



United City of Yorkville

800 Game Farm Road
Yorkville, Illinois 60560
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NOTICE

I, Mayor Gary J. Golinski, call a Special City Council meeting on Saturday, October 29, 2016 at 9:00 a.m., pursuant to the Open Meetings Act (5 ILCS 120/). The agenda for this meeting shall include the following:

1. Call to Order
2. Roll Call
3. Establishment of Quorum
4. Citizen Comments
5. Business
 - a. Goal Setting Session
6. Adjournment

Dated this 19th day of October, 2016.



Mayor Gary J. Golinski



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AGENDA
SPECIAL CITY COUNCIL MEETING
CITY CONFERENCE ROOM

9:00 a.m.

Saturday, October 29, 2016

1. Call to Order
2. Roll Call
3. Establishment of Quorum
4. Citizen Comments
5. Business
 - a. Goal Setting Session
6. Adjournment

Goal Setting Outcomes 2016/2017

Goal	Priority	Votes	Staff	Committee(s)
Downtown Planning	1	65	Bart Olson & Krysti Barksdale-Noble	Economic Development
Southside Development	2	57	Bart Olson & Krysti Barksdale-Noble	Economic Development
Municipal Building Needs and Planning	3	50	Bart Olson, Rob Fredrickson, Rich Hart, Eric Dhuse	Administration, Public Safety, Public Works
Capital Improvement Plan	4	42	Bart Olson, Rob Fredrickson, Krysti Barksdale-Noble, Rich Hart, Eric Dhuse	Administration, Economic Development, Public Safety, Public Works
Manufacturing and Industrial Development	5	33	Krysti Barksdale-Noble	Economic Development
Vehicle Replacement	5	33	Bart Olson, Rob Fredrickson, Rich Hart, Eric Dhuse	Administration, Public Safety, Public Works
Riverfront Park Development	7	29	Tim Evans & Scott Sleezer	Park Board
Revenue Growth	8	20	Krysti Barksdale-Noble	Economic Development
Modernize City Code	8	20	Bart Olson & Lisa Pickering	Administration
Staffing	10	17	Bart Olson & Rob Fredrickson	Administration
YBSD Consolidation	11	15	Bart Olson	Administration
Automation and Technology	12	13	Bart Olson & Lisa Pickering	Administration
Strategic Planning	13	12	Bart Olson	Administration
Flat Property Taxes	13	12	Bart Olson & Rob Fredrickson	Administration
Sidewalks and Trails Funding and Planning	15	11	Bart Olson, Eric Dhuse, Brad Sanderson & Rob Fredrickson	Public Works
Filling Storefronts	15	11	Krysti Barksdale-Noble	Economic Development

Build Program to General Fund	17	9	Bart Olson & Krysti Barksdale-Noble	Economic Development
Decrease Property Taxes	17	9	Bart Olson & Rob Fredrickson	Administration
Employee Salary Survey	17	9	Bart Olson	Administration
Committee Restructure	20	7	Bart Olson	Administration
Public Relations and Outreach	21	7	Bart Olson	Administration
Consolidation and Shared Services	22	6	Bart Olson	Administration
Special Events Planning	23	4	Tim Evans	Park Board
AACVB and Marketing	24	2	Bart Olson	Administration



Memorandum

To: City Council
From: Nicole Kathman, Administrative Intern
CC: Bart Olson, City Administrator
Date: October 10, 2016
Subject: Review of City Council Goals from November 2015

Summary

Review of City Council goals from November 2015.

Background

The City Council met in November 2015 to set goals for the upcoming year. The City Council decided on the goals by listing a variety of goals for the upcoming year, and then casting votes for priority rankings. Each alderman was allowed to vote for their top ten goals, using a simple 10-point scale for their five priorities (i.e. top priority received 10 points, second priority received 9 points, etc.). The list of goals is attached, ranked according to priority.

2015 Goal Progress

Goal 1: Downtown Planning

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	65

Throughout the year, we have completed projects in the downtown and have made progress on some of the initiatives that were brought to the Economic Development Committee in July of this year. The memo from that meeting is attached for your reference. Projects entirely completed are the paving of the Crusade parking lot and west alley and painting of the pump house. At this time the following items are underway: the Parking Study, the Downtown Landscape Hill Project plan, replacement of sidewalk and railing on East and West Van Emmon (RFP is currently being drafted for spring 2017 installation), clean up of 206 Heustis Street in which a RFP is currently out for bid, and installation of the downtown decorative streetlights that will be completed in November of this year. Staff recommends that this goal remains a high priority. For this upcoming year staff proposes that we should start a Façade Improvement Program, complete a Downtown Streetscape and Signage Plan, and create a Downtown Overlay District. This is addition to Riverfront Park projects. See Goal 7 for more details.

Goal 2: Southside Development

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	57

Our Economic Development Consultant, Lynn Dubajic has continued to focus a major part of her efforts on the southside of Yorkville. One of her main priorities has been finding a grocery store to locate south of the river. One grocer completed a market study, but the demographics and rooftops did not meet their requirements. This door is not completely closed though as she is currently working with multiple potential grocery operators who are looking closely at Yorkville. Furthermore, Dunkin Donuts is currently under construction and a gas station owner is in discussions about this opportunity. Of course this is all not concrete, but we are optimistic.

Goal 3: Municipal Building Needs and Planning

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	50

An RFP for a building condition survey was published at the end of September and proposals are due at the end of October. Essentially, the intent of the survey is to identify any observable maintenance wear and tear, health, safety or ADA violations, any observable structural issues, and estimates of costs to repair those items. That way based on the results, we can establish a long-term plan for building maintenance. The scope of the survey not only includes not only the main municipal buildings, but all smaller structures such as park shelters.

Goal 4: Capital Improvement Plan

Did we satisfy this goal?	Yes
What should we do with this goal?	Decrease level of priority
Priority points (out of 90):	42

At this time we do have a capital improvement plan as developed with the guidance of EEI. This summary includes the project names and the funding schedule. We think that this is a very good start as we have identified the priority order of projects and their estimated costs. This could also be taken further to include the CIP as a part of the budget and feature “project profiles” on each one including items such as a description, location, and estimated cost. This is something that would contribute to us receiving GFOA’s Distinguished Budget Presentation Award. Further progress on this goal can be measured by how many projects are funded each year. With a growing fund balance, the City Council can increase funding for capital projects in the future through the budget process.

Goal 5A: Manufacturing and Industrial Development

Did we satisfy this goal?	No
What should we do with this goal?	Same level of priority
Priority points (out of 90):	33

This goal called for bringing in new manufacturing and industrial development. During this past year we have seen some progress, but mostly related to expansion and reopening. First, the new Wrigley expansion opened resulting in the creation of 75 new full-time jobs. Next, the Aurora Textiles plant reopened bringing in just under a 100 jobs to Yorkville. Additionally, we have seen some smaller uses including a mini-storage facility in the Yorkville Business Park. Finally, at this time, Lynn Dubajic is working with a major industrial user for potential development along Eldamain Road. Yorkville was considered previously for the project and is now back in consideration.

For the Eldamain project and a wider area, staff is studying the potential for an enterprise zone. Jason Engberg, Senior Planner, has been a significant contributor to past, successful enterprise zone applications and we have tasked him with compiling materials for an area that stretches generally from Eldamain Road to the Wrigley property. While the enterprise zone selection process is a bit of a moving target and there is no guarantee there will be applications accepted this year, we are preparing the materials so that we are ready to submit as soon as any application window is opened. Since we have expertise in-house, we do not need any additional resources for this project.

Goal 5B: Vehicle Replacement

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	33

This goal involves replacing vehicles and small equipment through each department to decrease equipment down times, decrease repair and maintenance expenditures, and to improve service delivery. This past year the Police department purchased four new vehicles allowing them to make significant progress towards being on target with their long-term vehicle replacement schedule. Furthermore, the Parks department bought a new panel van. The City's FY 16 surplus and healthy fund balance reserves makes it likely that the vehicle inventory for all departments will be improved upon in the FY 18 budget proposal. Staff recommends keeping this goal a high priority.

Goal 7: Riverfront Park Development

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	29

During this past year, we have made progress on this goal, but much work is left to be done. March of 2016, City Council approved purchasing playground equipment for Riverfront Park. The equipment was supposed to be installed during a community build on October 1, but due to soil inconsistencies that were discovered, the build had to be postponed. Furthermore, the OSLAD grant for Riverfront Park has been reinstated by the State. The grant will expire on December 31, 2017 so over the next year, the Parks Department will be focusing on completion of the included features.

Goal 8A: Revenue Growth

Did we satisfy this goal?	No
What should we do with this goal?	Same level of priority
Priority points (out of 90):	20

This goal consisted of increasing the City's revenues by introducing new sources of revenue. Due to the City's non-home rule status, staff is limited in establishing new types of revenue, however, there has been increased in already established sources. One prime example is sales tax. In June 2016, consumer purchase figures were at \$300,000, which is the highest monthly figure ever. Before this the record was broke in December 2015 at \$287,000. If the Home Rule referendum passes in November, we will have much more flexibility in achieving this goal. One possible option with Home-Rule status would be adding a food and beverage tax, which could be paired with a reduction in property taxes.

Goal 8B: Modernize City Code

Did we satisfy this goal?	No
What should we do with this goal?	Same level of priority
Priority points (out of 90):	24

A comprehensive review of the City Code has not been completed at this time. That being said, City staff has piecemeal reviewed certain sections of the code and have made suggestions for alterations as they see fit. Changes that have occurred in 2016 include: amending the definition of trade schools and adding them as special uses in the M-1 and M-2 manufacturing districts, updated liter regulations, and changes to parkway maintenance requirements in regards to weeds. Another area of focus will be a rewrite of the code section that deals with the water utility. Staff will be working on this in the coming months and is not requesting any additional priorities.

Goal 10: Staffing

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Increase level of priority
Priority points (out of 90):	17

The City's staff level is near the 2005 figures at 76 full-time employees, and down from the prerecession highs of around 100 employees. When the recession ended and the economy picked back up, the City did not rehire vacant positions to offset the extra work. The specific goal involved looking at ways to increase our staffing levels to meet service demands. However, funding levels have not allowed the City to hire additional full-time staff in many departments, as requested by the department heads. Even though that is the overall situation, we have made progress this past year including: filling two full-time Parks Maintenance workers vacancies due to resignation, replacing the position of Planner I with Senior Planner, and adding an Interim Assistant City Administrator as well as a part-time seasonal Planning Intern. We are also working closely with Oswego and Montgomery to create shared positions to address staffing inefficiencies. We recommend that this priority increases.

Goal 11: YSBD Consolidation

Did we satisfy this goal?	No
What should we do with this goal?	Same level of priority
Priority points (out of 90):	15

After multiple discussions with City staff, YSBD decided to hire a new executive director. Therefore, this goal was not achieved. Although this is the current situation, staff recommends keeping this at the same level of priority. This is because we see this consolidation in our best interest in the long-term so we can control our own destiny from a wastewater perspective.

Goal 12: Automation and Technology

Did we satisfy this goal?	Yes
What should we do with this goal?	Same level of priority
Priority points (out of 90):	13

Each of the departments is studying or has authorized minor automation and operational technologies since the last goal setting session. The best way to limit operational costs and improve services is to invest in automation and technology. A couple of highlighted projects include the introduction of a new online utility billing payment system and the purchase of ESRI GIS 10.4 in August. Purchase of this GIS program makes it so that staff can now update and maintain our GIS mapping and data in-house. Staff recommends that this goal remain a high priority for City Council.

Goal 13A: Strategic Planning

Did we satisfy this goal?	No
What should we do with this goal?	Same level of priority
Priority points (out of 90):	12

At this time we do not have a formal City-wide strategic plan. This is something that staff would like to initiate sometime in the next few years, now that the comprehensive plan is complete. Having overarching general goals tied to department specific goals that link to performance measurements is a large component considered in the GFOA's Distinguished Budget Presentation Award. Staff has already started to make other changes to the document in anticipation of one day applying for the award.

Goal 13B: Flat Property Taxes

Did we satisfy this goal?	No
What should we do with this goal?	Remove priority
Priority points (out of 90):	12

The City Council continued to follow the endorsed plan that was passed as a part of the FY 15 budget to modestly reduce City and library property taxes FY 15 through FY 18. This resulted in approximately a 1% decrease. This year, staff will be recommending increasing City property taxes according to CPI and decreasing the non-abated property taxes to \$0 total levy. This may result in a decrease of City-controlled property taxes.

Goal 15A: Sidewalks and Trails Funding and Planning

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	11

Although staff did not make a formal plan by completing a city wide sidewalk survey, we have continued to invest in sidewalk construction. In fact, we have spent approximately \$20,000 for sidewalks in Countryside and \$60,000 through Road to Better Roads this year. Under current IDOT regulations, the City will need to complete a transition plan for ADA accommodations and requirements (i.e. sidewalk stamped concrete and ramps). Staff is reviewing out-sourcing this plan at an estimated cost of \$35,000 and trying to piece it together over the course of the year with in-house staff.

Goal 15B.1: Filling Storefronts

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	11

Throughout this past year with the help of our Economic Development consultant Lynn Dubajic, we have seen positive activity in regards to new businesses interest and startups in all different areas of the City. New businesses have both been a combination of new building construction and new occupancies in vacant commercial spaces. Examples of new buildings include Sherwin Williams, O'Reilly Auto Parts, and Dunkin Donuts. Some instances of new occupancies in vacant commercial spaces have been OMG Liquor, Crusade Burger Bar, the Law Office, Barbara Jean's Grill, and recently Triple 7 Motorsports. At this time, there a multiple users interested in locating at Kendall Crossing and a junior box has "signed off" on an agreement at Kendall Marketplace. We recommend this to remain as a City Council priority. In June 2016, we saw the highest monthly sales tax revenues ever at \$300,000. New establishments can only help boost this number.

Goal 17A: BUILD Program to General Fund

Did we satisfy this goal?	No
What should we do with this goal?	Remove priority
Priority points (out of 90):	9

At this time, we continue to account for the City's portion of the BUILD payment by reducing the corresponding permit revenue. Which funds it is accounted for in is dependent on the applicable fees that are reduced. The reason we do this is so that we can show the cost (in the form of forgone revenue) of the BUILD program directly on the financial statements. Since there is a corresponding charge to expenditures, it has no effect in regards to its impact on the fund balance. Those fees that come out of City-Wide Capital are supported by the General Fund. At this time, staff recommends continuing the current accounting practice for the BUILD program.

Goal 17B: Decrease Property Taxes

Did we satisfy this goal?	Yes
What should we do with this goal?	Remove priority
Priority points (out of 90):	9

The City Council continued to follow the endorsed plan that was passed as a part of the FY 15 budget to modestly reduce City and library property taxes FY 15 through FY 18. This resulted in approximately a 1% decrease. This year, staff will be recommending to increase property taxes according to CPI and decreasing the non-abated property taxes to \$0 total levy. This may result in a decrease of City-controlled property taxes.

Goal 17C: Employee Salary Survey

Did we satisfy this goal?	No
What should we do with this goal?	Same level of priority
Priority points (out of 90):	9

Individual department heads are up to date and are aware of how their staff salaries compare to those employees of similar communities, but staff has not completed a comprehensive employee salary survey. It is recommended that we complete this alongside our planned efforts to review and possibly create a formal compensation plan in the future.

Goal 20A: Committee Restructure

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Remove priority
Priority points (out of 90):	7

This past year, we combined the Planning Commission and the Zoning Board of Appeals into the Planning and Zoning Commission to create further efficiencies. Even though the City did not complete a formal review of the other current committees during the year, staff finds the current committee structure effective and appropriate.

Goal 20B: Public Relations and Outreach points: 7

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	7

Before last year's goal setting session, staff had just started experimenting with boosted posts on Facebook. Essentially, a boosted post simply makes it so that the post shows up on the targeted audience's timeline on a more regular basis increasing exposure. This year we have had a lot of success with this initiative. One example is that for Hometown Days related boosted posts, we spent \$185 for a total reach of approximately 84,500. In addition to social media related marketing and outreach, staff has started to initiate starting a e-blast weekly newsletter that residents can subscribe to as residents indicated this a communication source they would like to see. At this time, we are just held up on IT related issues, but we hope to get this started soon.

Goal 22: Consolidation & Shared Services points: 6

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Increase level of priority
Priority points (out of 90):	6

Since the release of the CMAP Shared Services Study, staff has been working diligently with Oswego and Montgomery to identify areas in which we can feasibly join efforts to be both more effective and efficient at delivering services. A few projects completed and in progress

include an Intergovernmental Agreement for sharing equipment, hiring of a joint Purchasing Manager with Oswego, joint RFP with Oswego for IT Services, and the Water Study with Montgomery and Oswego.

Goal 23: Special Events Planning points: 4

Did we satisfy this goal?	Yes
What should we do with this goal?	Remove priority
Priority points (out of 90):	4

The Parks and Recreation Department currently has a year-long schedule of special events. At this time, without additional employees, staff is at full capacity for providing additional programs and events. Staff has seen success with the current line-up of events. This year's Hometown Days was very successful.

Goal 24: AACVB and Marketing points: 2

Did we satisfy this goal?	Partial Achievement
What should we do with this goal?	Same level of priority
Priority points (out of 90):	7

Throughout this past year, staff has explored alternatives of being a member of the AACVB. We are currently at the crossroad of our options as the AACVB is working on a new proposal for us to stay. Our three basic options are: stay with the AACVB, become a member of the Heritage Corridor Convention and Visitors Bureau, or form a commission to oversee the spending of the hotel/motel taxes. Staff is awaiting the new proposal before making any recommendations.

Recommendation

This is an informational item.



Memorandum

To: City Council
From: Bart Olson, City Administrator
CC:
Date: October 11, 2016
Subject: Goal setting – FY 18 early budget requests

Summary

Review of early budget requests for FY 18 from department heads.

Background

In past goal setting sessions, City Council members have asked the department heads to go around the room and give a brief overview of their project priorities for the upcoming year and their operational and capital needs. Rather than spend time during the meeting going over each request, I asked department heads to put together their wish list. That list is compiled in the attached spreadsheet, and it represents a normal year's worth of first-cut budget requests. Typically, Rob and I will select these projects based on need and available funding, compare them against City Council goals, wait a few months to tighten up revenue projects, select a few more requests, and then submit a full budget proposal to City Council. Also, in a typical year, proposals will be abandoned and submitted at the deadline; this list is not final or comprehensive.

As a reminder, the five year budget projection in the FY 17 budget has general fund deficits of \$286,000, \$533,000, \$640,000, \$833,000 and \$1,000,000 between FY 17 and FY 21 which pairs with a decrease of fund balance to 10% by FY 21. That is a significant hurdle to funding all of the unfunded capital improvements plan projects, let alone new operational requests.

Additionally, I asked the departments to put together a list of FY 18 project priorities so that the City Council would have an early idea of some of the day-to-day projects and priorities we expect to tackle next year. This was an open-ended request, so most departments have not yet responded to the request. For your use, I have included the department lists that have been submitted so far.

Community Development

1. Scanning and digitalizing all archived building permit files
2. Scanning and digitalizing all oversized engineering files
3. In-housing GIS services and utilizing the ESRI ArcGIS online portal and smartphone apps.
4. Creating a webpage for commercial and manufacturing available properties.
5. Creating a webpage of Yorkville's subdivisions with copies of the following: approved Subdivision plat or concept plans, HOA contact information, approved ordinances, data on new construction permits issued; etc.
6. Create a development projects webpage including current, pending, and proposed developments in Yorkville.
7. Strategic annexation of wholly surrounded unincorporated properties in Yorkville.
8. Creating online plan submittal for building permit applications
9. Creating enterprise zones for manufacturing properties in Yorkville/Plano/Kendall County.
10. Issue an RFP for a Subdivision Code Ordinance Update/Unified Development Code

Public Works

1. Work with Community Development to input street lights, street signs, and water shut off boxes into our GIS database.
2. Complete a sidewalk assessment and condition map
3. Create a dedicated area to display all of our champion signs instead of under the population signs. Possibly at the intersection of Walnut and 47.
4. Add tree replacements into the Road to Better Roads program.
5. Continue making downtown more pedestrian friendly. Possibly make Hydraulic Ave one way so the other part of the road could become a larger walking/biking path. Use planters to separate and provide safety.
6. Repave all City lots as a part of Road to Better Roads.

Parks and Recreation

1. Complete Riverfront Park and Bristol Bay Park improvements as grants were reinstated.
2. Complete Grande Reserve A Park
3. Construct a new recreation programming space facility
4. Continue to upgrade the Parks maintenance facility
5. Work on replacing old equipment and vehicles
6. Expand staffing to better accommodate expanded programming needs and special events.

Recommendation

This is an informational item.

<u>Who requested</u>	<u>What</u>	<u>When</u>	<u>Where</u>	<u>How much (net)</u>	<u>Why</u>
Bart	RTBR	FY 18	General	\$ 500,000	FY 18 amount is historically low.
Bart	Admin Staff	FY 18	General	\$ 175,000	Positions TBD - could be Assistant, Analyst, and/or PT receptionist
Bart	IT investments	FY 18	General	\$ 100,000	Expected network improvements and updates
Bart	Building Maintenance projects	FY 19	General	\$ 100,000	Random projects
Bart	Carpet and paint City Hall	FY 17	General	\$ 30,000	
Eric	Streets Operator	FY 18	General	\$ 70,000	Needs for maintenance coverage on existing inventory
Eric	Streets Mechanic	FY 18	General	\$ 80,000	Hire someone that has specialties Montgomery and Oswego do not. Use them for certain repairs
Eric	Building Maintenance Chief	FY 18	General	\$ 30,000	Split between Oswego and Montgomery
Eric	Forestry Operator	FY 18	General	\$ 55,000	Maybe split with Oswego. Probably 750 hours justified just in plan review and detention basins
Eric	Salt Storage	FY 18	General	\$ 275,000	Finish DCEO Grant project
Krysti	Inspectors	FY 18	General	\$ 15,000	Staffing increases to deal with growth in inspections
Rich	Two new police officers	FY 18	General	\$ 200,000	Larry, as PS Chair wanted Rich to request this. Brings us up to staffing for a traffic unit
Rich	One new office clerk	FY 18	General	\$ 50,000	Would only be necessary if police officers are added (more reports, etc)
Rich	Two new police cars	FY 18	General	\$ 110,000	Would be per year, would bring us up to full scheduled replacements (one already budgeted, three total for purchase)
Tim	Bristol Bay earthwork	FY 18	General	\$ 60,000	We might not have enough to complete ourselves under deadline.
Eric	JULIE Locator	FY 18	General/Water/Sewer	\$ 50,000	Cost split between streets, water and sewer
Eric	PW Trucks	FY 18	General/Water/Sewer	\$ 200,000	Would bring full replacement schedule.
Eric	Tower Lane site expansion	FY 18	General/Water/Sewer	\$ 200,000	Long-term facility use
Tim	Recreation Coordinator	FY 18	Parks and Rec	\$ 65,000	\$65,000 first year, then nets out to \$30,000 after recreation programming takes hold
Tim	Pave south side town square	FY 18	Parks and Rec	\$ 5,000	Asphalt for the paver
Tim	Replacement lawnmower	FY 18	Parks and Rec	\$ 55,000	Might go in FY 17
Tim	Replacement panel van	FY 18	Parks and Rec	\$ 22,000	Replaces current van
Tim	Gazebo rebuild	FY 18	Parks and Rec	\$ 50,000	Roof only for \$20k.
Tim	Beecher playground	FY 19	Parks and Rec	\$ 80,000	
Tim	Parks F150	FY 18	Parks and Rec	\$ 25,000	
Tim	Wolf St Airvac	FY 18	Parks and Rec	\$ 25,000	
Eric	Countryside sewer lift station	FY 18	Sewer	\$ 50,000	Rehab and interior paint of lift station
Eric	Portable sewer camera	FY 18	Sewer	\$ 50,000	Outsourced at \$250 per hour now. Could be shared with Oswego and Montgomery.
Bart	Downtown	FY 18	TIF	\$ 1,500,000	
Tim	Riverfront parking lot	FY 18	TIF	\$ 20,000	Asphalt for the paver
Tim	ARC Lot paving	FY 18	TIF	\$ 25,000	Asphalt for the paver
Tim	AT&T parking lot	FY 18	TIF	\$ 5,000	Asphalt for the paver
Tim	Yak Shack parking lot	FY 18	TIF	\$ 31,000	Asphalt for the paver
Eric	Well rehab	FY 19	Water	\$ 5,000	
Eric	Well rehab	FY 20	Water	\$ 150,000	Cat-ion media replacement, and well 9 rehab
Eric	Well rehab	FY 21	Water	\$ 115,000	Cat-ion media replacement.
Eric	Well rehab	FY 22	Water	\$ 150,000	Cat-ion media replacement
				\$ 4,728,000	



Memorandum

To: City Council
From: Nicole Kathman, Administrative Intern
CC: Bart Olson, City Administrator
Date: May 25, 2016
Subject: Downtown Revitalization Strategies Implementation

Summary

An outline of strategies to pursue in the short-term future regarding downtown revitalization as recommended by staff.

Background

City Council and residents alike have expressed their desire and vision to see enhancements made to the area of downtown Yorkville. In order to come up with recommendations to implement, staff has reviewed input and suggestions that has been given through a variety of means both in the regular yearly practices and throughout the comprehensive planning process. Below is a compilation of the results.

City Council Goal Setting Session:

In November at the City Council's Goal setting session, the top ranking goal was "Downtown Planning." During the session, key issues to be addressed were composed by the Council. Note that they are not in any particular order of either ranking or timing.

City Council Downtown Key Issues to Address	
<ul style="list-style-type: none"> • Riverfront Park • Riverfront Beautification • Property Maintenance <ul style="list-style-type: none"> ○ Enforcement ○ Architectural Standards • Courthouse Hill Aesthetics <ul style="list-style-type: none"> ○ Landscape Architecture Plans and Quotes • Parking problems • Tourism and Marketing • Brownfield Issues <ul style="list-style-type: none"> ○ Finalize Study • Old Post Office Use • East Alley Improvements <ul style="list-style-type: none"> ○ Utility Replacements ○ Parking ○ Shared Garbage Facility ○ Bury Utilities 	<ul style="list-style-type: none"> • City Hall Relocation • Integrate Clark Park and North Bank to Downtown • Façade Improvements • Pedestrian Improvements and Connectivity • Handrails <ul style="list-style-type: none"> ○ Provide options with quotes • Business Owner Committee • Special Events • City Rental Buildings- Long Term Plan <ul style="list-style-type: none"> ○ Maintenance ○ Revenue Generation • Wayfinding Signage • Decorative Streetlights Installed • Zipline

Comprehensive Plan Strategies Resident Survey:

In fall of 2015, in an effort to generate more resident input, the Lakota Group inquired community opinion through an online survey. In this questionnaire, participants were asked to determine a prioritization level for each of the downtown revitalization strategies proposed for the comprehensive plan. Answer choices were “Not a Priority, Low Priority, Medium Priority, and High Priority.” Approximately 200 stakeholders provided their input through this manner.

In order to compare the results of each strategy side by side, I have assigned a numeric value to each answer and calculated the average. Numeric values are 0 for “Priority,” 1 for “Low Priority,” 2 for “Medium Priority,” and 3 for “High Priority.” Therefore, the higher the average, the more of a priority it is. I divided the results into “Near-Term Strategies,” Mid-Term Strategies,” and “Long-Range Strategies” in accordance with the survey. The results in terms of percentages for each option in addition to comments associated with each question are included in the attached document that was put together by the Lakota Group. There is also a description of each strategy.

Average Prioritization of Near-Term Strategies (1-10 years)

Strategy	Average
Enhance Hydraulic Street	2.03
Facilitate Building Rehabilitations	2.03
Infill Development along Hydraulic Street	1.99
Create Public Parking Areas	1.98
Clean and Green the “Legacy Block”	1.80
Enhance Fox River Access/Create Kayak Center	1.28

Average Prioritization of Mid-Term Strategies (10-20 years)

Strategy	Average
Create Riverfront Park west of Bridge St.	2.01
Expand Riverfront Park to the East	1.99
Enhance Main and Van Emmon Streets	1.94
Infill Development along Hydraulic St.	1.84
Redevelop Industrial Land	1.77
Create a Kendall County Campus	1.05

Average Prioritization of Long-Range Strategies (20+ years)

Strategy	Average
Riverfront Trail Extension	2.00
Enhance Van Emmon Street	1.75
Redevelop Land South of Van Emmon Street	1.65
Redevelopment of “Legacy Block”	1.59
Redevelop Land East of Mill Street	1.47
Create Downtown Civic Complex	1.39

2015 City Services Survey:

Although no specific questions were about the downtown were asked in the survey, residents frequently mentioned revitalizing the downtown. Many of the comments on the subject matter mentioned aesthetics, addition of trails in the area, and an overall need to better utilize the riverfront area.

Proposal Narrative:

Overall the strategy is to begin the revitalization of downtown Yorkville by beginning with Riverfront Park and parking issues. Expanding the park will help make downtown Yorkville a primary destination for both residents and nonresidents. Parking areas will provide visitors with convenience in addition to reducing parking as an obstacle. This will make the surrounding area more attractive to developers.

Simultaneously offering a façade grant program will spur improvements to reduce blight. Furthermore, adding in additional sidewalks, trails, and signage to make the area more pedestrian friendly will encourage prolonged visits to the downtown. After we address our current infrastructure and area is a more appropriate time to then expand new development with cleaning up the brownfields.

Recommendation for Implementation of Strategies:

Actions already moving forward:

Action 1: Riverfront Park Playground

Description: Installation of the purchased playground equipment for Riverfront Park approved at the March 22, 2016 City Council Meeting

Estimated Cost: \$88,615 (\$66,815 City Share and \$15,000 Riverfront Park Foundation)

Funding: Parks and Recreation FY 2016 Budget, Riverfront Park Foundation Donation

Action 2: Pumphouse Façade Improvements

Description: Painting the pumphouse so that the exterior matches the exterior of the former Cobblestone building as planned last year. Installation of a lattice façade to allow growth of landscaping near building.

Estimated Cost: \$12,000

Funding: FY 2017 TIF Funds

Action 3: West Alley Pavement Improvements

Description: Paving the west alley in partnership with Imperial Investments' paving of the private parking lots adjacent to the alley.

Estimated Cost: \$14,000 net to City, \$45,000 gross cost

Funding: FY 2016 TIF Funds

Action 4: West Alley Sidewalk and Fence replacement

Description: Replacement of old sidewalk and installation of a safety rail near the NE corner of S Main and W Van Emmon

Estimated Cost: \$37,000

Funding: FY 2017 TIF Funds

Action 5: East Alley Sidewalk and Fence replacement

Description: Replacement of old sidewalk and installation of a safety railing east of the Law Office Pub.

Estimated Cost: \$20,000

Funding: FY 2017 TIF Funds

Action 6: Decorative Streetlights

Description: Installation of decorative streetlights along Route 47 from approximately School House Road to Somonauk Street. It is expected the poles will be installed this fall.

Estimated Cost: ~\$616,450 for Phase III Engineering and Construction (\$432,098 ITEP and \$184,352)

Funding: ITEP Funds, Downtown TIF Funds, City-Wide Capital Fund

Action 7: Property Maintenance

Description: Continuing to monitor property maintenance violations in the downtown area.

Estimated Cost: Soft costs, staff time

Funding: General Fund (Community Development Department)

Action 8: Courthouse Hill Landscaping Plan

Description: Concept landscaping plan for a modest improvement to reduce City mowing costs of hill and improve aesthetics, and a more robust plan that would fit within a future goal to make the downtown a destination.

Estimated Cost: \$5,000

Funding: FY 17 TIF Fund

Action 9: Downtown Tree Replacement

Description: Many trees were removed from the downtown during the Route 47 expansion project. Over the next couple years, we plan on replacing many of the lost trees in the downtown.

Estimated Cost: \$4,000

Funding: FY 17 TIF Fund

Implementation beginning by the end of 2016 within FY 2017 budget:

Action 10: Parking Study

Description: Development of a parking management plan.

Estimated Cost: \$19, 000

Funding: FY 2017 TIF Funds

Justification: Completion of a parking study will help determine current and projected downtown parking needs and the location of potential off-street parking facilities. This would be the first step in expanding parking in the downtown.

Input Consideration:

- City Council Downtown Key Issue: Parking Problems
- Comprehensive Plan Draft Implementation Action for the Strategy “Create Public Parking Areas”
- Parking identified as an important priority by residents in Downtown Revitalization Survey Results.

Action 11: Start Up Downtown Exterior Improvement Program

Description: Grants for owners of existing commercial buildings in the downtown core with the purpose of encouraging façade and other exterior improvements. In order to be approved for funds, a project would have to adhere to design guidelines to facilitate a consistent downtown theme. We envision this program being administratively approved to allow for an expedited process.

Estimated Cost: Budgetary discretion, each individual project could be between \$5,000 and \$100,000 depending on scope

Funding: FY 2017 TIF funds

Justification: This program would encourage rehabilitation in order to control and prevent blight and deterioration within Downtown Yorkville.

Input Consideration:

- City Council Downtown Key Issue: Façade Improvements
- Comprehensive Plan Draft Implementation Action for the Strategy “Facilitate Building Rehabilitations and Façade Improvements”
- Building Rehabilitation identified as the highest priority in Downtown Revitalization Survey Results
- 2015 City Services Survey comments regarding building aesthetics.

Action 12: Paving of South Main Street Parking Lot

Description: Paving the south Main Street parking lot behind the AT&T building to provide an additional public parking area for access to the ARC Building and the rest of downtown.

Estimated Cost: Staff time and \$5,000 for materials

Funding: FY 2017 TIF Funds and/or Parks and Recreation Fund

Justification: Downtown needs to add accessible off-street parking facilities if it is to attract new businesses and customers. Replacing gravel with pavement also provides an aesthetic enhancement.

Input Considerations:

- City Council Downtown Key Issue: Parking Problems

- Comprehensive Plan Draft Implementation Action for the Strategy “Create Public Parking Areas”
- Parking identified as an important priority by residents in Downtown Revitalization Survey Results
- 2015 City Services Survey comments regarding downtown aesthetics

Implementation in short-term future beginning by the end of 2017, financed by \$2 million dollar bond.

Action 13: Build Riverfront Park East

Description: Move forward with building the park plan as approved by OSLAD grant even without certainty grant is getting reinstated.

Estimated Cost: \$400,000

Funding: Bond, possibly refunded by grant

Justification: Public spaces give identity to cities and the riverfront is an area the City has been incorporating as a focal point. The expansion of the park would allow having larger events downtown attracting more visitors. In addition, in general, parks have a positive impact on land values and spurring economic development. Determining the economic impact of parks is an emerging science and factors that bring direct income, provide resident savings, and provide environmental savings have been quantified in park systems across the country. Furthermore, residents see the value in parks as they were the rated the third highest City service in regards to satisfaction in the 2015 City Services Survey.

Input Consideration:

- City Council Downtown Key Issue: Riverfront Park
- Riverfront Park Development although encompassed within the goal of Downtown Planning also was its own separate goal. This goal was ranked 8th out of 24 goals.
- Top two mid-term strategies identified by residents in the Downtown Revitalization Survey results pertain to the expansion of Riverfront Park.

Action 14: Fully fund Downtown Exterior Improvement Program

See Action 2 under “Implementation beginning by the end of 2016 within FY 2017 budget”

Action 15: Start to create public parking areas

Description: Begin development of public parking areas identified in parking management plan. Choose selected areas to start off with.

Estimated Cost: Dependent on outcome of study and areas chosen

Funding: Bond

Justification: Downtown needs to add accessible off-street parking facilities if it is to attract new businesses and customers.

Input Considerations:

- City Council Downtown Key Issue: Parking Problems
- Comprehensive Plan Draft Implementation Action for the Strategy “Create Public Parking Areas”
- Parking identified as an important priority by residents in Downtown Revitalization Survey Results

Action 16: Downtown Streetscape Master Plan

Description: Study to determine the type of improvements needed to make Downtown Yorkville more walkable, such as sidewalks, intersection crossings, and signage. This

would also include the creation of a “brand” image for the Downtown. This “brand” image would be incorporated into design guidelines for a façade program.

Estimated Cost: \$60,000

Funding: Bond

Justification: We need to have a plan before making streetscape improvements in order to determine where our dollars would be best spent.

Input Consideration:

- City Council Downtown Key Issues: Pedestrian Improvements and Connectivity and Wayfinding signage.
- Comprehensive Plan Draft Implementation Action for the Strategy “Enhance Streetscape Appearances and Improve the Walkability of Hydraulic, Main and Van Emmon Streets”
- Enhance Main and Van Emmon identified as an important priority by residents in Downtown Revitalization Survey Results

Action 17: East Alley Improvements

Description: This would involve partial replacement and burying of the utilities located in the east alley, paving the parking lot, and other beautification including items such as: combining the business garbage facilities and changing the layout to be more pedestrian/customer friendly.

Estimated Cost: TBD

Funding: Bond

Justification: There has been high number of water main breakages. Paving the parking lot would create an additional public parking area that would help attract businesses and visitors to the downtown in addition to adding an aesthetic enhancement.

Input Consideration:

- City Council Downtown Key Issue: East Alley Improvements
- City Council Downtown Key Issue: Parking Problems
- Comprehensive Plan Draft Implementation Action for the Strategy “Create Public Parking Areas”
- Comprehensive Plan Draft Implementation Action for the Strategy “Facilitate Building Rehabilitations and Façade Improvements”
- Building Rehabilitation identified as the highest priority in Downtown Revitalization Survey Results
- Parking identified as an important priority by residents in Downtown Revitalization Survey Results
- 2015 City Services Survey comments regarding aesthetics.

Implementation recommendations beyond 2017, financed by future TIF funds:

Action 18: Downtown Streetscape Improvements

Description: Implement selected improvements such as new sidewalks, wayfinding signage, public art, landscaping planters, and pedestrian lighting as identified in Downtown Streetscape Master Plan.

Estimated Cost: Dependent on Master Plan outcomes

Funding: Any leftover bond money if applicable and future TIF Funds

Justification: These improvements would increase walkability. Walkability particularly in a downtown is advantageous. Outlined below are just a few reasons:

- Research shows that increases in measures of walkability such as Walk Score translate into increased property values.
 - A 2012 study by the Brookings Institute provides evidence that neighborhoods with environmental features that facilitate walkability and attracts pedestrians, have higher rents, property values, and retail revenues. The economic effects of this infrastructure are also shown in a 2015 report by Smart Growth America outlining case studies of cities that have completed this type of improvements.
 - Numerous studies including a 2009 Study by CEOs for Cities indicates Walkscore which is a grade out of 100 that reflects the proximity of establishments increases property values. This infrastructure investment could attract new businesses to increase this score.
- Walkability is becoming increasingly important to buyers. According to a 2013 survey from the National Association of Realtors. “A neighborhood with a mix of houses, stores and businesses that are easy to walk to is preferred over a neighborhood with houses only that requires driving to stores and businesses” (60 percent to 35 percent).
- Improving walkability will increase opportunities for visitors once downtown to walk around and visit multiple attractions and businesses, which supports the local economy.

Input Consideration:

- City Council Downtown Key Issues: Pedestrian Improvements and Connectivity and Wayfinding signage.
- Comprehensive Plan Draft Implementation Action for the Strategy “Enhance Streetscape Appearances and Improve the Walkability of Hydraulic, Main and Van Emmon Streets”
- Enhance Main and Van Emmon identified as an important priority by residents in Downtown Revitalization Survey Results

Action 19: Make Brownfield in East Alley suitable for development

Description: We need to obtain a letter of no further remediation (NFR) from the IEPA. This would involve further evaluation and clean up of the Brownfield site east of Route 47 on Hydraulic Ave once a development plan is proposed..

Estimated Cost: \$690,000 - \$720,000 for full remediation, significantly less depending on development plan

Funding: Future TIF funds

Justification: Covering the rehabilitation costs for this contaminated site will make it more desirable and attractive to developers and investors.

Input Consideration:

- City Council Downtown Key Issue: Brownfield Issues
- Comprehensive Plan Draft Implementation Action for the Strategy “Encourage Infill Along Hydraulic Street”
- Infilling development along Hydraulic Ave identified as significant priority in the Downtown Revitalization Survey Results.

Funding Scenarios and Outlook

All of the above projects can be funded with TIF increments or a bond. In FY 17, the entire TIF district is only supposed to generate around \$70,000 in increment, and payments to Imperial Investments for past projects will be around \$16,000 for a net amount of \$54,000. The TIF expires in 2029, leaving the City with a conservative estimate of \$650,000 in expected net revenue over the next 12 years. While this is enough to accomplish a few of the items on the list, it is not enough to accomplish the full TIF plan as approved in 2006. The entire TIF ordinance is attached for your review, but in general it contemplated:

Category	Amount
Analysis, Administration, Studies, Surveys, Legal, Marketing etc	\$500,000
Property Assembly including Acquisition, Site Prep and Demolition, Environmental Remediation	\$10,000,000
Public Works & Improvements, including streets and utilities and public facilities or capital costs	\$15,000,000
Rehabilitation of existing buildings, fixtures and leasehold improvements	\$10,000,000
Interest Subsidies and/or Affordable Housing Incentives	\$1,000,000
Relocation Costs	\$500,000
<u>Job Training and Vocational Education</u>	<u>\$500,000</u>
Total Redevelopment Project Costs	\$37,500,000

To date, the City has only generated a total of \$560,000 in TIF increment since 2006, and has only paid out \$44,000. This is a long way off from the planned \$37,500,000 in total investment a decade ago.

The most practical way to complete some of the larger ticket initiatives in the downtown area would be to sell a bond. An alternate revenue bond would be available to the City, in an amount at the City’s choosing. A \$2,000,000 bond with a 13 year term would yield a debt service amount of around \$225,000 annually. If the City already has around \$50,000 per year in increment, an additional \$175,000 per year in increment would need to be generated in order to meet debt service obligations.

To get an idea of what kind of building would have to be constructed to generate \$150,000 in TIF increment, the mixed-use building in downtown Oswego (pictures attached) that contains the Taphouse Grill and has various business condos on the upper floors pays around

\$76,000 in property taxes annually and sits on ½ acre. If we take that building as a reasonable model, we would need three of those types of buildings in downtown Yorkville to offset the annual debt service on a \$2m bond.

There are several properties in downtown Yorkville that have one owner for over an acre where private redevelopment could occur with a willing landowner and developer. The FS property (owned by Imperial Investments) and the sawmill (owned by Dan Nicholson) are both around an acre in size. The Vault Gym property (old Old Second building) is over 3 acres in size and would be a large redevelopment opportunity.

In a scenario where all three of the above properties have a willing landowner and developer, and get built with a large mixed-use building, similar to the Taphouse building in Oswego, I would expect planning and construction take 2-3 years. With the assessment of property on a 3-year rolling basis and a year in arrears, it could be 4-6 years from now before those fully-developed properties reach the tax rolls and generate significant TIF increment. That leaves an even shorter window for payback of either a bond or a normal, backloaded TIF agreement like the agreement that Imperial Investments has. It is my opinion that the City would have a very small likelihood of financial success due to the term of the TIF and the likelihood of commercial development on the scale discussed.

Further, the City staff have been in contact with Imperial Investments on a variety of issues related to their current properties and projects in the downtown. They have pulled a building permit for the buildings on the FS property, and have entertained different redevelopment options over the past few years. Because the property has a brownfield and the TIF ends in 2029, Imperial Investments has let us know that they would not be able to develop the FS property in full without a TIF extension. It is my opinion that any other developer would have the same challenges.

TIF extension

The process to extend a TIF is done through the state legislature. It requires a bill specific to the City's downtown TIF district to be approved by the state. Typically, the state asks that every taxing body in the City consent to the extension of the TIF. At that point, the state usually approves a bill extending the TIF for an additional 12 years. If the City Council feels that a TIF extension is warranted, the first step would be to approach every other taxing body for their consent.

Recommendation

Staff recommends:

- 1) Consent and direction to keep moving forward with Action Items 1-9 and
- 2) Approval to move forward with Action Items 10-12, including a budget amendment and/or City Council approval of study documents, if needed and
- 3) Support to continue studying Action Items 13-19, in preparation for future action and prioritization by City Council and
- 4) Feedback on whether there other projects or initiatives to study that are not already listed in this memo and
- 5) Approval to move forward with a TIF extension by contacting other taxing bodies to gauge their willingness to consent to an extension of the TIF to 2041