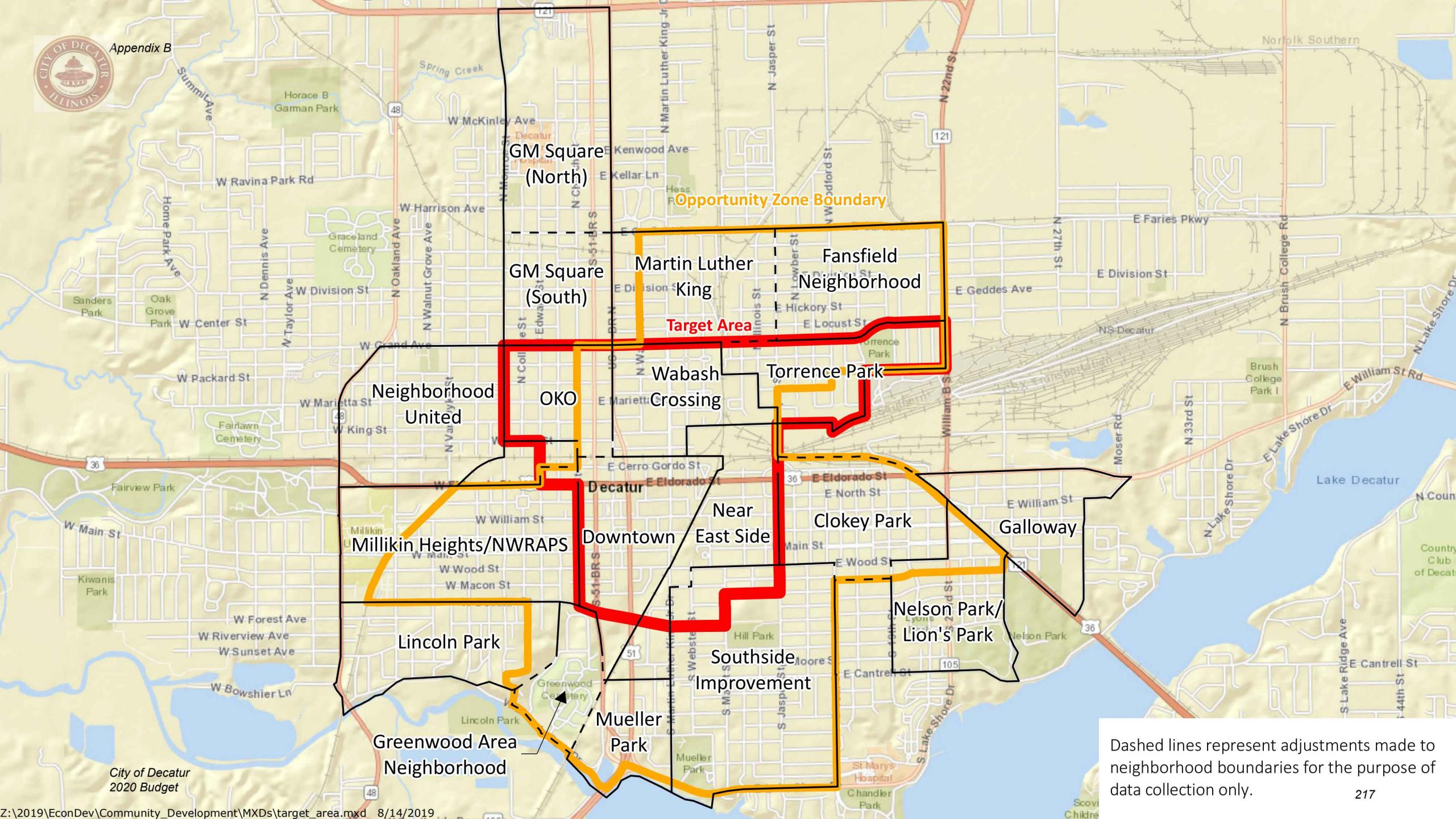
	3 rd qtr. 2019	4 th qtr. 2019	1 st . qtr. 2020	2 nd qtr. 2020	3 rd qtr. 2020	4 th qtr. 2020
Selectively update ICC Model Codes so that they incorporate ways to make rehab of older homes more affordable						
Repurpose Existing Organizations to Advance Revitalization		Preliminary list of ideas	Meeting w/area rehab contractors	Final draft & legal review	City Council Adoption	
Scot						
Repurpose CICD						
Repurpose DCDF		Council Study Session	Approve M.O.U.			
Crossing Campus Plan Revisions			Council Study Session	Approve M.O.U.		
	Finalize the plan & the infrastructure agreement				Update the plan & the infrastructure agreement	
Revitalization Strategies for 2020 & 2021						
Jim -Fiber installation in target areas						
Matt -Other infrastructure enhancements in target areas	Draft of proposed broadband extensions	Finalize map & council policy document	Submit application for state funding		Start construction	



	3 rd qtr. 2019	4 th qtr. 2019	1 st qtr. 2020	2 nd qtr. 2020	3 rd qtr. 2020	4 th qtr. 2020
Scot -New TIF connecting 3 of existing districts						
All -Update the revitalization roadmap		Draft of new districts	TIF IGA & hearing	TIF Plan adoption		
Finalize catalyst & focal projects for each neighborhood in Urban Core	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Roll out Homestead program						
Roll out “Block-to-Block Program	3 rd qtr. 2019	4 th qtr. 2019	1 st qtr. 2020	2 nd qtr. 2020	3 rd qtr. 2020	4 th qtr. 2020
Scot -Complete negotiations w/IDOT for new Route 51			Brinkoetter Announcement			



Appendix B



Dashed lines represent adjustments made to neighborhood boundaries for the purpose of data collection only.



Public Works Capital Project Plan

CAPITAL PROJECT FUNDS:

- **LOCAL MOTOR FUEL TAX FUND 42**
- **STATE MOTOR FUEL TAX FUND 46**
- **STORM WATER FUND 78**
- **SANITARY SEWER FUND 79**
- **WATER CAPITAL FUND 81**

2020 STREET FUNDS 42 & 46 PROJECT SUMMARY

- Street Improvements (see 5-Year Plan):
 - Proposed \$1.34 million (Local MFT)
 - Proposed \$0.5 million (State MFT)
- \$7.9 million Brush College Grade Separation
- Taylor Road Bridge Replacement
- Center Street Bridge Replacement
- IDOT: Eldorado, Fairview to Church
- IDOT: Rt.36, 19th Street to Airport Road



2020 STORM DRAINAGE FUND 78 PROJECT SUMMARY

- \$600,000 in Annual Storm Drainage Improvements
- \$160,000 for 2802 North Main Drainage Structure
- \$250,000 for Drainage Improvements
32nd/Albany neighborhood
- \$175,000 for Sanitary and Storm Sewer Masterplan

2020 SANITARY SEWER FUND 79 PROJECT SUMMARY

- \$750k Sanitary Sewer Repairs
- \$842k Cured-In-Place Lining
- \$400k Televised Inspections
- \$450k I&I Reduction-Lost Bridge North
- \$400k I&I Reduction-Ellen & Division
- \$4.5 Million McKinley Sewer Lining



2020 WATER CAPITAL FUND 81 PROJECT SUMMARY

- NON-LAKE -

- \$400k Water System Sustainability Plan
- \$80k USEPA Resilience Assessment
- \$120k Valve & Hydrant Maintenance
- \$352k Vehicle Replacement
- \$450k Hydro-Excavator
- \$3.5 Million for Water Main Replacement
- \$82k SWTP Clarifier Improvements

2020 WATER CAPITAL FUND 81 PROJECT SUMMARY

- LAKE -

- \$700k Watershed Management Plan
- \$240k Dam Bascule Gate Repairs
- \$775k Additional Water Supply



Non-MFT Street & Non-Utility Capital

• Public Safety			
– Refinance Police Radios (2020)	\$1,004,000	Refinance	
– Surveillance Cameras (2020)	100,000	General Fund	
– Police Body-Worn Cameras (2020)	400,000	General Fund	
– Fire Aerial Truck (2021-2027)	950,000	General Fund	
• Library HVAC (2020)	\$500,000	State Capital bill & Library Lease funds	
• Information Technology (2020)	\$800,000	State Capital bill	
• Public Works			
– 3 Dump Trucks (2020-2026)	\$529,000	General Fund	
– Street Sweeper (2020-2026)	237,000	General Fund	
– Sewer Vactor (2020)	450,000	Sewer Fund	
– Water Dump Truck (2020)	140,000	Water Fund	
– Water Vactor (2020)	450,000	Water Fund	



USE & PURPOSE OF CITY COUNCIL POLICIES

The Decatur City Council has a broad mandate to provide good government, develop and maintain a safe and viable community, and to supply desirable and/or necessary services to the community. Where enactment of law is required to achieve the city's mandate, changes to the Decatur Municipal Code are proposed to the governing body. But the operation of government does not always require the force of law to achieve its objectives; in such cases, City Council policy statements serve to guide and determine the conduct of the City and its departments regarding the services they provide, so that services are provided consistently over time, and in conformance with the City Council's long-term strategic objectives. Policies are approved and amended from time-to-time by the City Council and maintained by the Office of the City Manager.

City Council policies are published in one notebook (available at City Hall and distributed to City Council members and Department Heads), and on the city's website, to facilitate ease of access.

City Council policies are adopted, repealed and amended at the discretion of the City Council by simple majority vote of the governing body. They are superseded by and inferior to local ordinances, and to State and Federal laws. They are superior to and supersede administrative rules and regulations promulgated by the city manager and department heads.

General Fund Cash Reserve Policy Options

It is the policy of the city of Decatur, Illinois to maintain fund reserves sufficient to maintain normal governmental cash flow requirements during the course of the year, provide resiliency against catastrophic loss, buffer for the occurrence of one or more community emergencies, and/or endure a sustained economic downturn. The desire to maintain fund reserves, especially in the General Fund, should be tempered by the City Council's obligation to maintain taxes at a rate that is not burdensome. Consistently maintained cash reserves also serve to demonstrate that the city has the capacity to properly manage its finances, and this often contributes directly to lower debt financing costs.

Since the primary function of a restricted cash is to insure uninterrupted operations and municipal service delivery: the city will, over several years, incrementally increase its General Fund cash reserves to equal 60 days (two (2) months of the annual General Fund expenditure budget), NOT INCLUDING CAPITAL EXPENDITURES VALUED AT MORE THAN \$100,000.

--OR--

Since the primary function of a restricted cash is to insure uninterrupted operations and municipal service delivery: the city will, over several years, incrementally increase its General Fund cash reserves to equal 90 days (3 months of the annual General Fund expenditure budget), NOT INCLUDING CAPITAL EXPENDITURES VALUED AT MORE THAN \$100,000.

--OR--

The City Council will establish its restricted General Fund cash reserve every year as a part of formulating and approving the budget, based on current and anticipated needs, but in any event, the General Fund cash reserve will not fall below two million dollars (\$2,000,000), except in the event of a financial emergency as determined by the City Council.



Proposed General Fund Cash Reserve Policy (for Council Adoption)

It is the policy of the city of Decatur, Illinois to maintain a General Fund cash fund reserve sufficient to maintain normal governmental cash flow requirements during the course of the year, provide resiliency against catastrophic losses, buffer for the occurrence of one or more community emergencies, and/or endure a sustained economic downturn. Building and maintaining an appropriate fund reserve in the General Fund, should be tempered by the City Council's obligation to maintain taxes at a rate that is not burdensome. Consistently maintained cash reserves do more than provide resiliency; they also serve to demonstrate that the city has the capacity to properly manage its finances, and this often contributes directly to lower debt financing costs.

Since the primary function of a restricted cash reserve policy is to insure uninterrupted operations and municipal service delivery; the city will, over several years, incrementally increase its General Fund cash reserves to equal 60 days of normal operations (calculated as two (2) months of annual General Fund expenditures, but not including capital expenditures valued at more than \$40,000).

Other Cash Reserve Policy(s)

It is recommended that cash reserve policies be defined and adopted by the City Council for Internal Service Funds and Enterprise Funds. Such cash reserve policies will serve a useful purpose to secure proper financial planning, control and reserve against unforeseen financial demands against these important funds of city operations.

City staff will assess and define the cash reserve requirements for these funds during calendar year 2020 and make appropriate recommendation to the City Council.