



RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

WHEREAS, the City Charter requires that each year in February, City Council provides the City Manager by resolution the budget priorities for the next fiscal year,

NOW THEREFORE BE IT RESOLVED, in accordance with the City Charter, the following direction is hereby given:

That the City Manager present City Council with a balanced revenue and expenditure plan for the 2005-2006 fiscal year budget that uses the following goals and action strategies developed by City Council as principles to meet the basic needs and services now being provided to the community:

**Goal One Continue to pursue a variety of strategies to strengthen the Financial capacity of the City**

***Highest Priority***

1. Continue to implement the Water Street Project, Cool Cities' efforts, and other downtown revitalization initiatives and anticipate and establish priorities for redevelopment projects such as:

- |  |                                 |
|--|---------------------------------|
| Motor Wheel property                       | Lowell Street Exemplar property |
| Superior Coatings                          | Smith Furniture property        |
| City Landfill                              | Gateway Area                    |
| DTE Building                               | West Cross Street area          |
| Downtown and Depot Town Business Districts | Rail Initiative                 |
| Thompson Building                          | Train Depot                     |
| Harriet St. Exemplar Building              | Park Powerhouse                 |
| Farm Bureau Property                       | Railroad St. area               |

2. Follow up on the work of the Blue Ribbon Commission on Local Finances to:

- Sponsor a series of informational meetings to share the findings and recommendations of the Blue Ribbon Committee with a variety of audiences across the city, perhaps utilizing members of the Committee and partnering with others to get the message out.
- Implement selected recommendations of the Blue Ribbon Commission to the extent feasible.
- Develop contingency plans for changes in state or local funding to provide a collaborative process for decision-making.

3. Aggressively pursue all relevant grant efforts and incentive programs to support development initiatives and maintain city funding to support and strengthen redevelopment efforts
4. Develop baseline cost/revenue estimates for alternative recreation policy options including:
  - a. Return to the status quo before the cuts; i.e., a fully funded and city supported Recreation Department;
  - b. A fee structure for facility usage, with the city making facilities available with no programmatic efforts;
  - c. Regionalizing recreation, creating a regional recreation authority that would take over the functions of recreation for the region, with a broader tax base to support programming.

***Priority When Resources Permit***

5. Develop and implement systematic efforts to communicate the needs of the City to, and secure the support of, State and County officials, including such things as:
  - a. Nominate city residents and encourage the appointment of city residents to positions on county boards and commissions
  - b. Systematically communicate and share information with state legislators as well County Commissioners from the area, inviting them to meetings periodically to discuss issues and sharing the city's action plan and needs
  - c. Participate with others through the MML and other organizations in statewide education and advocacy efforts on behalf of core cities and older urban areas
6. Move aggressively to seek appropriate investment in the city, consistent with the vision that has been expressed in the Master Plan, while insuring that development standards are met
7. Continue to
  - a. ensure that development expectations are clear and concise;
  - b. offer streamlined review and permitting processes; and
  - c. communicate access and service to prospective and current businesses
8. Develop strategies for:
  - a. Minimizing the loss of property from the tax roll, including providing information to the public on the consequences of such action and requiring potential buyers to consider the fiscal impact on the city of the loss of tax base.
  - b. Maximizing the return of property to the tax rolls including discussions with other officials about a right of first refusal with EMU and the Ypsilanti School District to protect options for the City in obtaining land; e.g., the former credit union property, Fletcher School, and Bus Yard on River Road.
9. Identify alternatives as well as costs and potential revenues and develop recommendations regarding fees imposed on festival organizers

**Goal Two Continue to foster an environment in City government where communication and information is shared and services are provided in an efficient, cost-effective, friendly and timely manner**

***Highest Priority***

1. Continue to implement the plan for strengthening the City's Web Page as an additional vehicle for communication and information sharing; commit the staff and other resources needed to implement the plan and maintain the Page
  - a. Develop a policy regarding whether links to other entities should be placed on the city's website, and if so, the types of entities to be included
  - b. Examine the feasibility, costs and benefits of incorporating e-commerce applications on the city's website
2. Emphasize in Council and staff communications with residents and others
  - o a "culture" of openness, a commitment by the City to information sharing and educating residents about the problems and challenges faced and the strategies to be employed to address them, and
  - o a "culture" of "community services" in relationships between the City and residents, neighborhood organizations, and others
3. Utilize a variety of means to improve media coverage of community issues and to ensure that residents are provided sufficient information to understand and address policy issues
4. Continue to address employee fear and uncertainty about budget problems and potential budget reduction strategies through proactive Council communications as well as increased efforts by the City Manager to meet with departmental employees on a periodic basis ("Eat with Ed"!)

***Priority When Resources Permit***

5. Assemble a "Technology Task Force" to develop a long-range plan for using technology to improve the delivery of city services
6. Pursue technology improvements to equip City personnel to provide services in the most cost-effective fashion possible and ensure support for and maintenance of that technology infrastructure over time
7. Develop a set of service standards within each department to guide the delivery of services
8. Consider providing greater flexibility in schedule options and leave policy and improving the salary and benefit package, including a tuition reimbursement program, to improve retention of employees

**Goal Three Strengthen neighborhood leadership and organizations and open lines of communications between neighborhood leaders and elected officials and city employees**

***Highest Priority***

1. Work collaboratively with EMU to continue to establish new neighborhood organizations—including the business community— support leadership development for neighborhood leaders and engage the community in a broad strategic planning process to identify and address critical issues facing the community

***Priority When Resources Permit***

2. Engage neighborhood organizations and City Boards and Commissions systematically as networks for information sharing, disseminating service information and securing feedback as a means of demonstrating the value of organizing
3. Host periodic workshops at the neighborhood level as vehicles for discussing specific issues and generating ideas for resolving problems

**Goal Four Continue to pursue a variety of strategies for improving the physical condition of neighborhoods and increasing the rate of home ownership in the community**

***Highest Priority***

1. Continue a systematic program to enforce standards, coordinating the efforts of the building official, the police and fire departments, the planning and development department, the city attorney's office and others to improve the physical appearance and condition of neighborhoods across the city
2. Update the master plan and the zoning ordinance over the next two years and consciously and systematically engage residents in the process
  - a. Consider reducing the extent of the community shown for multi-family uses
  - b. Promote homeownership in existing residential neighborhoods of the city and explore all the tools (e.g., limit the number of unrelated adults, nuisance charges, grant incentives) for encouraging homeownership
  - c. Explore the use of overlay districts, architectural controls, neighborhood design standards, and historic districts as means for improving neighborhoods

***Priority When Resources Permit***

3. Complete and communicate through multiple media a city-wide policy statement on standards and procedures for implementing traffic calming measures in residential neighborhoods
4. Systematically study and identify impediments to home ownership and develop a plan for addressing those impediments over the next two to five years

5. Wherever possible, develop partnerships with other governmental units and other entities to implement strategies to improve the condition of neighborhoods

**Goal Five    Continue to address the broad range of facility and infrastructure needs across the City**

***Highest Priority***

1. Continue to implement the project designed to improve the downtown parking lots
2. Establish priorities for maintenance, rehabilitation and construction for city buildings, addressing code compliance issues where needed, city streets, including crack sealing, and public parking lots
3. Continue to work with Washtenaw Area Transportation Study and YCUA among others on infrastructure improvements

***Priority When Resources Permit***

4. Identify funding sources to finance highest priority infrastructure investments
5. Schedule infrastructure improvements or construction over the next three to five years, including replacement of existing and new improvements to the technology infrastructure
6. Complete the capital improvements plan for city parks and identify priorities for programming and potential funding sources

**Goal Six    Continue to strengthen working relationships with the University to address mutual problems and strengthen the community**

***Highest Priority***

1. Continue to utilize student and faculty resources to address community needs and challenges through internships, class projects, independent studies, volunteer programs, etc
2. Continue regular meetings between University and city officials to improve communication and joint problem-solving and to explore new ways to work together to address emerging issues and opportunities
3. Include both EMU and City representatives in long range planning efforts conducted by both the University and the City to ensure that the needs/challenges/opportunities of both entities are taken into consideration

