



**Monday, May 13, 2019
5:30 PM
MacArthur High School - Cafeteria**

CITY COUNCIL AGENDA

- I.** Call to Order
 - 1. Roll Call
 - 2. Pledge of Allegiance
- II.** Study Session: Study Sessions are less formal meetings of the City Council called to discuss broad policy themes and obtain input from the governing body about proposals and initiatives that are still being developed. No formal votes are taken at Study Sessions, and no informal directions expressed at Study Sessions bind the City Council, or its individual members, to vote in a certain manner at a future City Council meeting. The Mayor will accept public comments at different times on the agenda topics below as council and staff discussions proceed. Members of the public should limit their remarks to three (3) minutes, unless granted additional time by the council.

NEIGHBORHOOD REVITALIZATION

- A. Summarize previous community engagement meetings' data, findings and recommendations.
 - B. Introduce new data, organized by neighborhood, from the Greater Opportunity Zone urban core area.
 - C. Discuss what services & strategies could be deployed: i) city-wide, ii) in the Greater Opportunity Zone urban core, and iii) in a few target neighborhoods for demonstration impact & effect.
 - D. Discuss how success in Neighborhood Revitalization should be measured/Select desired outcomes that are measurable.
 - E. Start connecting outcomes to strategy options; including goals & objectives for the next Neighborhood Revitalization study session.
- III.** Adjournment

SUBJECT:
Neighborhood Revitalization

ATTACHMENTS:

Description	Type
Memo to Council	Cover Memo
Supporting Documentation	Backup Material

DATE: May 9, 2019

TO: Mayor Julie Moore-Wolfe and Decatur City Council Members

FROM: Scot Wrighton, City Manager 

SUBJECT: May 13, 2019 Neighborhood Revitalization Study Session

The May 13 City Council Study Session will be devoted entirely to restarting the city's Neighborhood Revitalization Initiative. An agenda and background documents are attached. The meeting will be held at the MacArthur High School cafeteria.

In 2017 and 2018, the city of Decatur conducted a series of community/townhall meetings to gather inputs, suggestions and recommendations from citizens about ways the city could reverse deterioration in some of its residential neighborhoods. These meetings resulted in a large quantity of diverse and valuable information. Most of the findings from the 2017 and 2018 meetings have been incorporated into the attached documents, and they are a part of the staff power point (also attached). Almost all of the information obtained in 2017 and 2018, however, is "soft" data—meaning it is not objective statistical information. Nor did the 2017 and 2018 meetings define what success should look like—meaning that the city never identified measureable performance outcomes they wanted to track to determine if the policies and programs adopted by the city achieved the desired objectives. The May 13 study session hopes to add a substantial amount of "hard" objective statistical data about Decatur neighborhoods, and reach consensus about how Decatur can measure success as it pursues neighborhood revitalization. I believe this will help provide clearer directions for the City Council moving forward.

Regrettably, objective criminal activity data, organized by neighborhood, could not be assembled in time for the May 13 study session. This information will be available, however, in time for the next neighborhood revitalization study session.

The city government can be most effective by deploying a variety of tools, programs and incentives to aid neighborhood revitalization—strategies that neighborhood associations, private companies, governments, not-for-profits and others can then select and implement. Even though much implementation will be at the hands of others, the city government will still need to select the strategies it believes will be the most effective, and most likely to achieve the desired outcomes. This will provide guidance to other agencies as well. In short, the city does not have the resources to deploy every conceivable strategy, so it must make choices, form partnerships, and get others to join in common efforts to make Decatur better. The council's choices can serve as a roadmap for everyone who elects to partner with Decatur to improve its neighborhoods. To aid this decision-making, the May 13 study session material includes a list of 36 possible revitalization strategies. It is not an exhaustive list, and others may be added by the City Council at any time.

The City Council has already started making decisions that support neighborhood revitalization (accepting Macon County Trustee lots, funding 4 neighborhood clean-up events in 2019); and additional council actions are anticipated shortly that will support neighborhood revitalization (contracts to demolish abandoned and derelict structures on Macon County Trustee lots as soon as the city closes on the lots, ordinance revisions to make it easier to join vacant side lots to adjacent developed properties, and assistance provided to the Crossings Campus project). Although these independent actions are helpful, a broader roadmap and a coordinated strategy for using the various tools available, is still very much required.

It is recommended that for each of the first four (4) segments of the study session agenda the council: a) hear the staff report, and then b) discuss the information submitted by staff among council members, providing whatever direction they consider appropriate, and then c) hear comments and suggestions from citizens in attendance.

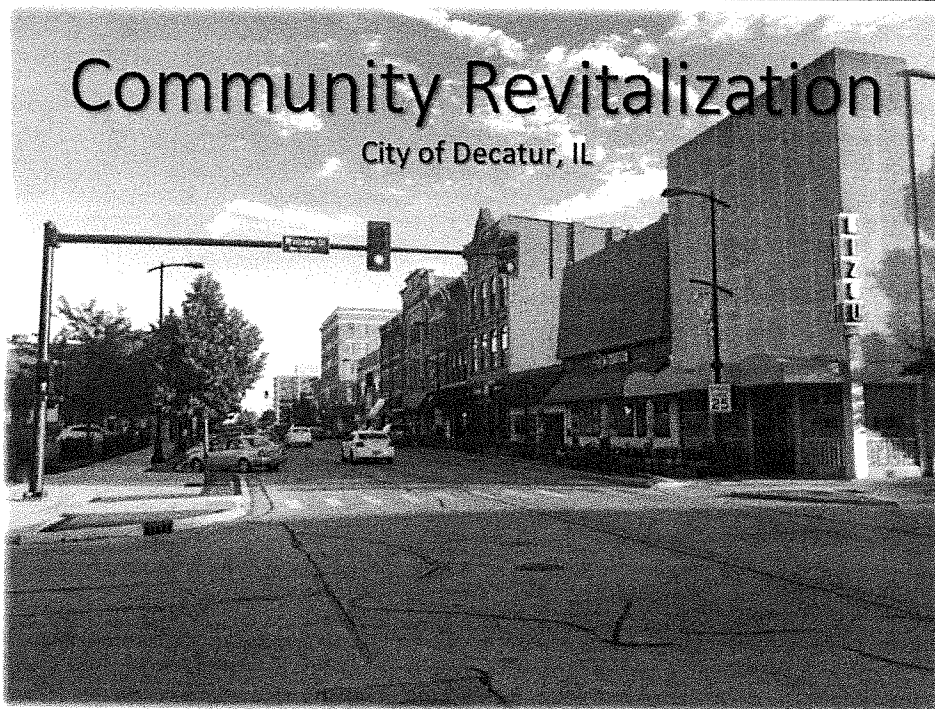
It is further recommended that: 1) the City Council determine what additional neighborhood data they need, in order to assemble a time line and preliminary budget projections in support of neighborhood revitalization; 2) decide which selected strategies should be deployed throughout the city of Decatur; 3) decide which selected strategies should be deployed only in the urban core area; 4) decide which selected strategies should be deployed just in yet-to-be-determined target or focus neighborhoods that need a greater dedication of resources; and 5) tentatively decide what the appropriate success measures should be for the neighborhood revitalization initiative. If the City Council can make these decisions, and help likely external partners know how they can best come alongside the city and work together—it will be a successful meeting, and a worthwhile “restart” of the work begun in 2017.

If the city waits until all possible elements and components of a detailed and comprehensive neighborhood revitalization plan are fully in place, then it will never start. An undertaking of this variability, size, scope and complexity probably requires that the city have a preliminary roadmap, and then “just get started,” knowing that mistakes will happen along the way, and that course corrections may be required many times.

Several members of the city staff have put in countless hours preparing the data and other information contained in the attached background materials, and in the May 13 study session presentation. They include several employees from the Public Works, Information Technology, and Community Development Departments. They include: Richelle Irons, Ray Lai, Scott Dedert, Danny Hoult, Don Nave, Doug Raver, John Highcock, Kylie Reynolds, Susan Kretsinger, Jim Edwards, Seth Stark and Tim Dudley. Without the extra hours these people put in, much of the new information provided here would not be available. I am grateful for their work.

Community Revitalization

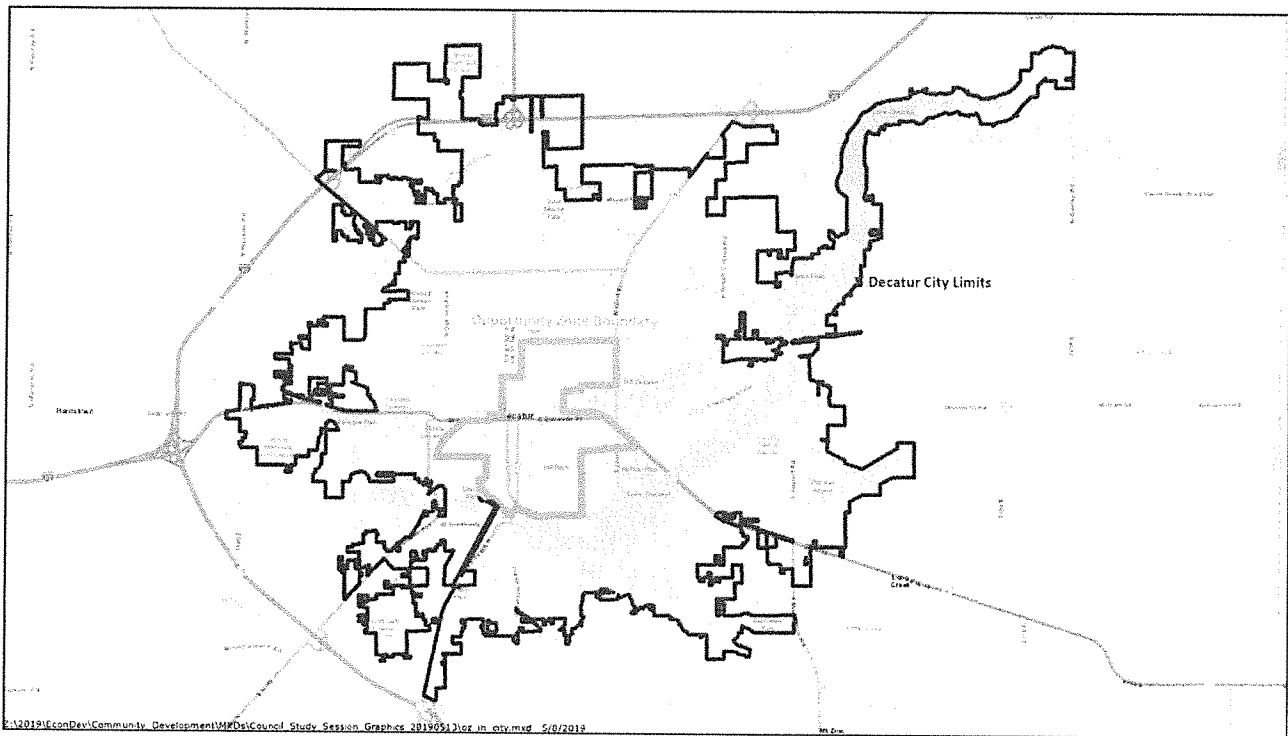
City of Decatur, IL



May 13, 2019

ASSUMPTIONS

- A. Neighborhoods are revitalized with an appropriate blending of:
 - 1. Key human and social services;
 - 2. Rehabilitation of housing, infrastructure & other facilities
 - 3. General uplift of the area's economy
- B. Stimulation of market forces should be used wherever possible, in addition to partnerships with community development entities, private donors and neighborhood associations. In this, the City should serve as guide and facilitator.
- C. It is not possible to revitalize all neighborhoods at once.
- D. Each neighborhood is unique and requires different solutions, partners and strategies.



GOALS/OBJECTIVES FOR THIS STUDY SESSION

- A. Summarize previous community engagement meetings' data, findings and recommendations.
- B. Introduce new data, organized by neighborhood, from the Greater Opportunity Zone urban core area.
- C. Discuss what programs & strategies could be deployed: i) city-wide, ii) in the Greater Opportunity Zone urban core, and iii) in a few target neighborhoods for demonstration impact & effect
- D. Discuss how success should be measured/Select the desired outcomes.
- E. Start connecting outcomes to strategy options; including goals for the next Neighborhood Revitalization study session.

2017 & 2018 COMMUNITY MEETING FINDINGS/CONCLUSIONS

- Community revitalization meetings in 2017 & 2018 were intended to create a “roadmap for the future of our community.”
- Meeting participants were encouraged to be “bold” and “think beyond current boundaries” to “rebuild our inner city.”
- The roadmap should be developed by citizens “for themselves.” The government’s role is to “facilitate” rather than direct.
- Strategies developed in the five community meetings were organized into three “Focus Areas: 1) Economic & Residential Development, Wellness & Vitality; 2) Local Government Regulations & Relations; and 3) Neighborhood Regeneration, Support & Sustainability.”

2017 & 2018 COMMUNITY MEETINGS FOCUS AREA #1: WELLNESS & VITALITY IDEAS

- Help residents develop better soft skills (teach money management, hone communication/listening skills, conduct youth summer camps, Project READ, training in home ownership/renting, conflict resolution, etc.)
- Build resources for improving employment opportunities (training for non-college bound youth, more effectively communicate job opportunities, Job Corps program, vocational internships, workforce training institute, after school trades courses, etc.)
- Nurture businesses in the Inner City as a way of rebuilding the urban core (deal with various barriers to self & business improvement, help grow small businesses and assist entrepreneurs, provide easier access to low cost daycare for workers, expand public transportation to job sites {and at odd hours}, adopt a mechanism for screening persons with criminal backgrounds for work re-entrance, Maker Spaces, Inner-City “tool sheds” and incubators/co-working space, micro loan programs, etc.)

2017 & 2018 COMMUNITY MEETINGS

FOCUS AREA #1 IDEAS (cont'd)

- Add safe and healthy housing facilities (e.g., more rigorous residential inspections, health & media blitz, homestead ownership program)
- Enhance neighborhood safety (e.g., Assign neighborhood police officers to key neighborhoods, install more street lighting)
- Develop community gardens (e.g., good food as medicine initiative, provide suitable lots for agriculture from the city's land inventory)
- Incentivize neighborhood clean-up and beautification (e.g., neighborhood dumpsters, adopt-a-neighborhood programs, resident and local group led clean-up and beautification drives, general clean-up assistance)
- Target certain neighborhoods for concerted revitalization & special programs

2017 & 2018 COMMUNITY MEETINGS

FOCUS AREA #2: GOVERNMENT REGULATIONS

- Evaluate possible revisions of existing codes, ordinances, zoning laws & government programs that would advance revitalization goals
- Require performance bonds for those purchasing abandoned structures as well as those performing demolition work; and intercept fire insurance payments following structure losses by fire
- Decide what existing structure rehabilitation codes can be relaxed to facilitate more cost effective rehab. without compromising life safety
- Develop a process for re-platting and combining adjoining lots in block-&-tract recorded subdivisions to reduce lot-joining costs
- Encourage private groups to take responsibility for rehab. in key blocks, and serve as liaison/intermediary with local government
- More effectively manage Macon County Trustee lot dispositions

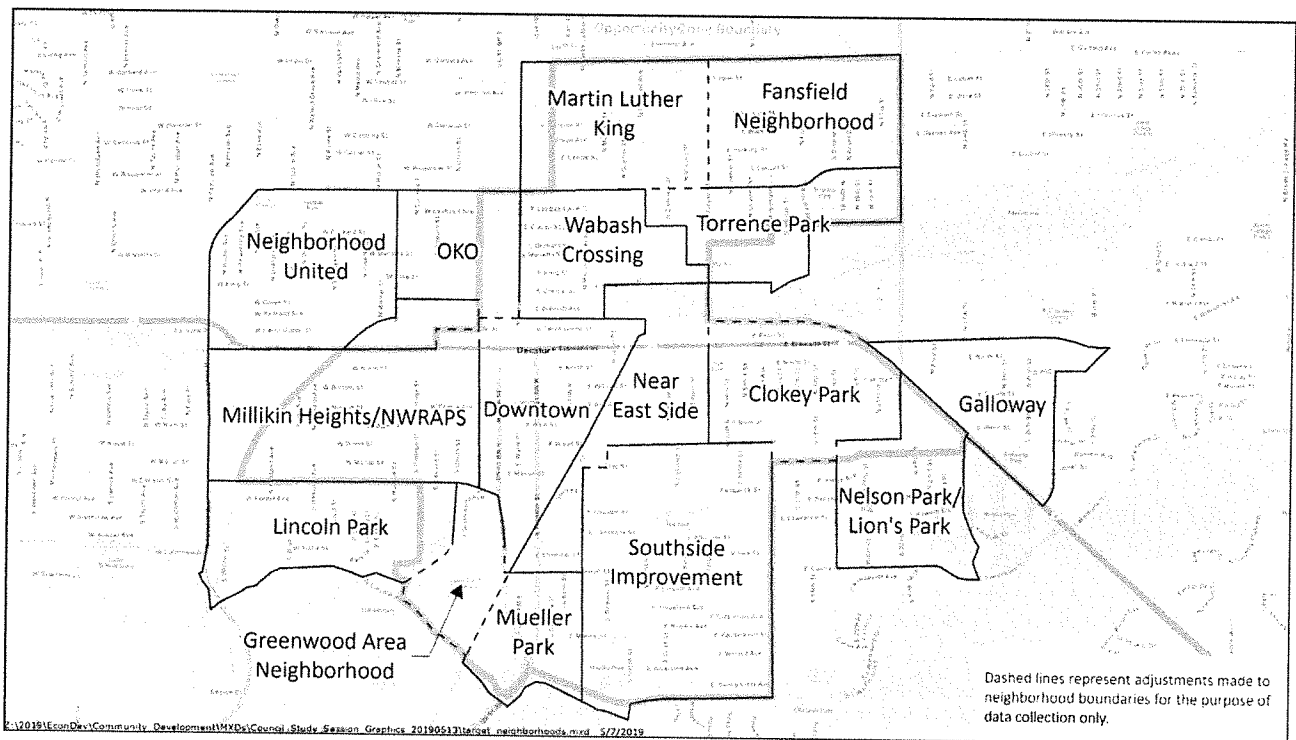
2017 & 2018 COMMUNITY MEETINGS FOCUS AREA #3: SUSTAINABILITY IDEAS

- Identify and fill gaps in the existing social service net
- Market and/or upgrade 2-1-1 information services
- Seek more sustainable partnerships with healthcare, business and faith-based partners to solve problems
- Explore co-location of government facilities to achieve efficiencies
- Develop strategies for re-purposing and productively using vacant lots
- Adopt a unified way to dispose of electronic, yard & special wastes
- Arterial/Collector Street corridor beautification programs (plantings, adopt-a-block, etc.)
- Help establish active/vibrant associations in neighborhoods currently lacking them

SPECIFIC PROGRAM RECOMMENDATIONS: FROM 2017 & 2018 COMMUNITY MEETINGS

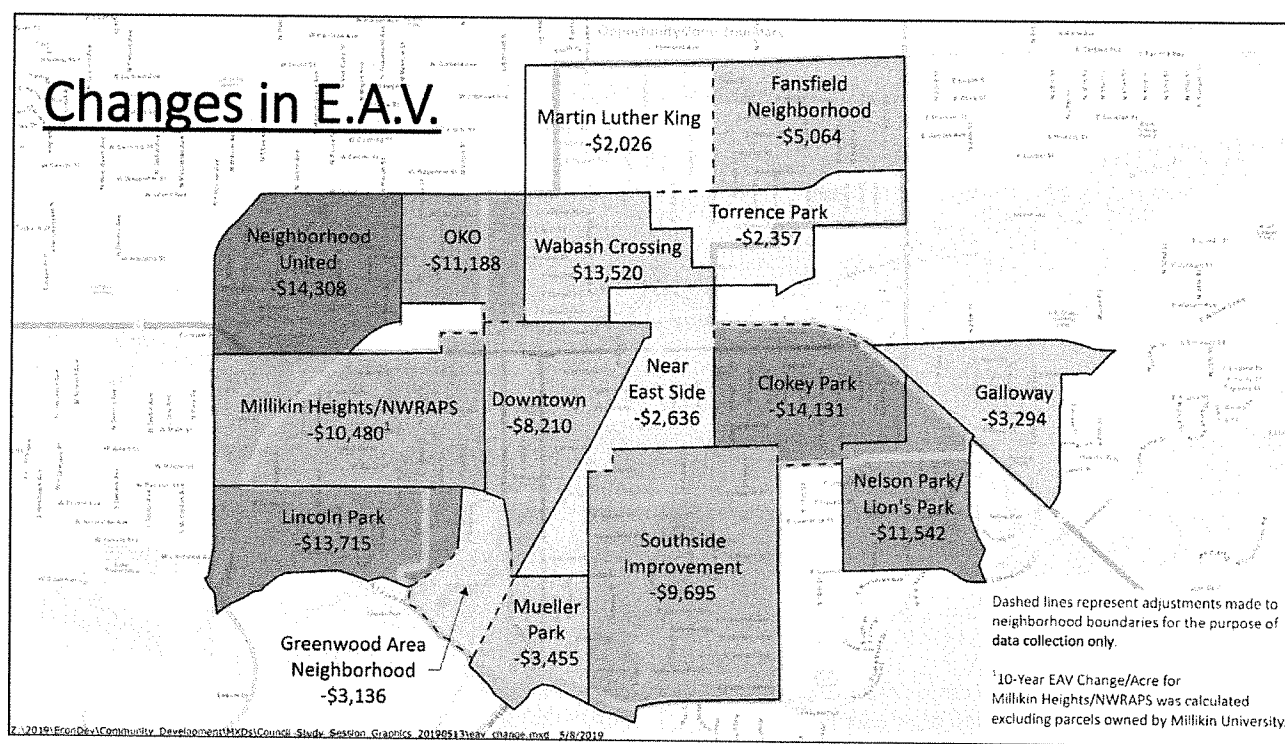
- Provide tax rebates {or abatements} for new construction or major property rehabilitation in targeted areas
- Assist recent university graduates who elect to stay in the city of Decatur and join the workforce by paying down their student loans
- Restructure spending plans for the city's CDBG funds to be more "results-based," and pegged to new owner investments
- Aggressively pursue demolition of derelict/abandoned structures using Howard G. Buffett Foundation funds and other funding sources after transfer of Macon County Trustee lots to the city of Decatur
- Partner with local labor groups to use structure demos as a training opportunity

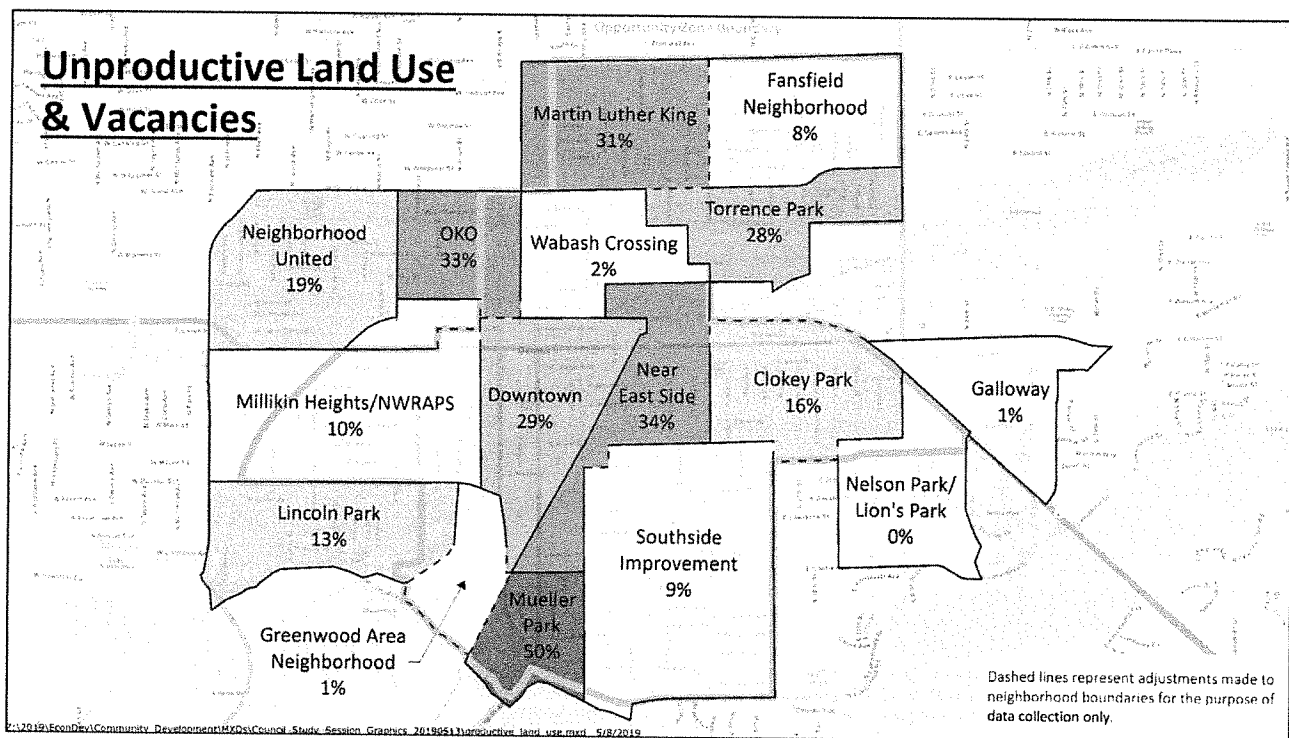
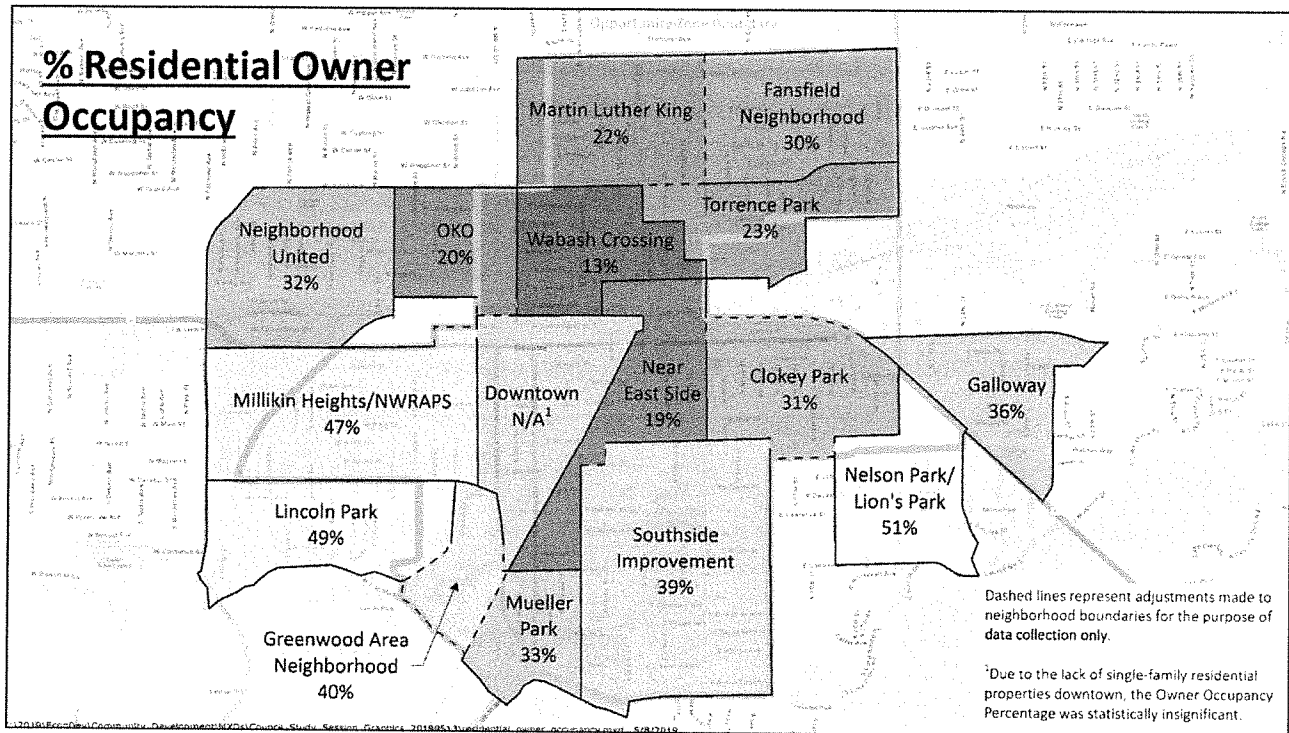
What should be added to the Recap of 2017 & 2018 Community Revitalization Meetings?



NEW DATA (2019) INDICATORS

- 10-Year EAV Change
- % Owner Occupied
- Public/Private/Non-Profit Ownership/Vacant -- % by Use
- Existing Structures Condition Score
- Arterial/Collector Streetscape Score
- Active Neighborhood Partners
- In Opportunity Zone?
- Existing or Anticipated Anchor
- Primary Issue
- Secondary Issue





Existing Residential Structures Condition (Blight Indicator)

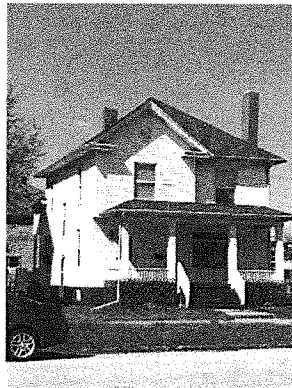
AGGREGATED NEIGHBORHOOD SCORE BASED ON OCCURENCES OF:

- Overgrown Lot
- Roof Damage
- Door/Window Damage
- Siding Damage

DIVIDED BY THE NUMBER OF STRUCTURES (the higher the resulting value, the worse the overall residential neighborhood blight)

Is there a structure on the lot?

Improved Residential Lot

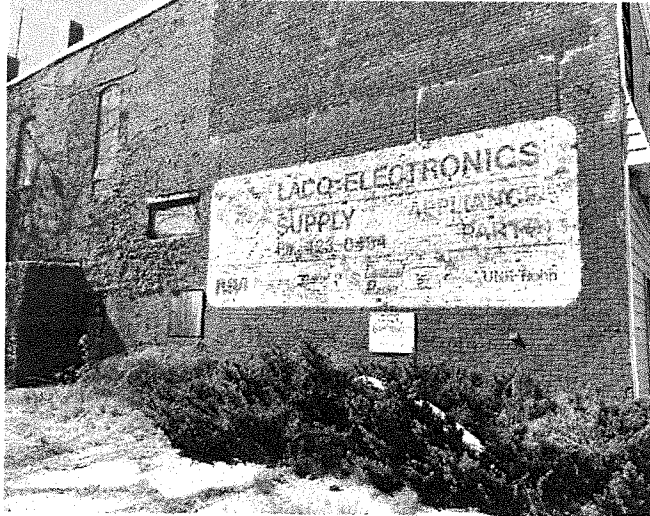


Cleared/Vacant Residential Lot



Examples of Blight
Indicators

Overgrown Lot



Examples of Blight
Indicators

Roof Damage



Examples of Blight
Indicators

Door/Window Damage



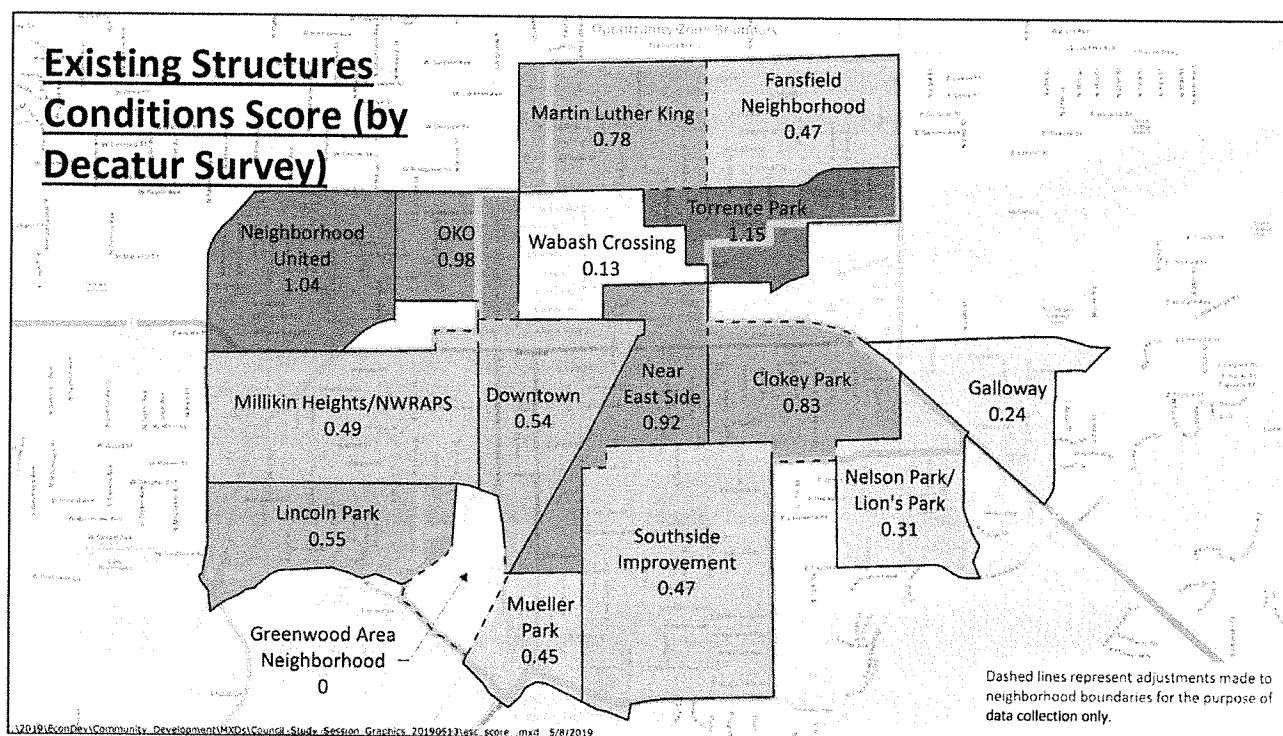
Examples of Blight
Indicators

Siding Damage



Existing Structures Conditions Score (Survey)

- Clokey Park = 0.83
- Downtown = 0.54
- Fansfield Neighborhood = 0.47
- Galloway = 0.24
- Greenwood Area Neighborhood = 0.00
- Lincoln Park = 0.55
- Martin Luther King = 0.78
- Millikin Heights/NWRAPS = 0.49
- Mueller Park = 0.45
- Near East Side = 0.92
- Neighborhood United = 1.04
- Nelson Park/Lions Park = 0.31
- OKO = 0.98
- Southside Improvement = 0.47
- Torrence Park = 1.15
- Wabash Crossing = 0.13
- **TOTAL # of surveyed parcels = 11,054**



PRIORITY AGGREGATED DISTRESS SCORES (PADS) [with anomalies highlighted in **blue**]

• 5 Most Distressed: **10-year EAV Scores**

- Neighborhood United (-\$14,307/ac.)
- Clokey Park (-\$14,130/ac.)
- Lincoln Park (-\$13,714/ac.)
- Nelson Park/Lions Park (-\$11,542/ac.)
- OKO (-\$11,188/ac.)

• 5 Most Distressed: Owner Occupancy Scores

- Wabash Crossing (13%)
- Near East Side (19%)
- OKO (20%)
- Martin Luther King (22%)
- Torrence Park (23%)

• 5 Most Distressed: Unproductive Land Use/Vacancy Scores

- Mueller Park (50% Vacant)
- Near East Side (34% Vacant)
- OKO (33% Vacant)
- Martin Luther King (31% vacant)
- Torrence Park (28% vacant)

• 5 Most Distressed Blight Conditions Scores

- Torrence Park (1.15)
- Neighborhood United (1.04)
- OKO (0.98)
- Near East Side (0.92)
- Clokey Park (0.83)

Neighborhood Anchors & Destinations

- Crossings Campus (Wabash Crossing)
- Johns Hill School & Park (Mueller Park & SIA)
- Hope Academy/DMCOC/Boys & Girls Club (Near Eastside)
- Decatur Housing Authority (Fansfield Neighborhood)
- OKO Community Center/Good Samaritan (Old Kings Orchard)
- Millikin University (Millikin Heights)
- Millikin Homestead & Oglesby Home (Millikin Heights)
- Large Parks (Nelson Park/Lions Park Neighborhood)

Active Neighborhood Associations/Groups In Greater Opportunity Zone

- Clokey Park
- Fansfield Neighborhood Association
- Galloway
- Greenwood Area Neighborhood
- Millikin Heights/NWRAPS (loosely looks after Lincoln Park too)
- Neighborhood United
- Nelson Park/Lions Park
- OKO (Old Kings Orchard)
- Southside Improvement Area
- Torrence Park

Primary & Secondary Neighborhood Issues

- Clokey Park: Absentee/Negligent Landlords, Institutional & Commercial Disinvestment
- Downtown: Panhandling, Parking Enforcement
- Fansfield Neighborhood: Gunshots, Prostitution, Drugs
- Galloway: Lack of interest in neighborhood group, Youth with nothing to do
- Greenwood Area Neighborhood: Lack of lighting in park, Loitering
- Martin Luther King: Vacant or grossly substandard Housing
- Millikin Heights/NWRAPS: Housing rehabilitation/Lower homeownership & Empty Housing
- Mueller Park: Dilapidated Housing, Illegal Dumping
- Neighborhood United: Insufficient Lighting in Streets, Potholes in alleys/Street Repairs
- Nelson Park/Lions Park: Deterioration of Housing Stock, Loud Music, Litter
- OKO: Crime/Fights/Shooting, Vacant Lots
- Southside Improvement: Deterioration of Housing Stock, Youth with Nothing to do
- Torrence Park: Rehabilitation of Housing, Illegal Dumping
- Wabash Crossing: Negative Perception, Illegal Dumping

Comments on New Data & Summaries

MATCHING NEIGHBORHOODS TO POSSIBLE SOLUTIONS & STRATEGIES

- Uniform Application/Deployment to all parts of the city
- Greater Opportunity Zone (Urban Core) Areas
- Focus/Target Neighborhoods

LIST OF TOOLBOX CONTENTS (Entire City)

1. Land Bank/Land Trust to manage properties
2. Mandatory Rental Inspection/Landlord registration program
3. Change zoning & building ordinances to incentivize rehab.
4. Ombudsman Service to connect people to services
5. Assist recent university graduates who elect to stay in the city of Decatur and join the workforce in designated job categories by paying down their student loans
6. Partner with local labor groups, and especially MBEs, to use structure demos as training opportunities and to build local demolition and rehab. Businesses
7. Require renovation bonds needed to buy derelict homes

LIST OF TOOLBOX CONTENTS (Urban Core Area)

8. Property Assessed Clean Energy (P.A.C.E.) Program
9. Major infrastructure installation and/or removal where needed ahead of rehab. where this will spur renovation
10. Rehab. Grant from FHLB of Chicago for owner-occupied home improvements
11. Mortgage guarantee assistance programs from other sources
12. Enterprise Zone amendments to apply to residential rehabilitation, but only in the urban core
13. Opportunity Zone funding for viable investment projects
14. Direct USEPA Brownfield clean-up efforts to the urban core
15. Streetscape amenities, especially on key impact corridors
16. Increased Police presence &/or deploy CSOs to the urban core
17. Add off-hour transit routes, but only to/from the urban core

LIST OF TOOLBOX CONTENTS (Urban Core Area)

18. Launch a homestead program to foster homeownership with salvageable homes obtained by the city
19. Block-by-Block Program
20. Use of Historic Tax Credits, and New Market Tax Credits
21. Restructure the city's revolving loan fund to target eligible businesses in the urban core area only
22. Additional public lighting and surveillance cameras
23. Restructure spending plans for the city's Community Development Block Grant (CDBG) funds so they are more "results-based," and pegged to new owner investments
24. Focused code enforcements in selected neighborhoods

LIST OF TOOLBOX CONTENTS (Focus/Select Neighborhoods)

25. Façade grant program
26. Large-scale demolition/clearing of properties where development of new anchor/destination projects are planned, or to attract the same
27. Incentivize new anchors/destinations for neighborhoods
28. Approve adaptive reuses of vacant land using mixed use and planned development zoning ordinance mechanisms
29. City becomes a tax buyer
30. Locate a business incubator or co-working space in a target neighborhood

LIST OF TOOLBOX CONTENTS (Focus/Select Neighborhoods)

31. Locate job training center in a target neighborhood
32. Clear whole blocks for gardens and other urban agriculture; use large scale urban agriculture to attract vertical/indoor farms
33. New Tax Increment Financing districts/projects
34. Require that Focus/Target Neighborhoods must have adopted revitalization plans to access most targeted funding tools
35. Subsidize police officers to live in target neighborhoods with free housing
36. Provide tax rebates {or abatements} for new construction or major property rehabilitation in target areas

Additional Strategies: Comments, Questions

HOW IS SUCCESS MEASURED? WHAT ARE THE APPROPRIATE OUTCOMES?

1. Increases in Equalized Assessed Valuation of the Neighborhood
2. Increases in homeownership percentage
3. Increases in percentage of “productively and actively used” land
4. Improvements in Existing Structures Conditions Score
5. Comparative Unemployment/Under-employment rates
6. Decreases in criminal activity rates
7. Aggregate {& average per lot} value of new building permits
8. Increases in Median household income, by neighborhood
9. Other?

NEXT STEPS/NEXT COUNCIL STUDY SESSION

- Agenda for Next Neighborhood Revitalization Study Session
- Identify the most likely funding sources to support neighborhood revitalization based on City Council objectives and priorities
- Timeline for Phase One implementation
- Decision rules for selection of Focus/Target Neighborhoods
- Should other neighborhoods to be evaluated, beyond the 16 identified and described during the May 13 study session?
- Based on the results and direction from the May 13 study session, should services be delivered differently in the following departments: Code Enforcement, Land Use Control, Law Enforcement, Housing, Public Works
- Other Items?

NEIGHBORHOOD	Primary Issue	Secondary Issue	10-Year EAV Change/Acre	Owner Occupied %	Vacant Land %	Public Owned %	Private Owned %	Non-Profit Owned %	Active Neighborhood Partners	In Opportunity Zone	Anchor (Existing or Anticipated)	Existing Structures Conditions Score	Arterial Streetscape Score
Clokey Park	Absentee/Negligent Landlords	Institutional & Commercial Disinvestment	-14,130	31%	16%	7%	89%	4%	Yes	Yes	Jasper Park	0.83	0.74
Downtown	Panhandling	Parking enforcement	-8,210	N/A ²	29%	27%	62%	12%	No	Yes	Streetscape/Civic Center	0.54	0.41
Fansfield Neighborhood	Gunshots	Prostitution/Drugs	-5,064	30%	8%	12%	85%	3%	Yes	Yes	Fansfield Park	0.47	0.43
Galloway	Lack of interest in neighborhood group	Youth with Nothing To Do	-3,294	36%	1%	8%	91%	1%	Yes	No	Park	0.24	0.42
Greenwood Area Neighborhood	Lack of lighting in the park	Loitering	-3,136	40%	1%	38%	61%	1%	Yes	Yes	Park	0.00	0.00
Lincoln Park			-13,715	49%	13%	12%	78%	10%	No	Partial	Park & Trail	0.55	0.32
Martin Luther King	Vacant or Awful Housing		-2,026	22%	31%	21%	70%	10%	No	Partial	The Concord	0.78	0.88
Millikin Heights/NWRAPS ¹	Housing rehab	Low homeownership/empty housing	-10,480 ¹	47%	10%	4%	49%	47%	Yes	Partial	Millikin University	0.49	0.39
Mueller Park	Dilapidated Housing	Illegal Dumping	-3,455	33%	50%	40%	56%	4%	No	Yes	Park	0.45	0.65
Near East Side			-2,636	19%	34%	12%	84%	5%	No	Yes		0.92	0.51
Neighborhood United	Lighting in the streets	Potholes in alleys/repairs	-14,308	32%	19%	14%	81%	5%	Yes	No	Garfield Park	1.04	1.19
Nelson Park/Lions Park	Deterioration of Housing Stock	Loud Music/Litter	-11,542	51%	0%	48%	46%	6%	Yes	Partial	Overlook Adventure/Ampitheater	0.31	0.27
OKO	Crime/Fights/Shooting	Vacant Lots	-11,188	20%	33%	12%	67%	21%	Yes	Partial	Community Center	0.98	0.87
Southside Improvement	Deterioration of Housing Stock	Youth with Nothing To Do	-9,695	39%	9%	20%	77%	3%	Yes	Yes	Eisnehower/Johns Hill/St Marys	0.47	0.53
Torrence Park	Rehabilitation of Housing	Illegal Dumping	-2,357	23%	28%	33%	62%	5%	Yes	Partial	Park	1.15	1.23
Wabash Crossing	Negative perception	Illegal Dumping	13,520	13%	2%	55%	20%	25%	No	Yes	Community Care Center	0.13	0.18

¹10-Year EAV Change/Acre for Millikin Heights/NWRAPS was calculated excluding parcels owned by Millikin University.

²Due to the lack of single-family Residential properties downtown, the Owner Occupancy percentage was statistically insignificant.

NEIGHBORHOOD	10-Year EAV Change
CBD	-1,931,226
CPNA	-3,163,554
FFNA	-1,161,354
GANO	-302,872
GNO	-579,362
Lincoln Park	-3,171,477
Martin Luther King	-478,286
Mueller Park	-404,112
Near East Side	-533,905
NPNO/LPNO	-2,249,634
NUA	-3,914,897
NWRAPS	-6,011,980
NWRAPS (No Millikin Parcels)	-3,828,988
OKO	-1,573,068
SIA	-4,606,683
Torrence Park	-408,181
Wabash Crossing	2,323,355

Area	-31363.82777
8,349,805 sq ft	-19975.40248
191.685149 acres	
15915878.24 sq ft	-16454.12492
365.3782883 acres	-10479.51705

Neighborhood	Total Parcels	Homestead Parcels	Homestead/Total Parcels	Total Structure Present Parcels	Homestead/Structure Present	Total Residential (1/2 Family) Land Use Parcels	Homestead/R1 Parcels	R1 + R2 Parcels	Homestead/(R1+R2)
CBD	330	1	0.30%	213	0.47%	0		1	100%
CPNA	796	177	22.24%	636	27.83%	583	30%	586	30%
FFNA	719	164	22.81%	628	26.11%	550	30%	559	29%
GANO	43	15	34.88%	39	38.46%	37	41%	38	39%
GM Square	1265	323	25.53%		#DIV/0!				
GNO	530	175	33.02%	486	36.01%	487	36%	488	36%
Lincoln Park	794	285	35.89%	600	47.50%	585	49%	594	48%
Martin Luther King	692	64	9.25%	330	19.39%	285	22%	297	22%
Mueller Park	222	13	5.86%	72	18.06%	39	33%	41	32%
NPNO/LPNO	673	315	46.81%	642	49.07%	615	51%	623	51%
NUA	1047	243	23.21%		#DIV/0!				
NWRAPS	947	184	19.43%	694	26.51%	389	47%	558	33%
OKO	584	41	7.02%	314	13.06%	204	20%	261	16%
SIA	1918	625	32.59%		#DIV/0!				
Torrence Park	485	49	10.10%	260	18.85%	214	23%	216	23%
Wabash Crossing	373	6	1.61%	221	2.71%	46	13%	142	4%

NEIGHBORHOOD	Residential (1/2 Family)	Residential (Multifamil)	Light Commercial	Heavy Commercial	Mixed Use	Light and Heavy Industrial	Institutional	Open Space	Vacant/No Use	Unclassified	TOTALS
CBD	0.0%	1.8%	18.5%		22.6%	2.0%	7.8%	16.8%	1.9%	28.7%	0.0% 100.0%
CPNA	63.0%	0.0%	6.0%		6.0%	0.0%	1.0%	1.0%	6.0%	17.0%	0.0% 100.0%
FFNA	44.0%	1.0%	14.0%		0.0%	0.0%	26.0%	2.0%	5.0%	8.0%	1.0% 101.0%
GANO	41.0%	23.0%	0.0%		0.0%	0.0%	0.0%	6.0%	29.0%	2.0%	0.0% 101.0%
GNO	60.0%	0.0%	6.0%		2.0%	0.0%	24.0%	0.0%	6.0%	1.0%	0.0% 99.0%
Lincoln Park	67.0%	1.0%	0.0%		0.0%	0.0%	1.0%	10.0%	8.0%	13.0%	1.0% 101.0%
Martin Luther King	37.0%	4.0%	3.0%		2.0%	0.0%	13.0%	2.0%	3.0%	33.0%	3.0% 100.0%
Mueller Park	13.0%	8.0%	7.0%		0.0%	0.0%	19.0%	2.0%	1.0%	50.0%	1.0% 101.0%
NPNO/LPNO	44.0%	1.0%	47.0%		0.0%	0.0%	0.0%	6.0%	3.0%	0.0%	0.0% 101.0%
NWRAPS	26.0%	12.0%	6.0%		2.0%	1.0%	0.0%	40.0%	4.0%	9.0%	0.0% 100.0%
OKO	29.0%	11.0%	6.0%		6.0%	2.0%	1.0%	3.0%	6.0%	33.0%	5.0% 102.0%
SIA											
Torrence Park	25.0%	2.0%	1.0%		3.0%	0.0%	18.0%	10.0%	14.0%	28.0%	0.0% 101.0%
Wabash Crossing	7.0%	22.0%	23.0%		1.0%	0.0%	7.0%	12.0%	27.0%	2.0%	0.0% 101.0%

NEIGHBORHOOD	Staff	Percent Complete	Parcels Surveyed	Total Parcels
CBD	Seth	100.0%	328	328
CPNA	Richelle	62.8%	500	796
FFNA	Susan/Scot	71.3%	513	719
GANO	Seth	100.0%	43	43
GM Square	Tim	0.0%	-	1,265
GNO	NSOs	82.8%	439	530
Lincoln Park	Tim	0.0%	-	794
Martin Luther King	Scott	12.3%	85	692
Mueller Park	Susan/NSOs	100.0%	222	222
NPNO/LPNO	Kylie	100.0%	673	673
NUA	Richelle	6.4%	67	1,047
NWRAPS	Tim	19.1%	181	947
OKO	Scott	2.7%	16	584
SIA	Scott	16.1%	308	1,918
Torrence Park	Seth	20.0%	97	485
Wabash Crossing	Susan/NSOs	100.0%	373	373
TOTAL PROGRESS		33.7%	3,845	11,416

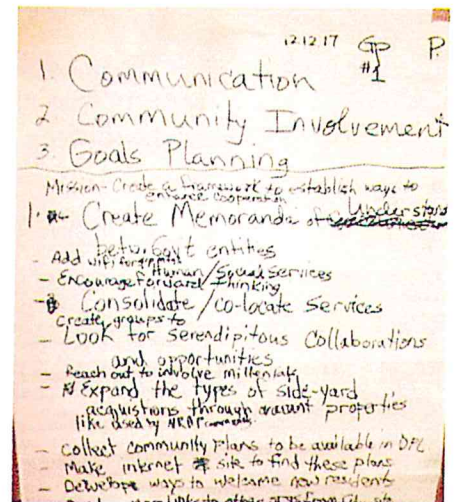
Neighborhood	Total Parcels	Homestead Parcels	Homestead/Total Parcels	Total Structure Present Parcels	Homestead/Structure Present	Total Residential (1/2 Family) Land Use Parcels	Homestead/R1 Parcels	R1 + R2 Parcels	Homestead/(R1+R2)
CBD	330	1	0.30%	213	0.47%	0		1	100%
CPNA	796	177	22.24%	636	27.83%	583	30%	586	30%
FFNA	719	164	22.81%	628	26.11%	550	30%	559	29%
GANO	43	15	34.88%	39	38.46%	37	41%	38	39%
GM Square	1265	323	25.53%		#DIV/0!				
GNO	530	175	33.02%	486	36.01%	487	36%	488	36%
Lincoln Park	794	285	35.89%	600	47.50%	585	49%	594	48%
Martin Luther King	692	64	9.25%	330	19.39%	285	22%	297	22%
Mueller Park	222	13	5.86%	72	18.06%	39	33%	41	32%
NPNO/LPNO	673	315	46.81%	642	49.07%	615	51%	623	51%
NUA	1047	243	23.21%		#DIV/0!				
NWRAPS	947	184	19.43%	694	26.51%	389	47%	558	33%
OKO	584	41	7.02%	314	13.06%	204	20%	261	16%
SIA	1918	625	32.59%		#DIV/0!				
Torrence Park	485	49	10.10%	260	18.85%	214	23%	216	23%
Wabash Crossing	373	6	1.61%	221	2.71%	46	13%	142	4%

NEIGHBORHOOD	Residential (1/2 Family)	Residential (Multifamily)	Light Commercial	Heavy Commercial	Mixed Use	Light and Heavy Industrial	Institutional	Open Space	Vacant/No Use	Unclassified	TOTALS
CBD	0.0%	1.8%	18.5%		22.6%	2.0%	7.8%	16.8%	1.9%	28.7%	0.0% 100.0%
CPNA	63.0%	0.0%	6.0%		6.0%	0.0%	1.0%	1.0%	6.0%	17.0%	0.0% 100.0%
FFNA	44.0%	1.0%	14.0%		0.0%	0.0%	26.0%	2.0%	5.0%	8.0%	1.0% 101.0%
GANO	41.0%	23.0%	0.0%		0.0%	0.0%	0.0%	6.0%	29.0%	2.0%	0.0% 101.0%
GNO	60.0%	0.0%	6.0%		2.0%	0.0%	24.0%	0.0%	6.0%	1.0%	0.0% 99.0%
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Martin Luther King	37.0%	4.0%	3.0%		2.0%	0.0%	13.0%	2.0%	3.0%	33.0%	3.0% 100.0%
Mueller Park	13.0%	8.0%	7.0%		0.0%	0.0%	19.0%	2.0%	1.0%	50.0%	1.0% 101.0%
NPNO/LPNO	44.0%	1.0%	47.0%		0.0%	0.0%	0.0%	6.0%	3.0%	0.0%	0.0% 101.0%
NWRAPS	26.0%	12.0%	6.0%		2.0%	1.0%	0.0%	40.0%	4.0%	9.0%	0.0% 100.0%
OKO	29.0%	11.0%	6.0%		6.0%	2.0%	1.0%	3.0%	6.0%	33.0%	5.0% 102.0%
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Wabash Crossing	7.0%	22.0%	23.0%		1.0%	0.0%	7.0%	12.0%	27.0%	2.0%	0.0% 101.0%

STATUS REPORT

6.4.18

Community Revitalization



"OF ALL THE WORK WE'VE DONE IN RECENT YEARS, THIS PLAN TRULY HAS THE POTENTIAL TO HAVE THE BIGGEST IMPACT ON THIS CITY. I'M EXCITED ABOUT THE POSSIBILITIES, THANKFUL FOR THE PARTICIPATION AND WE ARE DETERMINED TO MAKE SURE THAT THE FINAL PRODUCT REPRESENTS THE THOUGHTS, IDEAS AND NEEDS OF THE ENTIRE COMMUNITY"

- CITY MANAGER TIM GLEASON

EXECUTIVE SUMMARY

In the fall of 2017 the City of Decatur kicked off the creation of what will be a roadmap for the future of our community. This Community Revitalization initiative is a resident driven, committed effort to identify the steps necessary to rebuild, reinforce, revitalize and –



in some cases – reimagine Decatur, a no-holds barred honest conversation amongst our Decatur family about where we are and where we want to be.

The only rules: be honest and be big and bold in our thoughts and to feel free to think beyond our current boundaries and the definitions that the outside world may have assigned to this community in deciding what we wanted for ourselves.

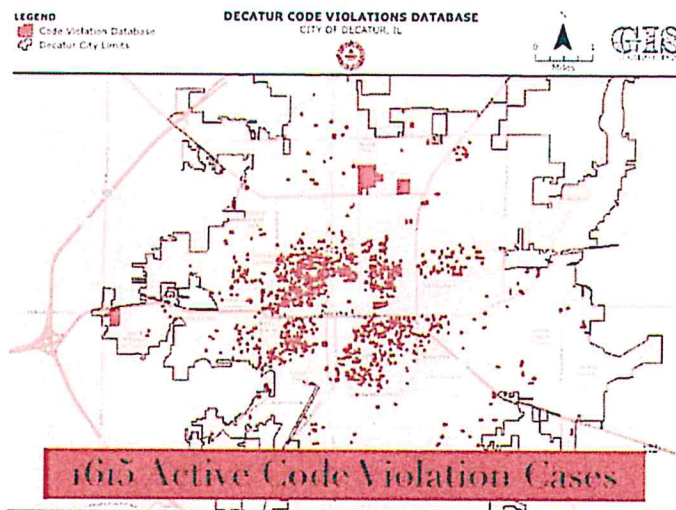
This program will be bigger than community appearance and demolition – it's also about economic development and people development, rebuilding our inner city and supporting other areas, connecting resources and telling our story about how we're doing it.

We know that big dreams can sometimes take big money, but residents were encouraged to ignore cost for the time being to think about what we WANT to be, not what they thought we

COULDN'T do. To limit ideas to cost is to limit the possibilities for this city and there are resources available – some known, some not at this point – that can help to fund this effort once plans are formalized.

THE PROCESS

The City started with a public call for people interested in helping to revitalize the community and for areas residents felt should be addressed. We collected hundreds of ideas before the first meeting was ever held



WORK TO DO: A big part of the revitalization effort involves much-needed neighborhood improvements as evidenced by the 1615 active code violations throughout Decatur.

and more than 200 people initially volunteered to be a part of the process. Nine working groups were created based on that public input and direction from the Decatur City Council. More than 130 people turned out for the first of 5 meetings in

November 2017 with between 75 and 130 participating in each of the next four work sessions. During the meetings residents where they identified areas of focus and possible solutions and, later, came together as one large group to vote to prioritize working group findings.

To date the City has made an intentional effort to serve as moderator and guide in the process, to not interject its own ideas or specific direction and to encourage participants to be free to collectively come up with their own ideas. For

starters, we know that City government can't, and shouldn't, try to be all things for all people and we didn't want to be seen as trying to "dictate" to the community or "telling the community what was best for them." Simply put, it is the people who

know best what they need for themselves and it is government's role to facilitate, not define, those needs. This document represents an initial collection of what residents decided we needed.

EARLY SUPPORT, SUCCESSES

The Howard G. Buffett Foundation was the first organization to pledge financial support to the Community Revitalization program, graciously agreeing to provide \$1 million help fund neighborhood development related initiatives. The gift was the latest in a long string of Foundation investments in Decatur that have gone to addressing long-standing needs and we hope a sign of the Foundation's confidence in this effort.

Additionally, one of the things that we hoped would happen as a result of this program was that groups would begin to meet, plan and talk

outside of government-scheduled planning sessions. Today the former Near West Restoration and Preservation Society (NWRAPS) has redefined itself and ramped up neighborhood planning activities while the GM Square and Old King's Orchard neighborhood groups have also partnered.

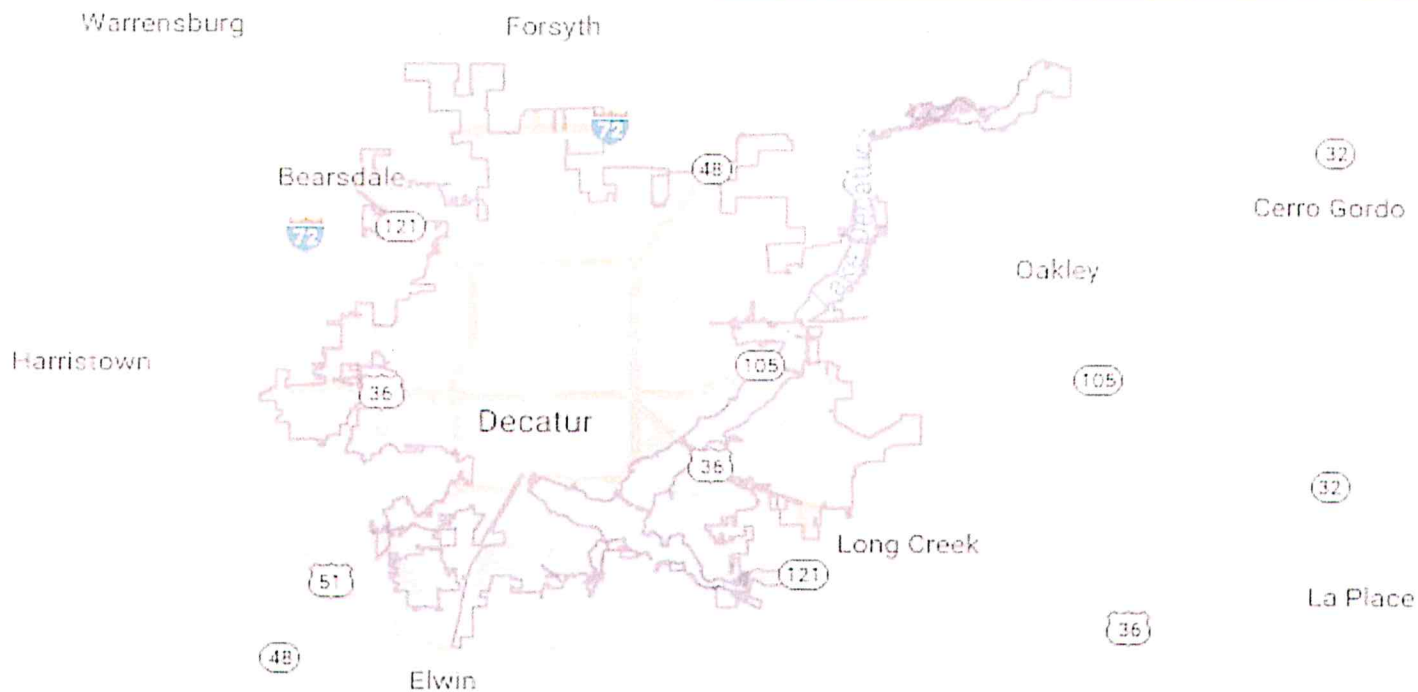


The New Millikin Heights - (Formerly NWRAPS)



RCC Heavy Highway Construction Program - Paid 450 hour program teaching skills to enter construction and other trades.

COMMON PROGRAM THEME: Residency & Property Improvement Incentives



Loss of population and a continued erosion of the local tax base has hurt City Government and other bodies that are responsible for providing services to Decatur. In many instances, populations from neighboring communities come into the City to work – and consume local services – but don't pay a fair share of the cost. Still, the loss of students by the Decatur Public School District to surrounding communities continues to hurt the local district.

There are some who would argue that government bodies already hurt by lost revenues can't afford to give tax incentives – even if only temporarily. Trends would show that we are already losing revenue and need to get creative in figure out how to stem the tide.

PROGRAM EXAMPLES:

Flat/Graduated Tax Rebate for New Construction or Property Improvements – Graduated or flat reduction on all property taxes for 5 years (or any period chosen) for new construction or a reduction on the increase in value as a result of renovation for existing home. Under the program the owners of a newly constructed \$100,000 would save \$17,457.60/\$10,474.56 over 5 years at current tax rates.

Single, Multi-year Property Tax Rebate for New Home Purchases Within City Limits – Individuals that move to the city could receive a rebate on all or a portion of property taxes paid for a predetermined period of time, subject to agreement from other taxing bodies.

Student Loan/Tuition Repayment for College, Trade or Training Program – Student debt continues to be a difficult hurdle for people to overcome. Local companies, facing competition from larger cities, have for years looked for ways to recruit the best and brightest employees to the area. An incentive that pays all or a part of a student loan for people who live in the city for a certain period of time could help to address both.

Results Based Grant (Could apply to CDBG) – City provides grant once certain amount invested by owner.

COMMON PROGRAM THEME: Demolitions

127 Properties on Demolition List to Be Demolished by 2020



DEMOLITION SOURCES:

\$125,000 Demo Grant from State of Illinois - In 2018 staff applied for and the city was selected to receive the funding as part of Round 3 of the Abandoned Property Program (app). Demo's will begin in 2018.

Howard G. Buffett Foundation Grant - The foundation has pledged up to \$1 million, part of which can be pledged towards this effort.

Property Tax Levy - The existing property tax levy generates about \$300,000 in funding that has been pledged by the Decatur City Council for Community Revitalization. All or a portion of those funds could be targeted for demolitions.

Equipment Lease, City Staff Demolitions - Staff has identified will demolish 20+ properties on the list. The city will obtain a low interest equipment lease for the work and use existing trucks.

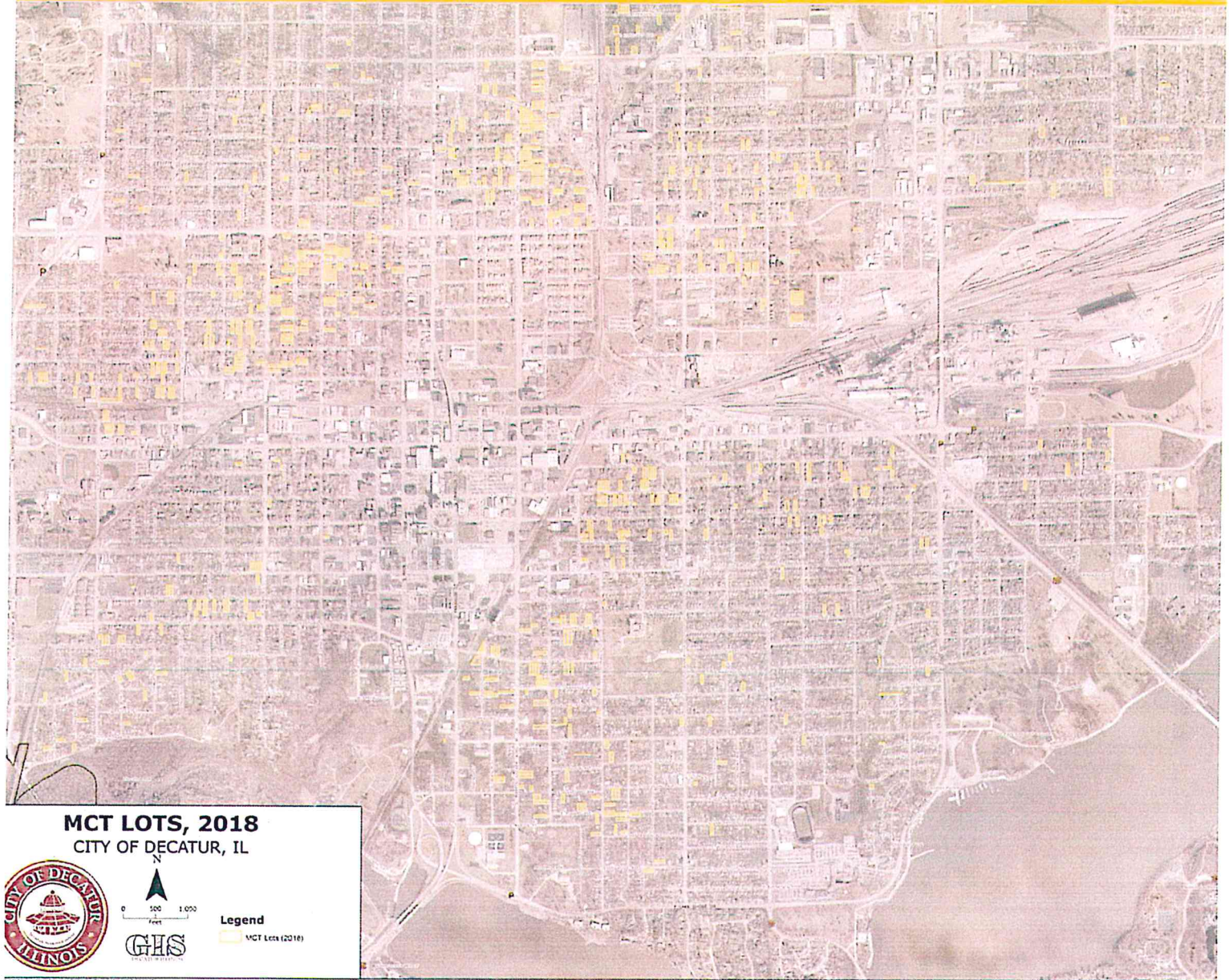
Operators Union Local 965 Agreement - The operators have agreed to partner with the City to demolish yet to be identified large commercial structures as a training opportunity. The arrangement would be similar to the partnership to clear the fire site on Grand Ave. in 2017.



out:blank

3/11/20

COMMON PROGRAM THEME: Macon County Trustee Lots, Side Lots & Landbanking (concept)



Today there are 720 Macon County Trustee Lots throughout Decatur with the numbers not seeing any substantial decline from year to year. Lots are sold through auction once per year and can be difficult to access. Having the City own the properties would allow for:

- Improved Marketing
- Targeted Development
- Residents to find lots near their homes and online 24/7 Purchases

There is also a need to revamp rules related to the city's side lot program to make accessing lots easier and increasing allowable uses for lots.

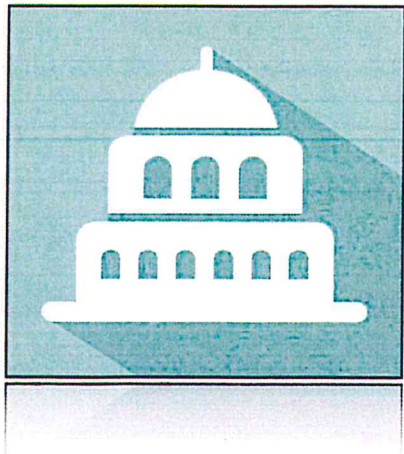
FOCUS areas

Target areas created based on hundreds of community suggestions on areas of focus, public meetings and represent the broad umbrella categories under which actions will be focused.



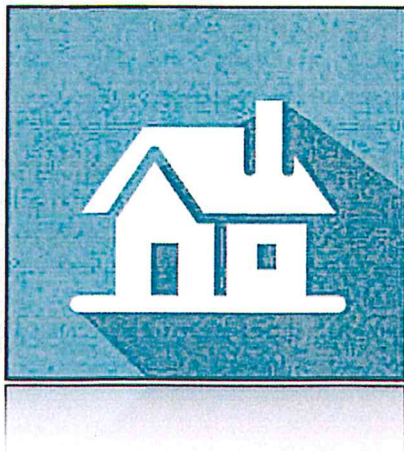
FOCUS AREA ONE: ECONOMIC AND RESIDENT DEVELOPMENT, WELLNESS AND VITALITY

We often talk about improving the local economy and adding jobs but forget that you can't have success without a vibrant, trained & prepared population that is also physically and mentally well. Still, residents participating in this initiative specifically identified soft skills development and the building of resources for improving employment opportunities and building businesses as in the Inner City as key to rebuilding the city's core and the people who live in it.



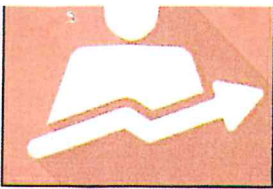
FOCUS AREA TWO: LOCAL GOVERNMENT REGULATIONS AND RELATION

Government should exist to support the needs of its population yet too often the perception is that our rules and systems, while well intentioned, can hinder community growth. Local government, development, educational and other agencies that serve a community often exist in their own silos. This focus area will work to better align existing regulations with today's community needs while also ensuring that local organizations work closely together in planning and execution.



FOCUS AREA THREE: NEIGHBORHOOD REGENERATION, SUPPORT AND SUSTAINABILITY

Neighborhoods are represented the heart of Decatur. More than just a collection of houses & streets, they are our own personal communities defined both by the people as the physical structures of which they are made. This area will focus on strengthening Decatur's neighborhoods – both the condition and appearance – and on providing the tools necessary to build them up and sustain them into the future. Work here will also rely heavily on strengthening existing partners and building the people that define our community.



WELLNESS AND VITALITY

Group 6: Economic & Social Growth & Vitality



New Dwayne Andreas Ag Academy to engage Decatur high school students to pursue agriculture based careers

GROUP OBJECTIVE: The local economy and the social and economic vitality of the city's residents are all related and you can't have success in one area without the same in the other. This committee will identify and prioritize barriers to economic and social progress in our community, address factors leading to long-standing generational poverty and identify existing or define new initiatives as solutions. Public safety, educational access and increased expectations are all factors to be considered as part of the work.

MEASUREMENTS & OUTCOMES:

BUDGET:

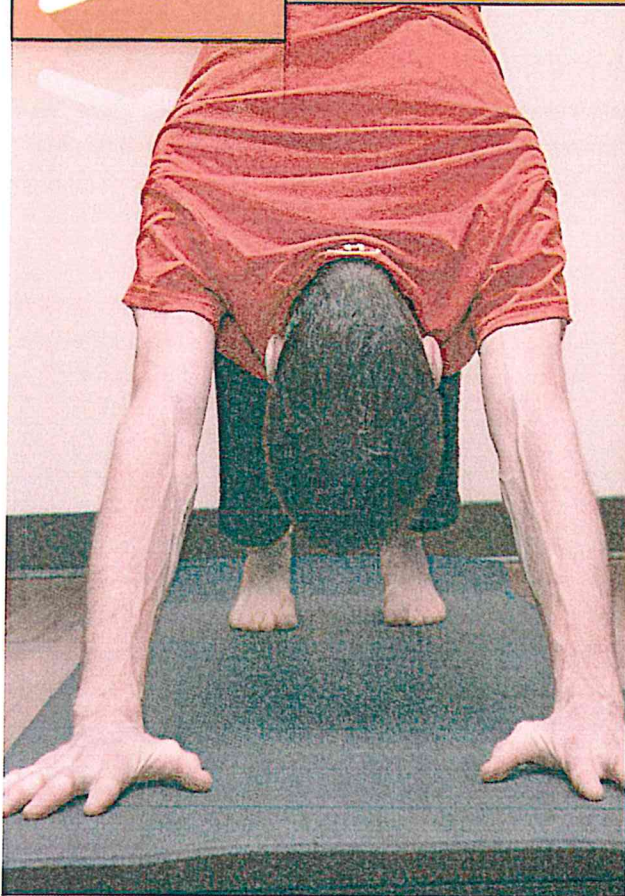
ACTION AREAS: (In Group Rank Order)

- **1.6.A Training for Non-College Bound Youth** - Figure out what training is needed & what's happening already/Implement real life mentors/job shadowing/vocational/job corps.
- **1.6.B Teach Money Management** - Multiple target audiences: students & adults. Recommend "carrot & stick" approach- Carrot: Explain what financial independence looks and feels like and make it something to aspire to. Stick: Tie financial mgmt. training to receiving financial assistance.
- **1.6.C Communicate Job Opportunities** - Consider all career opportunities/focus on manufacturing and production jobs, but also "experience" industry sectors. Include opportunities beyond local boundaries. Multiple target audiences: students & adults. Address cultural issues.
- **1.6.D - Deal w/Local Barriers To Improvement**
- **1.6.E Help Grow Small Business**



ECONOMIC & RESIDENT DEVELOPMENT, WELLNESS AND VITALITY

Group 7: Community Health & Wellness



GROUP OBJECTIVE: This committee will address factors related to the overall physical and mental health of our community and the specific populations within it. While our community has many options for physical activity, recreational and health treatment options, work will include better connecting the population to what currently exists while building and supporting the development of healthier environments.

MEASUREMENTS & OUTCOMES:

BUDGET:

ACTION AREAS: (In Group Rank Order)

- **1.7.A Add Safe Housing**
- **1.7.B Neighborhood Police Officer -**
Liaison/community health worker
- **1.7.C Gardens - Food as medicine**
- **1.7.D Odor - Addressing smokestack,**
more communication with industry,
railroads, etc.
- **1.7.E Health & Media Blitz**





ECONOMIC & RESIDENT DEVELOPMENT, WELLNESS AND VITALITY

Group 8: Jobs & Job Readiness



GROUP OBJECTIVE: Growing the local economy will require continued increases in the number of local job opportunities and an assurance that local residents are prepared for those opportunities. Volunteers will target industries for future employment growth and target gaps in preparedness for such work, improve access to workforce training and work with local educational community to ensure educational success as preparation. Equal access to economic prosperity and awareness of how to obtain it will be key.

MEASUREMENTS & OUTCOMES:

BUDGET:

ACTION AREAS: (In Group Rank Order)

- **1.8.A Job Readiness** - Ex. - Workforce Investment Solutions Bridge Program/Summer Camp focusing on soft skills for students 16 and under/Organized mentoring program - need diversity and should be representative of community/Infuse Soft Skills in Elementary and Middle School/Enhanced Industrial Arts Program.
- **1.8.B Education Training** - Begin Job Corps/High School Junior ROTC Program./Funding to Enhance Internships (skilled trades focus)/Incumbent Worker Program.
- **1.8.C Job Attraction** - Develop top tier workforce training institute/advertise available skill needs (brochure/digital)/fund entrepreneur program/trailing spouse employment program.
- **1.8.D Barriers to Employment** - Fund ECE + quality daycare to allowing parents to work/educate employers on criminal history requirements-impacts/educate employers on hiring people with criminal backgrounds/expansion of transportation.
- **1.8.E Communication Strategies** - Targeted & non traditional communication of job opportunities, training programs, etc./Continuous communication (every detail, reach outside of interested parties, deliberate).



ECONOMIC & RESIDENT DEVELOPMENT, WELLNESS AND VITALITY

Group 9: Inner City Opportunities



Group Priority: Expansion of programs like 1st Christian Church Adopt-a-Neighborhood Program

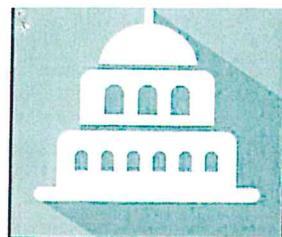
GROUP OBJECTIVE: Our inner city faces a series of unique challenges and it's clear that it will take special attention to turn things around. The challenges are numerous and the goal for this group to decide what we are going *to do* to turn things around and create stability for our inner-city communities.

MEASUREMENTS & OUTCOMES:

BUDGET:

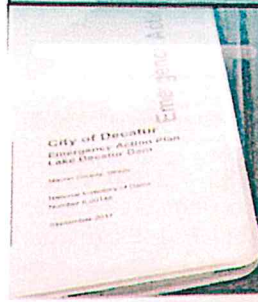
ACTION AREAS: (In Group Rank Order)

- **1.9.A Neighborhood & Individual Focus** - Black Chamber revitalization plan (targeted neighborhoods)/ Low Hanging Fruit to include neighborhood dumpsters, churches adopt-a-neighborhood, resident driven cleanups & maintenance/Bottom up approach: neighborhood mapping of assets & insure resident buy in with surveys and meetings.
- **1.9.B Life Skills Training** - Break generational patters (provide summer activities in parks & churches/ After school trade school taught by local businesses & contractors/Maker spaces & inner city tool sheds/ need for adult learning (training in home ownership & basics of renting, project READ avail. @ neighborhood centers, soft skills training and work ethic, money & time management, conflict resolution, interviewing skills, etc.)
- **1.9.C Business Development** - Lack of transportation: need evening transport to work & classes/connect inner city to bike trail and seek inner city businesses/corporate sponsorships of jobs/internships & kids work for tuition (Christo Rey model)/Bank grants through foundations.



LOCAL GOVERNMENT REGULATIONS & AGENCY CONNECTEDNESS

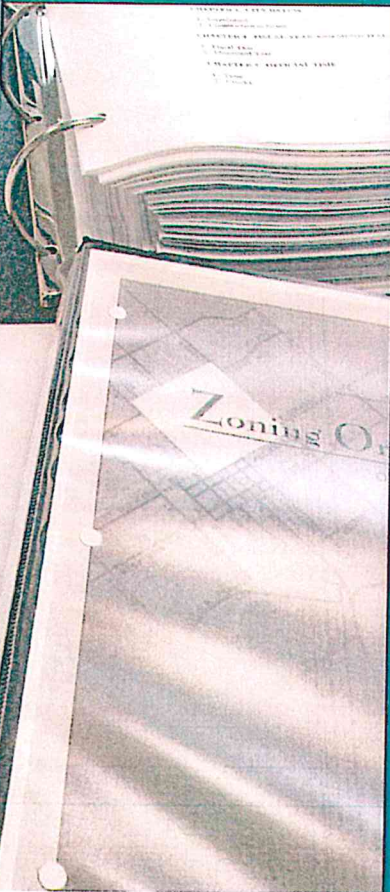
Group 4: Local Government Regulations



City of Decatur, Illinois
2018
Annual Budget
approved by the
City Council

Director of Finance

November 17, 2017



GROUP OBJECTIVE: The goal here is to identify and reduce government hurdles to business and residential growth and development. Work will include a review current codes, ordinances, laws and programs to target areas of success and propose solutions for areas that may need revision (for example, local zoning ordinances, Side Lot program, Macon County Trustee Program, etc.).

MEASUREMENTS & OUTCOMES:

BUDGET:

ACTION AREAS: (In Group Rank Order)

- **2.4.1 Rehab of Housing** - Ex. building trades school/work training opportunity/civic organizations or banks partner/CDBG results-based grants/soft skills development partners.
- **2.4.2 Shorten timeline of Abandonment** - Develop money access/no after-the-fact code enforcement & more collaboration on front end/fines reinvested in property.
- **2.4.3 Vacant Lot Obtainment** - Making getting lots easier/ease requirements/increase allowable uses (for ex. fencing, accessory structures, etc.)
- **2.4.4 Code Administration** - Code oversight board, provide flexibility for older homes.
- **2.4.5 Performance Bond=Demo**



NEIGHBORHOOD REGENERATION, SUPPORT AND SUSTAINABILITY

Group 1: Community Partnerships

- **ACTION AREAS:** (In Group Rank Order)
- **3.1.1 Create Memoranda of Understanding Between Government Entities, etc.** - Look for collaboration/involve millennials/co-locate services, etc.)
- **3.1.2 Increase Partnerships** - religious organizations, medical/healthcare, business, etc.
- **3.1.3 Market 211 Information Service**
- **3.1.4 - Increase Outreach Through Social Media**

GROUP OBJECTIVE: This group will help maximize the impact of the valuable work already being done by local individuals and organizations by identifying and prioritizing hurdles to resident and community success and connecting appropriate partners. The group will also target gaps in service where new partners or new funding may be needed.

MEASUREMENTS & OUTCOMES:

BUDGET:



NEED HELP?

CALL 2-1-1

Your link to community resources.



NEIGHBORHOOD REGENERATION, SUPPORT AND SUSTAINABILITY

Group 2: Housing, Building & Land Reuse

GROUP OBJECTIVE: This group will develop strategies for encouraging new housing development, for the care and rehabilitation of existing structures and to promote the reuse of vacant land and buildings. Work could involve defining strategies for vacant lot use and for developing partnerships with individuals and public/private groups to rehabilitate properties.

MEASUREMENTS & OUTCOMES:

BUDGET:

ACTION AREAS: (In Group Rank Order)

- Creation of a 7-step Neighborhood Revitalization Plan for revitalizing neighborhoods from the inside-out. City broken into areas whereby residents are mobilized to set priorities, prioritize projects and begin revitalization work.
- Partnerships already being pursued with existing government and service agencies to provide workers, training and other opportunities.



NEIGHBORHOOD REGENERATION, SUPPORT AND SUSTAINABILITY

Group 3: Community Appearance

GROUP OBJECTIVE: Volunteers will identify initiatives to enhance the community's cleanliness and appearance. Realizing that first impressions can have a large impact on a community's desirability, work will also include specific efforts to redefine the city's corridors.

MEASUREMENTS & OUTCOMES:

BUDGET:



New Sustainability Campus funded in part by Howard Buffett Foundation will Centralize electronics recycling, yard waste collection.

ACTION AREAS: (In Group Rank Order)

3.3.1 Residential Rehabilitation and Improvement

3.3.2 Corridor Beautification - Stronger codes, plant flowers, un-board windows, etc.

3.3.3 Pride of Place - Adopt-A-Block expansion/neighborhood tool lending library, developer competition

3.3.4 Universal Garbage (or stronger system for enforcement) - Central location for electronic, yard waste, recycling, etc.)



NEIGHBORHOOD REGENERATION, SUPPORT AND SUSTAINABILITY

Group 5: Energize Existing Neighborhoods

GROUP OBJECTIVE: Today Decatur has a large number of defined neighborhoods (Old Kings Orchard, South Shores, West End, Neighborhood United, etc.). Volunteers will define programs, projects and initiatives to reinvigorate declining neighborhoods and to enhance stable areas. Residents looking to work in specific neighborhoods would select this committee.

MEASUREMENTS & OUTCOMES:

BUDGET:



ACTION AREAS: (In Group Rank Order)

- **3.5.1 Organize Neighborhoods Not Currently Organized** - Create strategic plan and utilize city staff assistance
- **3.5.2 Process for Prioritizing Neighborhood Projects** - Create and understand process, strategic plan for neighborhoods, encourage home ownership and business in neighborhoods.
- **3.5.3 Market Neighborhoods**
- **3.5.4 Trustee Lots** - Establish program for utilization and maintenance

PROJECT SCHEDULE

Next steps include a City Council review of and public input on individual action items and work with the Revitalization team to flesh out ideas, establish budgets and timelines.

2018 2019

June Jul Aug Sept. Oct. Nov. Dec. Jan. Feb. March Apr May

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- Residency & Property
- Incentives
- Demolitions
- Trustee Lots, Side
- Lots, etc.



- 1.6.A Training for Non-College Bound Youth
- 1.6.B Teach Money Management
- 1.6.C Communicate Job Opportunities
- 1.6.D Deal w/Local Barriers To Improvement
- 1.6.E Help Grow Small Business
- 1.7.A Add Safe Housing
- 1.7.B Neighborhood Police Officer-Liaison/
community health worker
- 1.7.C Gardens
- 1.7.D Odor
- 1.7.E Health & Media Blitz
- 1.8.A Job Readiness
- 1.8.B Education Training
- 1.8.C Job Attraction
- 1.8.D Barriers to Employment
- 1.8.E Communication Strategies
- 1.9.A Neighborhood & Individual Focus
- 1.9.B Life Skills Training
- 1.9.C Business Development



- 2.4.1 Rehab of Housing
- 2.4.2 Shorten timeline of Abandonment
- 2.4.3 Vacant Lot Obtainment
- 2.4.4 Code Administration
- 2.4.5 Performance Bond=Demo



- 7-step "Inside Out Nbrhd Revit. Plan"
- 3.1.1 Create MOU Between Govt. Entities, etc.
- 3.1.2 Increase Partnerships
- 3.1.3 Market 211 Information Service
- 3.1.4 Increase Social Media Outreach
- 3.3.1 Residential Rehab/Improvement
- 3.3.2 Corridor Beautification
- 3.3.3 Pride of Place
- 3.3.4 Universal Garbage/Stronger Enforcement
- 3.5.1 Organize Neighborhoods
- 3.5.2 Neighborhood Projects Prioritization
Process
- 3.5.3 Market Neighborhoods
- 3.5.4 Trustee Lots

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3/11/20

Revitalization Tools, Solutions and Strategies

1. Land Bank/Land Trust to manage properties

Land banks and land trusts can be useful because they allow donors to remain anonymous, and they permit land to be sold and traded with fewer bureaucratic obstacles. They also permit a local government to be somewhat more anonymous in the acquisition of real estate. This would be a useful tool if the city anticipates buying and selling many parcels of land as a part of any neighborhood revitalization effort.

2. Mandatory Rental Inspection/Landlord registration program

Cities are empowered to enact licensing and/or registration requirements mandating that those persons/companies engaged in providing residential lodging for rental income submit to periodic inspections of the living units rented or leased to determine if they are fit for human habitation and in compliance with certain life safety requirements. Fees can be charged to owners of rental units so long as it does not exceed the costs of inspections and overall program administration.

3. Change zoning & building ordinances to incentivize rehab.

If there are building code provisions that are especially burdensome for persons engaged in rehabilitation of older buildings to meet, the city could evaluate ways to amend the code language in ways that do not compromise life safety, but still reduce the cost of the rehabilitation.

4. Ombudsman Service to connect people to services

There are many people and organizations in Decatur working to provide social, human, education and other assistance to low-income individuals; but there is no central ombudsman, or clearinghouse, for these services where a person could more efficiently be directed to the appropriate agency based on current needs.

5. Assist recent university graduates who elect to stay in the city of Decatur and join the workforce in designated job categories by paying down their student loans

The issue of what strategies could be deployed to keep college graduates from leaving Decatur was addressed during the 2017 & 2018 meetings. Such a program would likely require philanthropic support to finance the loan payments.

6. Partner with local labor groups, and especially MBEs, to use structure demos as training opportunities and to build local demolition and rehab. Businesses

The city will be demolishing nearly 100 structures in the year ahead. This is an opportunity for smaller contractors to build an expertise in this trade, and if they become proficient, build a stable demolition business.

7. Require renovation bonds needed to buy derelict homes

Measures for insuring that buyers of derelict structures carry through on rehab plans or demolition are not effective. This issue was raised during the 2017 & 2018 meetings. One solution would be to require posting of a limited performance bond by buyers so the city can arrange for demolition at the new owners expense if they do not fulfill their plans/obligations.

8. Property Assessed Clean Energy (P.A.C.E.) Program

During the Rauner Administration, Illinois became the 31st State to enact P.A.C.E. legislation. The Illinois version allows various energy and water conservation improvements (energy efficient windows and siding, insulation, low-flow fixtures, green roofs, alternative energy systems, Smart HVAC controllers, etc.) on new and rehab projects up to 25% of the total project cost—payable from future voluntary surcharges to the property tax. This is an alternative to bank financing, can be transferred with the land, and results in the beneficiary of energy improvements actually paying the cost. It can only be used on non-residential projects, and if the City Council wishes, could be limited in its geographical application to the urban core.

9. Major infrastructure installation and/or removal where needed ahead of rehab. where this will spur renovation

Prior to finalizing its neighborhood revitalization plan, the City Council should study where major infrastructure should be installed, or can be removed, to facilitate revitalization.

10. Rehab. Grant from FHLB of Chicago for owner-occupied home improvements

The Federal Home Loan Bank of Chicago has a program allowing the city government to partner with FHLB member banks to administer loan-to-grant programs to eligible homeowners who seek to upgrade the siding, rook, porch, chimney, windows, etc. to improve the home and improve its value. Fifty percent (50%) of the loan is forgiven after five years of continuous residency in the structure by the owner.

11. Mortgage guarantee assistance programs from other sources

The FHLB and other government agencies have programs to assist mortgage applicants who might have trouble qualifying for home loans. These programs usually back a portion of the loan so the local lending institution is not exposed for the entire amount of the mortgage. This will help improve home ownership.

12. Enterprise Zone amendments to apply to residential rehabilitation, but only in the urban core

Under certain conditions, Illinois Enterprise Zone rules can be amended to allow EZ benefits to apply to affordable housing, housing above commercial uses, etc. to increase the availability of affordable mixed-use housing.

13. Opportunity Zone funding for viable investment projects

Opportunity Zones allow investors to defer capital gains tax liability if they invest in eligible projects in Opportunity Zones. This could provide a significant source of capital for new projects.

14. Direct USEPA Brownfield clean-up efforts to the urban core

Decatur includes many Brownfield and other contaminated sites. There is limited funding for remediating and repurposing these sites—mostly through USEPA. If the city concentrates on sites in the urban core, or designated focus/target neighborhoods, it will have a positive impact on the adjoining neighborhoods.

15. Streetscape amenities, especially on key impact corridors

Streetscape (lighting, bump-outs, enlarged ROW greenspaces, etc.) enhancements on arterial/collector road corridors would improve the appearance (as viewed from a windshield) of certain neighborhoods. The city has already embarked on several streetscape projects. After West Eldorado in 2019, the next State Route on IDOT's work schedule is Highway 51 between Eldorado and Pershing. Improving the streetscape of these roadway sections would improve the appearance of adjoining neighbors.

16. Increased Police presence &/or deploy CSOs to the urban core

The total cost of a full-time police officer (salary, pension, insurance, other benefits) makes it difficult to assign additional police officers to urban core neighborhoods. Some communities are experimenting with the deployment of community service officers (CSOs) to provide increased security and police presence in neighborhoods with higher crime rates.

17. Add off-hour transit routes, but only to/from the urban core

Most local bus routes stop running after 7:00 pm; this makes it hard for persons who use public transportation to get to work at 2nd and 3rd shift jobs. If transit routes could be changed to provide late hour routes (but only into and out of the urban core) it could cause more people to take up residence in the urban core, and would make life there more sustainable.

18. Launch a homestead program to foster homeownership with salvageable homes obtained by the city

If a residential structure acquired by the city is structurally sound, it could be given to an eligible party after five years of apprentice ownership, and a demonstration that the occupant is able to manage good homeownership.

19. Block-by-Block Program

See attached program description (offered by Brinkoetter Realty).

20. Use of Historic Tax Credits, and New Market Tax Credits

Structures on the National Register of Historic Places, or in a historic zone approved by the State of Illinois are eligible for historic tax credits. Projects in “qualifying census tracts” (the Opportunity Zone boundary) provide tax credits that are very much like Historic tax credit. These credits can provide up to 20% of eligible project costs.

21. Restructure the city’s revolving loan fund to target eligible businesses in the urban core area only

The city has some flexibility to make changes in the targeting and administration of its revolving loan fund. Although any changes would have to be approved by State and/or Federal government, other communities have used this strategy to target development in certain neighborhoods.

22. Additional public lighting and surveillance cameras

During the 2017 & 2018 meetings, some residents expressed a desire for more public street lighting of public ROWs. The city has deployed a limited number of surveillance cameras, and could expand this project.

23. Restructure spending plans for the city’s Community Development Block Grant (CDBG) funds so they are more “results-based,” and pegged to new owner investments

The city of Decatur receives nearly \$1.5 million a year from HUD for CDBG-eligible expenses. Within the parameters of HUD rules, the city could re-assess how CDBG funds are deployed to focus on special neighborhood projects.

24. Focused code enforcements in selected neighborhoods

So long as enforcement actions are not discriminatory, extra code efforts can be directed into target neighborhood. Code provisions and requirements would be the same as everywhere else in the city, but additional patrols and inspections could be made in target areas.

25. Façade grant program

Come cities, using grant funds or locally generated resources, have funded façade grants to improve the street-facing appearance of older buildings in target/focus areas.

26. Large-scale demolition/clearing of properties where development of new anchor/destination projects are planned, or to attract the same

Where city can clear entire blocks of old structures and debris, as well as clear the land title, it can make it much easier to attract new neighborhood anchors and destinations (both residential and non-residential).

27. Incentivize new anchors/destinations for neighborhoods

TIF, EZ, tax abatements, RLF, grants, etc. can be specially targeted by the city to developments that would provide a new commercial or employment anchor in a neighborhood.

28. Approve adaptive reuses of vacant land using mixed use and planned development zoning ordinance mechanisms

Special land use exceptions, form-based zoning, and other regulatory innovations could be studied to determine which ones would help a neighborhood realize its revitalization goals, without negatively impacting the integrity of the neighborhood or its quality of life.

29. City becomes a tax buyer

If the city wants to assemble entire blocks and large tracts I target/focus areas, it will likely have to selectively purchase delinquent taxes beginning in the first year of delinquency.

30. Locate a business incubator or co-working space in a target neighborhood

The planned closure of the CICD Incubator means that the city will be examining new ways to assist small business entrepreneurs, start-ups and innovators. This will likely be a cooperative venture with local colleges, the EDC, and others. But whatever incubator strategy is selected, it could be located in a target/focus neighborhood to aid the economic recovery of the host neighborhood.

31. Locate job training center in a target neighborhood

Several agencies in Decatur have been discussing ways to improve work force preparation so that current and future employers can hire workers with the right skills. This training could be located in a target neighborhood.

32. Clear whole blocks for gardens and other urban agriculture; use large scale urban agriculture to attract vertical/indoor farms

Good Samaritan and others are doing more work with urban gardens that provide job training and healthy produce. These can be expanded.

33. New Tax Increment Financing districts/projects

In some cases, tax increment financing can be used to attract an anchor employer or development to a target neighborhood, but preferably only where the development would not come without the use of TIF.

34. Require that Focus/Target Neighborhoods must have adopted revitalization plans to access most targeted funding tools

Some neighborhoods have active associations; others do not. To maintain partnerships with these neighborhood organizations, the city could require

approval of revitalization plans (created by the neighborhood) as a condition of receiving special assistance.

35. Subsidize police officers to live in target neighborhoods with free housing

Rockford, Illinois has a program whereby they provide free housing to police officers willing to live in a target/focus neighborhood. This “law enforcement presence” enhances networking by the Police Department, and has been found to deter crime.

36. Provide tax rebates {or abatements} for new construction or major property rehabilitation in target areas

This incentive was mentioned during the 2017 & 2018 meetings. The city is empowered to offer targeted tax abatements, but unless it is in the EZ, the city can only abate the city’s property taxes. If such a strategy is selected, the City Council will need to write a policy delineating the exact types of projects where limited abatements will be offered.



"A great first impression starts with curb appeal. Homes and front yards are important in how we show others who we are and what we will become as a community."

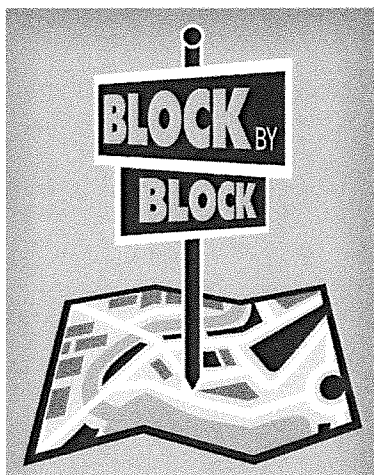
Brinkoetter Vision:

There have been many conversations around neighborhood revitalization and we all know that more work is needed. Brinkoetter Realtors are charged with "selling this great city" and decided to take the lead to create the partnerships and platform for community action.

As realtors, we know one of the largest investment paybacks to a homeowner is curb appeal. If there is no curb appeal, there is either no sale, or lower property values. We are ready to assemble resources that will assist homeowners in the Decatur neighborhoods to get the most "bang for their buck" with this initiative. There is a reason Brinkoetter continues to be recognized as a community leader, we understand what is needed and are willing to lead the charge to achieve positive change.

WHAT

Brinkoetter Realtors' Block by Block is a high-impact and long-term initiative in which business leaders engage community members to revitalize their neighborhoods, one block at a time.



Importance:

As a community we must take ownership over the way our neighborhoods looks and how we tell our story. We can do this if we work together. This initiative invites the entire community to act together, not in silos.

We aim to uplift our neighbors by connecting their blocks to resources, labor, knowledge and most importantly care; on an ongoing basis. We will seek the support of engaged business owners and doers from every corner of our great community to make sustainable positive change. We are not just renovating facades, planting flowers, picking up litter or removing graffiti; we are growing community pride and saving neighborhoods.

Research and Plan:

We have developed our plans from the strengths and success of other successful initiatives including:

Revitalize Milwaukee, WI;
1,000 Houses in 1,000 Days in Southbend, IN
XXX in Bowling Green, KY;

Our plan will take a comprehensive “wrap around care” approach to each of the blocks identified in partnership with the City of Decatur and many other community organizations.

Blocks are identified with the following attributes and considerations:

- Homeownership is 70-80% or greater.
- Property engagement at 100% participation.
- Focus will be to revitalize blocks between blighted and healthy housing areas. Creating positive buffer zones so healthy neighborhoods are not negatively impacted by blight.

Each block will be assigned a multi-faceted team to include the following community members:

1. **Resource Facilitator:** Brinkoetter Realtors
2. **Property Coordinator:** Neighborhood Change-agent
3. **Sponsor/Volunteer Coordinator:** Business Partner
4. **Safety Coordinator:** Police Officer and/or Sheriff Deputy
5. **Beautification/Renovation Coordinator:**
 - a) Beautify Decatur
 - b) CONO
 - c) Limitless Ambassador
6. **Social Service Coordinator:** United Way Partner
7. **Faith Leadership**

WHEN

The initial pilot of this initiative is set to launch on June 1 and will allow the organizers to tweak the approach before a larger scale program and contest is launched in the fall of 2019.

IMPACT

Engaged communities are far less likely to let their neighborhoods fall into blighted conditions and can act as a powerful force in preventing crime and other negative behaviors.

The Block by Block initiative empowers participants to instill community ownership of public spaces. This further motivates citizens to pursue new neighborhood renovation projects, even after an individual Block by Block project has concluded

Participation in Block by Block forges relationships and builds trust between business leaders, city officials and neighborhood champions, leading to greater resilience and improved long-term economic and social outcomes for city residents.
