



MEMORANDUM

TO: Council members and Mayor Prussing

FROM: Mike Monson, Chief of Staff; Elizabeth Tyler, Director Community Development Services; William Gray, Public Works Director; Ronald Eldridge, Comptroller.

DATE: Oct. 13, 2010

RE: Council Goals Update

It has been more than eight months since our Urbana City Council and Mayor Goals were adopted on Feb. 1. What follows is an update on progress made toward meeting those goals.

1.) Public Safety

Strategy A: Both the police and fire departments agreed during the budget process to leave a full-time position vacant throughout the fiscal year to help with the City's budget situation. Due to several retirements, the police department currently has four additional positions vacant, including two sergeant and two lieutenant positions. Those positions are in the process of being filled internally and new patrol officers also will be hired.

Strategy B: The Executive, Community Development, Police and Fire departments continue to work together to address challenges posed by problem properties. The City is working with the owners of both Aspen Court (formerly Scottswood Manor) and Urbana Townhomes (formerly Woodstone Townhomes) to complete improvements and code updates. Substantial progress is being made at Aspen Court, which is now under local ownership. The City has recently pledged rental rehabilitation support for this project from its HOME funds. More aggressive action will likely be needed to stabilize Urbana Townhomes. Systematic rental inspections continue to be a key strategy in improving problem properties. The City Council also adopted an Aggravated Public Nuisance Ordinance on March 15, which serves as an important deterrent and gives the City a strong tool to require improvements at the most problematic properties.

Strategy C: Problem properties are being identified through coordinated early warning systems involving field surveys by code inspectors, regular communications with utility providers, tracking of nonpayment of City fees and taxes and review of foreclosures and other court actions. City hotels and motels are inspected regularly by Fire and Community Development inspectors. An ordinance to better regulate hotels and motels within the City is under preparation.

Due to budget constraints, the City has been unable to address improving building security.

2.) Financial Sustainability

Strategy A: UC2B (Urbana-Champaign Big Broadband) was notified in March by the National Telecommunications Infrastructure Administration that it had been awarded \$22.5 million in federal funds for building below ground fiber optic infrastructure. The project was also awarded a \$3.5 million state grant and will require a \$4.5 million local match. Of that amount, Urbana's share is \$345,000.

The governing bodies of UC2B, the policy and technical committees, are now in the process of selecting an engineering firm for the project and have narrowed the search to five firms. The firm selected will then prepare construction documents that the two cities and the University of Illinois will use to bid the project. Bidding should begin in December or January for construction of the seven fiber-optic rings. The policy and technical committees will also ask the engineering firm to provide pros and cons of different electronics technologies that would be used to provide fiber to the home.

No progress has been made toward investigating the creation of a City ambulance service, or toward purchase of the water system in Champaign-Urbana. Champaign is not interested in pursuing an eminent domain purchase of the water system at this time.

The City has hired AMEC Earth & Environment of Indianapolis to conduct a feasibility study for creating a storm-water utility fee. They were hired July 1 for \$102,000 and the study is expected to take one year to complete.

Strategy B: The City Council this month approved new one-year contracts with the International Association of Firefighters Local 1137 that calls for a one-year salary freeze and included some minor contract language changes, including increasing the residency requirement limit from 15 to 35 miles outside of town. The City Council also approved a one-year salary freeze agreement with the American Federation of State County and Municipal Employees AFL-CIO, Council 31, Local 1331. This second agreement includes a "me, too" clause that AFSCME union employees would get an equivalent increase in wages and/or health insurance premium benefits if either City police or firefighters' unions receive an increase. Contract talks with Urbana Lodge #70 of the Fraternal Order of Police are ongoing, with recent talks involving a mediator. Attorney Michael Lowenbaum of St. Louis is representing the City in contract talks.

Strategy C: The Economic Development Division prepares detailed fiscal impact analyses as requested by the Mayor and City Council. These are prepared for all development agreements and for major development projects. Recent analyses include those prepared for the Olympian Drive/Lincoln Avenue area, Scottswood Subdivision, and the Stone Creek Subdivision area. In addition, economic impact analyses are provided to the City upon

request by the Regional Planning Commission. Recent reports include those for the Olympian Drive/Lincoln Avenue area and for the Creative Thermal Solutions development.

Strategy D: Due to the weak economy, the City is unable to materially increase its general corporate fund balance this year. The City Council has enacted a vehicle impoundment fee, a towing fee, a natural gas use tax, increased the City's fine structure and implemented a 2-cent local Motor Fuel Tax, steps that are expected to generate an additional \$600,000 or more this year. A pavement degradation fee has yet to be fully evaluated. The Comptroller's office is continually working on finding ways to reduce spending and improve efficiency.

3.) Economic Development

Strategy A: A business climate survey of Urbana businesses has been conducted. Analysis of results is close to completion.

Strategy B: Implementation of the Cunningham Avenue corridor beautification plan is underway as funds and development opportunities allow. Recent curb cut closures have occurred at the southeast corner of Crystal View Drive and Cunningham. Clean up of the former Clark Station has been accomplished. The Arrow Glass site is expected to be reoccupied in the near future. Additional work is needed on this strategy

Strategy C: The Economic Development Division has prepared an inventory of vacant and underutilized properties. Property owners and potential tenants have been contacted. In some cases, properties have been required to register as vacant properties and to submit marketing and redevelopment plans.

Through these efforts, the former Walgreens has been redeveloped and reused. Potential tenants are looking at the former Jerry's IGA and former Baskin Robbins. The ability to offer TIF and Philo Road incentives is important to reoccupying vacant properties. The Economic Development Division continues to market to desired uses through coordination with local realtors, provision of an available sites inventory on our website, and participation in commercial real estate shows.

Strategy D: The Menards development plan continues to be on hold. Staff is in communication with Menards representatives. The City has been awarded \$2.5 million in Illinois Jobs Now funding and Public Works is looking at undertaking phased roadway improvements along High Cross Road to help facilitate future development of the area.

Strategy E: The University of Illinois sale of the Pell Farm and postponement of the Orchard Downs project were disappointments in terms of desired coordination. The City is working with the new leadership at the University to build an improved relationship of cooperation with the community. The Krannert Center District has been formed and is an important promoter of business vitality in the East Campus area.

Strategy F: The University Avenue Corridor Plan has been adopted and was recognized with an award by the Association of Metropolitan Planning Organizations. The next step is phased implementation commensurate with development and/or infrastructure projects.

Strategy G: The City has undertaken a major public engagement process for the Olympian Drive project with the use of grant funds. This effort also encompasses the Lincoln Avenue extension project. A research park is underway at Creative Thermal Solutions on Anthony Drive. Completion of the road network in North Urbana will assist in the creation of additional industrial parks.

Strategy H: The Economic Development Division will continue to market locations along Cunningham Avenue for redevelopment or new development. A recycling center at the old drive-in site by Mervis Industries is planned and expected to break ground shortly. Renovations are underway at Farm & Fleet and the research park at Creative Thermal Solutions is under construction. The recent closure of the Hanford Inn presents a new challenge.

Strategy I: The City's Redevelopment Incentive Programs and Enterprise Zone continue to be critical for promoting significant new investment throughout the commercial areas. Rent incentives have been key to promoting new local and arts-oriented entrepreneurs in the downtown. These are now also being offered along Philo Road.

Strategy J: Successful and dynamic marketing in association with the Urbana Business Association continues. Recent examples include the Cherry Jam series at the library, the Top 10 newsletter, and the Community Concierge map and events card promotional pieces. All departments continue to work with Urbana's neighborhood organizations.

Strategy K: Urbana continues to promote logical annexations of urban and developing areas adjacent to the City's limits. A recent significant example is the Somerset Subdivision. A cost/benefit study was prepared as part of this annexation effort. Additional annexations continue to be studied and targeted as appropriate.

4.) A Vibrant, Innovative Downtown

Strategy A: The Downtown Strategic Plan is currently being updated with the assistance of a Steering Committee and other stakeholders. Hitchcock Design Group of Naperville is assisting on the graphic elements of the plan. Please check the webpage at <http://www.urbanainllinois.us/downtown> for a complete update on this effort.

Strategy B: A market share study of downtown business sectors to determine marketing strategies and what types of businesses will succeed downtown is underway by Business Districts Incorporated (BDI) of Evanston. Stakeholder interviews and a major user survey are completed. Results are expected to be submitted to the City in November.

Strategy C: A podcast walking tour of downtown is being undertaken with a committee of Champaign County. This effort is close to completion with scripts and other materials being finalized. The possibility of downtown kiosks and way-finding stations are an element of the

Downtown Way-Finding Study that is underway by Selbert Perkins Associates. A marker program is being administered with the assistance of the City's Historic Preservation Commission and Public Arts Commission. Recent plaques include those along the West Main Street Historic District, the Chinese Goose memorial plaque at Crystal Lake Park, and a second "Looking for Lincoln" sign in downtown Urbana. The City's Gallery District has been very successful in drawing new businesses and arts-related events to downtown.

Strategy D: Selbert Perkins Associates of Chicago are conducting a comprehensive signage and way-finding study for downtown Urbana. SBA has presented a number of concepts and recommendations. Based on comments from the public, SBA is finalizing a concept that involves historic and "green" elements for way-finding in the greater downtown.

The Bicycle Master Plan is completed. In 2011, bicycle lanes will be added along Philo Road north from Florida Avenue up to Washington Street, west on Washington to Vine Street, and along Race Street between Pennsylvania Avenue and Windsor Road, a \$125,000 project. In 2012, bike lanes will be added along Main Street between Dewey Street on the east and the Springfield Avenue/Main Street intersection.

Strategy E: Implementation work on the Boneyard Creek Master Plan by the team of WENK and FOTH continues with a focus on the Segment 3. Staff and the engineering consultant have met with affected property owners. Refined conceptual designs were presented at a workshop Oct. 12 that was well attended by the public.

Work has not yet begun on planning, acquisition and site engineering for Boneyard beautification west of Main Street to Lincoln Avenue due to the need to identify a funding source.

Strategy F: City staff has been working with potential purchasers of the Historic Lincoln Hotel and hope to have a redevelopment agreement involving restoration of the property as an historic boutique hotel in coming months. Staff continues to work with the owners of the Denny's building. Demolition and clearing of the site in the near term is necessary due to its deteriorating condition. Public Works will pursue state "brown-field" grants or other state or federal funding to clean up the Denny's site once property disposition becomes clear.

Acquisition of the Allman's property was not possible due to environmental concerns that could not readily be resolved. The first phase of the shopping center at Gateway Shoppes has been completed. Construction on a second outlot is expected to be initiated for a stand-alone Jimmy John's restaurant. City acquisition of the residential properties on the block north of the City Building is completed and the buildings will be demolished in the next month. The City retains an option on the Goodyear Property and is undertaking environmental investigations. Economic Development staff has begun premarketing efforts on the property for redevelopment and will be putting together an RFP for developers in the next 60 to 90 days. Redevelopment and re-tenanting at Lincoln Square Village continues. Recent announcements include the opening of the Art Coop and Wind, Water and Light and the planned expansion of Common Grounds Food Co-op. Staff continues to work with the owner of County Plaza to attract office tenants to this location. Staff also meets regularly with the major property owner of the south side of University Avenue between Race and Vine Streets. Redevelopment of the southwest corner of Five Points is under investigation. Staff supports the concept of additional housing in the downtown area. While major

reinvestment continues in the downtown area, construction of new buildings has slowed due to the recession.

Strategy G: As noted above, the City has pursued redevelopment opportunities through strategic property acquisitions. Grant and rent-incentive programs have been a major driver in the continuing vitality of the downtown area, including the Royer District. A study of possible users of a second floor incentive programs has been completed.

Strategy H: Conceptual streetscape plans for Race Street and Broadway Avenue are being completed by FOTH Engineering in conjunction with the Boneyard Creek Segment 3 implementation project.

Strategy I: Implementation of the Way-finding and Signage plan will make the parking garage more visible to the public. The Main Street “road diet,” which will make the road three lanes through downtown and add bicycle lanes, has been approved by the City Council and will be constructed next year.

5.) Environmental Sustainability

Strategy A: City is partnering with AmerenIP on providing free home energy-efficiency audits for City homeowners and significant financial subsidies for adding insulation and air sealing. An updated energy-efficiency audit of City Building is planned for this fall.

Strategy B: With new Environmental Sustainability Manager Bart Hagston beginning work in September, work on the Climate Action Plan will resume this fall. In late fall, the Sustainability Advisory Commission plans to hold an all-day work session to further develop recommended strategies for reducing greenhouse gas emissions and tracking progress.

Strategy C: Hagston began work in September, filling a vacancy that had existed for several months. Within the next six months, work will begin to develop a citywide green team. The Public Works Department developed an internal green team of committed staff members that has had much success in generating ideas that are environmentally sustainable and often save money. It is hoped that a group of equally committed staff from across other City departments will help a citywide green team be successful.

Strategy D: The Community Development Building Safety Division has begun research into green construction and plumbing code issues. International Building Code update is under preparation and expected to be adopted in 2011.

Strategy E: The Environmental Sustainability Manager is working with the Sustainability Advisory Commission to explore various funding mechanisms for energy efficiency and renewable energy projects, for both City operations and for private residences and businesses. The City’s federally funded Energy Efficiency and Conservation Block grant projects are underway and are one example of such funding. The City received \$172,500 in grant funds and is using \$72,000 of the money to offer homeowners free energy-efficiency audits and to partially subsidize installing insulation and air sealing in conjunction with

AmerenIP. Residents can save up to \$840 per customer for attic insulation; up to \$1,440 for wall insulation and up to \$1,080 for air sealing. The grant money also was used to replace the roof, add insulation and add a white, heat-reflecting membrane over the Community Development Department. Some \$60,000 of the grant funds remain unspent, but will likely be used for parking lot and indoor lighting upgrades at the City Building.

Strategy F: The Champaign County Climate Change Task Force is currently inactive. But the City is working with other organizations, such as the Champaign County Sustainability Practitioners Group, on ways in which local governments can coordinate and collaborate on sustainability matters.

Strategy G: The issue of developing and implementing a formal City energy policy continues to be explored. Much work is taking place on a project-by-project basis, including the projects undertaken using the federal Energy Efficiency and Conservation Block Grant. The full energy audit of the City Building planned for this fall will guide the choice of future energy-savings projects to be implemented there.

In addition, Public Works is developing an RFP to acquire the services of a professional lighting design firm to help improve light quality and energy efficiency at City parking facilities.

Strategy H: The City's Arbor Division has taken a number of steps to reduce water use. Those steps include eliminating turf irrigation in the development of the Philo Road landscape and only installing drip irrigation in the perennial beds. Other steps include incorporating more drought tolerant perennial plants in City landscapes and reducing use of water needy plants; using specialized root developed trees in 85 tree replacements in 2010 that don't need supplemental watering that customary balled and burlap trees do; and eliminating draining and replenishing a percentage of the Art In the Park fountain water on a daily basis.

Mayor Prussing has established ties with and attended meetings of a Chicago suburb watershed group.

Strategy I: The City is working in collaboration with other local governments to hold quarterly electronics collection events. After three events this year, 222 tons of electronics have been collected for recycling. The next event will be held Nov. 6. Additional avenues are being explored to increase the convenience of electronics recycling opportunities. Development of a commercial recycling ordinance has progressed and will be presented to the City Council within the next few months. Other work involving this strategy is in the early stages of development.

Strategy J: Development of a strategic plan for Market at the Square is underway with the assistance of a steering committee. Public input, stakeholder interviews, and a survey have been completed. A partial draft is under review by the committee and is expected to be completed in the next two months. This plan will include recommendations regarding an advisory board and future fundraising for the Market as well as issues related to Market size and location. Electronic Benefits Transfer options were successfully launched at the beginning of the current Market season.

Strategy K: Staff has taken a number of steps to encourage sustainable landscaping and gardening, including using native plants such as prairie plants and trees. This effort includes planting little blue stem and prairie dropseed grasses on the Cunningham Avenue median north of I-74, planting 85 native Midwestern species replacement trees in 2010 and using some native plants along the Philo Road landscape.

Public Works' nationally recognized "Under the Canopy" publication illustrates a number of native Illinois trees and provides planting, location and how-to guidelines for homeowners. The publication was adopted in 2010 by the Illinois Department of Agriculture as the tree selection and planting publication they hand out to Illinois communities for tree replacement and Emerald Ash Borer education.

The Arbor Division provides tree removal notices to all adjacent property owners several months in advance of a removal.

Staff is continuing to research whether the City needs to control the removal of topsoil from residential developments.

The Landscape Section plans to install a smaller, more linear rain garden north of the City Building along Green Street this fall, if weather permits, to help capture a portion of City parking lot runoff. The linear design will encompass both sides of the sidewalk, protect existing trees and use a small linear turf area that is difficult to mow. It will illustrate how rain garden innovation can be used in smaller spaces.

The Arbor Division has not yet pursued recording significant trees of height and growth. Staff needs to first study the results of a new tree inventory and then determine which trees are considered significant in size.

Strategy L: As mentioned earlier, major bicycle lane projects, along Philo Road, Washington Street and Race Street, and then Main Street in the downtown area, are planned for the next two years. The joint Urbana-Champaign bicycle safety video was successfully premiered earlier this month at The Art Theater in Champaign and discussion has occurred with Unit 116 about including bicycle safety education with drivers' education curricula. Staff has had discussions with Urbana and UI police regarding better enforcement of traffic laws concerning bicyclists. New signs warning bicyclists it is illegal to ride on the sidewalk in downtown have been installed. The City was awarded bronze designation as a Bicycle Friendly Community during 2010 and now will pursue obtaining silver designation. New school zone signs have been installed to enhance Safe Routes to School. Complete streets are being implemented where appropriate, such as the Goodwin Avenue improvement, and formal policy development is in progress. Intersection improvements to enhance pedestrian and bicyclist safety are planned for the Windsor Road and Race Street intersection for the fiscal year 2013-14. Installation of a roundabout at this intersection is under consideration. CUUATS had identified problematic intersections in Urbana and staff will address them with upcoming studies and projects. Staff has been attending coordination meetings on a proposed Rails to Trails path between Urbana and Danville.

6.) Quality of Life

Strategy A: Work has not yet begun on establishing historic corridors or the Elm Street historic district, although Buena Vista Court and three other Elm Street locations have local landmark designations. Additional work is needed on encouraging conversion of boarding houses to single-family use and encouragement of owner occupancy. These efforts are difficult to accomplish in the current housing and lending market

Strategy B: The Urbana Zoning Ordinance has recently been amended to adjust the number of parking spaces downward for certain commercial uses and to enact improved controls for loading operations in proximity to residential uses. Substantial work has been completed internally on a major amendment to Urbana's Subdivision and Land Development Code to incorporate more modern standards and low-impact development features. Possible dedication of park and school sites can also be considered as a part of this ordinance, and can currently be required through the annexation agreement process. Amendments to the City's Noise Ordinance have not yet been prepared. The City has enacted a local motor fuel tax option to help pay for road maintenance but has not yet considered impact fees. While the City does not have form based zoning, per se, it does have three distinct design review districts which encourage specified patterns of form. The most recent design review district was adopted in Historic East Urbana. Police and Planning staffs continue to enforce the City's requirements regarding off-street parking surfaces in residential areas. Cross-department coordination of code enforcement efforts continue through a variety of teams, including the City's problem property team (Executive, Community Development, Fire, and Police) and BOCA team (Legal, Building Safety, and Fire) which tracks pending and actual court cases.

Strategy C: Update will be provided at committee meeting.

Strategy D: The City has cooperated with the Urbana School District and Urbana Park District in making plans for the King School/King Park neighborhood through implementation of the TIF 3 Plan. This cooperation has resulted in a major grant to the School District to build a community room and outdoor learning space at King School and coordination with the Park District to provide improved sidewalk/bike-path connections in King Park and a planned sculpture plaza area.

The Legal Division has conducted training to assist the City Council and Historic Preservation Commission on public hearing and due process procedures.

Strategy E: Through the efforts of Alderman Dennis Roberts, the City was awarded a \$115,000 grant from the Sister City International Organization in April. The grant is an African urban poverty alleviation program grant and the City has two years to successfully complete the program. The Urbana Sister City Committee is organizing the grant project and is proposing to improve conditions relating to water, health and sanitation in the City of Zomba, Malawi. In coming months, the committee will evaluate other Sister City connections. Other committee goals include enrollment in the Illinois Sister City Committee membership and to bring representatives of the Zomba Sister City Committee to Urbana in 2011. Urbana representatives traveled to Zomba this past August. Other goals are to erect

entryway signage announcing our Sister City relationship with Zomba at City entryways and to engage the University of Illinois and all interested non-profit organizations into educational and cultural outreach programs.

Strategy F: Urbana’s Public Arts Program has resulted in numerous public art activities and installations throughout the City. See <http://www.urbanainlinois.us/arts> for more information. Recent placements include two sculptures along Philo Road and two in the downtown area. The City’s public arts coordinator, Anna Hochhalter, has been recognized with an ACE Award by 40 North/88 West for her arts advocacy efforts. These efforts and more will continue with the new Public Arts Coordinator, who is expected to be selected and on-board in the next 4 to 6 weeks.

Strategy G: The City is working actively with the Housing Authority to promote redevelopment of Dunbar Court and recently supported a grant application to HUD to begin redevelopment activities. An update on the Kerr Avenue project will be presented in the near future with an expectation that a development team led by the Ecological Construction Laboratory (“e-co lab”) will be seeking low income housing tax credits for the property to pursue a lease-purchase eco-village concept. The Regional Housing Needs Study is underway, with stakeholder interviews completed and a survey being administered. An update will be provided to City Council in November. This study will evaluate shelter and SRO needs, as well as other low-income housing needs in the region. Staff continues to work with the tenant relocation task force to ease the transition of individuals affected by forced relocations. The work of the task force and Council allocated funds were recently instrumental in addressing the evacuation of the Hanford Inn.

Strategy H: Due to budgetary constraints, no progress has been made on this long-term goal.

Urbana City Council and Mayor Goals

Adopted February 1, 2010

The City of Urbana recognizes that stewardship of the city means not only addressing the needs of today's residents but planning for the future -- short and long term -- in a cohesive, coherent way. These City Council and Mayoral Goals represent the core principles we will apply over our term in office as we help guide Urbana on the path forward. They form a common point of understanding from which the planning and government of Urbana proceeds.

Our specific goals include enhancing public safety, achieving financial sustainability, promoting economic development, maintaining a vibrant, innovative downtown, working toward environmental sustainability and improving the quality of life in Urbana.

Public safety: Our top goal always must be to provide for the safety of our residents by maintaining sufficiently staffed and well-trained police, fire and public works departments and providing modern facilities for them to work in.

Financial sustainability: Our goal is to have a financially stable city, with sufficient reserves to cover periodic downturns in the economy. Longer-term, the city should investigate securing new sources of revenue that don't burden taxpayers through city ownership of public utilities, such as broadband, water and electricity/energy.

Economic development: To minimize the tax burden on residents, Urbana must continue to grow and attract new jobs. The city should pursue infill development whenever possible, work to enhance new development corridors to the north and east and work to attract new high-tech jobs. The city should also strive to make sure new projects are as attractive and environmentally sustainable as possible.

A vibrant, innovative downtown: The heart of a city is its downtown, and Urbana must continue to maintain its downtown as a vibrant, attractive place to live, work and shop. The city will strive to retain existing businesses, to attract new businesses and to fill vacant buildings and sites. The city also will begin implementing the Boneyard Creek Master Plan to transform Boneyard Creek into a downtown amenity.

Environmental sustainability: The city must implement and encourage environmental sustainability, including evaluating all city projects for sustainability and incorporating energy-savings systems. The city should establish partnerships and develop programs to encourage residents and businesses to adopt sustainable practices. The city council will adopt a climate action plan and work to reduce greenhouse gas emissions through a variety of measures, including making the city more pedestrian and bicycle friendly.

Quality of life: The city must take the steps necessary to ensure a high quality of life for its residents. Those steps include promoting historic preservation, diversity in the city work force and intergovernmental cooperation. The city should also work to provide affordable housing, promote public art and implement modern zoning concepts.

1.) Goal: Public safety

- A. Strategy:** Provide police and fire service staffing at levels needed for all neighborhoods..
- Review staffing annually during budget preparations to determine needs and available resources.
 - Monitor development and population density for future fire station and personnel needs as well as exploring partnerships and financial planning for construction needs.
- B. Strategy:** Continue to identify problem properties and work to solve problems.
- Work with the ownership of problem properties and apartment complexes to reduce crime.
 - Work with Lierman Avenue and Washington Street residents to address neighborhood issues.
 - Continue systematic rental inspection and code enforcement, particularly with problem properties.
 - Adopt an Aggravated Public Nuisance ordinance. [Spring 2010]
- C. Strategy:** Review and update ordinances.
- Review liquor ordinance. Consider tiered license fees based on occupancy.
 - Develop an early warning system to identify potential problem properties.
 - Investigate motel and hotel code safety issues when rooms are rented by the month.
- D. Strategy:** Address building security needs at City Facilities.

2.) Goal: Financial sustainability

- A. Strategy:** Secure new long-term reliable sources of city revenue. Investigate what other cities have done regarding broadband, ambulance, water and electricity/energy.
- Hire consultant to help city determine whether broadband grant proposal will pay for itself, as is, and to look at potential business models for expanding fiber to the home in Urbana. [Fall 2009]
 - If the \$28 million federal broadband grant is awarded, using consultant's and other input, council will determine whether to accept or reject. [Feb 2010]
 - If grant is awarded and accepted, build out of backbone network and fiber to the home in underserved areas by 2011 and determine if the City builds out to other on a partial or complete basis. There would be a cost savings of about 5 percent with continuing construction without a stop, so an initial decision in early 2011 should be considered.
 - Investigate the feasibility and potential profitability of operating a city ambulance service.
 - Continue to work with city of Champaign, UI and Savoy and possibly other parties to consider buying the water system and operating it as a municipal utility.
 - Consider implementing a storm water utility fee; employ a consultant to perform a feasibility study and implementation plan.
- B. Strategy:** Successfully negotiate new contracts with police, fire and AFSCME unions in 2010 that the city can afford.

C. Strategy: Evaluate costs and benefits of development projects before implementation and follow up to see if actual results achieved.

D. Strategy: Work to maintain a healthy general corporate fund balance, eventually raising reserves to \$3 million, or about 10 percent of general fund spending.

- Consider implementing new fees, such as vehicle impoundment fee, towing fee, pavement degradation fee that have already been implemented or are under consideration in other cities.
- Analyze expenditures and improve efficiency to help eliminate current budget deficit.

3.) Goal: Economic development

A. Strategy: Regularly conduct a business climate survey and include all area Realtors and developers.

B. Strategy: Begin implementing Cunningham Avenue corridor beautification plan.

C. Strategy: Work to attract infill development

- Target vacant or underutilized buildings and sites, such as Jerry's IGA, former Walgreens, and Pay Less Shoes.
- Target desired uses such as a cinema, a new book store, boutiques, specialty stores, copy shop, and ice cream parlor.

D. Strategy: Complete and execute development agreement with Menards.

- Set timetables for road improvements and construction of store tied to state funding.
- Residential and other commercial development to follow in future years.

E. Strategy: Work with University of Illinois and the UI Foundation on properties of mutual interest.

- Seek active involvement of neighborhood associations and residents in the planning and design process of Orchard Downs and Pomology (Pell Farm) Tract redevelopments.
- Continue discussions on North Campus and Krannert Center District developments.

F. Strategy: Complete University Avenue corridor plan by spring 2010.

G. Strategy: Continue to pursue funding for Olympian Drive (from Apollo Drive to US 45) and extending Lincoln Avenue along its proposed alignment to Olympian Drive.

- Continue to work with neighboring property owners on proposed Olympian Drive route land use concerns.
- Examine potential connectivity of Airport Road to Lincoln Avenue for public safety and industrial development.
- Explore locations for additional industrial parks

H. Strategy: Continue to pursue development along Cunningham Avenue north of Interstate 74

- Market Pickrell Farm, Frasca properties, and Farm & Fleet out lots.

I. Strategy: Continue to administer and improve business development programs to meet business needs such as TIF Redevelopment Incentive Program and Enterprise Zone Designation.

J. Strategy: Continue to work with Urbana Business Association to market Urbana “as a dynamic place to live, work and do business.”

- Support efforts of grass-roots community development or neighborhood organizations.

K. Strategy: Continue to promote expansion and diversity of the city’s tax base.

- Explore possible annexations, including existing residential neighborhoods, and use cost/benefit ratio analysis.
- Work with the University and not-for-profit entities to limit the growth of non-taxable properties.

4.) Goal: A vibrant, innovative downtown

A. Strategy: Update the 2002 downtown strategic plan. [May 2010]

- Work with stakeholders on visioning for downtown and a goal-setting process.
- Hire design firm to obtain updated visualizations of downtown.
- Create an overarching downtown vision statement and executive summary of existing plans.
- Assign priorities and timelines to existing plans for downtown and develop several scenarios based on potential redevelopments.

B. Strategy: Complete a professional market share study of downtown business sectors to determine marketing strategies and what types of businesses will succeed downtown.

- Draft request for proposals and complete study by spring 2010.

C. Strategy: Develop downtown as a destination through traditional and cutting-edge technologies.

- Study use of interactive downtown kiosks, new information technologies, and podcast walking tours.
- Bring “museum without walls” concept to downtown by marking historic buildings including the Royer Arts and Architecture District (plaques and markers).
- Install “Looking for Lincoln” wayside markers where appropriate, and identify and mark sites associated with distinguished Urbana citizens.
- Encourage University faculty and students to develop interactive or innovative technology in downtown businesses or in uses that would extend the concept of the gallery district.

D. Strategy: Complete a “way-finding” design to improve downtown signage and other materials that help residents find parking and other downtown attractions and businesses.

- Request for proposals to be issued and report completed. [Spring 2010]
- Develop connectivity across and to downtown with an emphasis on walking and biking.

E. Strategy: Continue implementation of the Boneyard Creek Master Plan.

- Coordinate with private property owners who own redevelopment properties.
- Focus on Segment 3 between Griggs Street and Broadway Avenue for first construction phase including Race Street Bridge.
- Finalize necessary easements agreements, including old railroad trestle bridge for pedestrians and Norfolk Southern railroad approvals.
- Consider additional segments as feasible and/or as prompted by redevelopment activity.
- Initiate planning, acquisition, site engineering for Boneyard beautification plan west of Main Street to Lincoln Avenue.
- Study/consider private fund-raising campaign tied to specific Boneyard phases.

F. Strategy: Work to complete major downtown redevelopment and infill projects.

- Restore Historic Lincoln Hotel as a viable hotel and conference center while respecting its historic character. Work with developers to promote revitalization through available initiatives, fee waivers and tax credits for local and national landmark buildings.
- Consider acquisition and environmental cleanup (seek IEPA Brownfield Site Funds) of downtown sites for potential redevelopments.
- Work with owner of Gateway Shoppes to start construction of shopping center and additional out lot development.
- Complete property acquisitions and options of city block just north of Urbana City Building and issue RFP for mixed-use redevelopment.
- Pursue/continue redevelopment of Lincoln Square Village.
- Consult with owner of County Plaza on developing new uses and applications for this space.
- Work with property owners of the blocks south of University Avenue between Race and Vine streets, to pursue redevelopment.
- Work to increase downtown housing, including both apartments and condos.

G. Strategy: Promote reuse of vacant or underutilized buildings

- Consider having the city become its own developer: buy empty buildings or properties and partner redevelopment and renovation projects.
- Continue/enhance start-up grant and rent incentives for galleries and businesses in Royer Arts & Architectural District.
- Consider offering city grants to any commercial business in the Royer district to clean or repair existing facades.
- Promote the Royer Arts and Architecture District as a travel destination enhancing tourism, entertainment and development.
- Consider incentive program to encourage downtown law firms to move offices into the second floor, freeing first floor for retail.

H. Strategy: Complete Phase 7 of downtown streetscape along Broadway Avenue to the north.

- Hire firm to complete design.

I. Strategy: Implement parking plan recommendations.

- Make parking deck more attractive and easier to find.
- Prepare printed material.
- Uniform parking enforcement and modernized equipment.
- Work with the downtown business community on traffic calming measures, safe and user friendly parking, and potentially testing back-in angle parking.

5.) Goal: Environmental sustainability.

A. Strategy: Adopt principles to provide overall guidance on sustainability issues including air, water, and energy.

- Evaluate all city projects with respect to sustainability, such as waste water, street lighting, energy usage, storm water runoff, and similar issues.
- Incorporate energy-saving systems, including renewable energy sources, storm water best management practices, bicycle and pedestrian facility upgrades.
- Develop innovative programs and regional partnerships to support energy efficiency of private homes, businesses and municipal buildings.

B. Strategy: Adopt a climate action plan [May]

- Set significant and achievable targets for greenhouse gas emissions.
- Adopt a timetable and track progress.

C. Strategy: Provide adequate staffing and resources to develop and implement sustainability plans and programs. Develop a green team with representatives from all city departments.

D. Strategy: Identify opportunities to provide incentives and promote “green construction.

- Research updating city code to promote green building.
- Seek changes in state plumbing codes to allow waterless urinals and energy-efficient plumbing vents.

E. Strategy: Develop financing models to fund energy efficiency programs and renewable energy projects, such as contract assessments, revolving loans or grants.

F. Strategy: Support proposed studies of climate change, land use and economic development projections consistent with the cost being broadly shared across interest groups in Champaign County. [Fall 2010]

- Work with Champaign County Climate Change Task Force on studies such as solar canopies.

G. Strategy: Develop and implement a formal energy policy for city operations.

- include conservation, identification of non-fossil fuel sources, and potential implementation timelines.
- Continue to increase energy efficiency in all city buildings..Support energy efficiency in residential and commercial sectors by developing innovative programs and regional partnerships.

H. Strategy: Develop and implement a water conservation policy for city operations.

- Include conservation steps and alternatives to using potable water, such as for landscape watering. Include costs and implementation guidelines.
- Work with other cities on a regional basis on water planning issues and legislation.

I. Strategy: Expand recycling to include commercial recycling, construction and demolition debris recycling, explore hazardous and electronic recycling, and find a long-term solution to battery recycling.

- Adopt a zero waste city goal and action plan.

J. Strategy: Promote production, accessibility and affordability of local farm and artisan products.

- Conduct a strategic planning process to explore the future vision, program goals and implementation steps for Market at the Square (Winter, 09-10)
- Consider creation of an advisory board for the Urbana Market composed of representatives from the city of Urbana, vendors, consumers, the Urbana Business Association and others as deemed appropriate.
- Implement use of Electronic Benefits Transfer cards at the Urbana Market.
- Encourage establishment of “Friends of the Urbana Market” not-for-profit organization to provide fundraising for educational and artistic events, infrastructure and other needs.
- Grow the Urbana Market by establishing a year-round operation on a permanent location with commercial kitchen space that can be rented by vendors.
- Leverage the Urbana Market as an economic engine to drive development of a portion of downtown Urbana as a “food district.”

K. Strategy: Encourage Sustainable Landscaping and Gardening.

- Establish a heritage tree program.
- Encourage the use of native species in landscaping and for pollinator well being.
- Record and mark trees of significant height and growth.
- Study providing notice when a significant tree is to be removed.
- Update city parkway tree inventory.
- Develop property owner guidelines and recommendations for use of native species in landscaping and tree plantings.
- Control the removal of topsoil from residential developments.
- Consider installation of a model community rain garden at the city building.

L. Strategy: Become a multimodal, bike and pedestrian- friendly community that supports sustainable transportation.

- Work with the Bicycle and Pedestrian Advisory Commission to implement the Bicycle Master Plan by implementing current recommendations and by continuing to plan for bicycle facilities as the city expands or redevelops.
- Work with the Bicycle and Pedestrian Advisory Commission to develop ongoing, communitywide bicycle safety education programs such as the bicycle safety video being prepared jointly by Champaign and Urbana, or working with Drivers’ Education curricula.
- Make sure the police and public works departments and bicycle commission provide appropriate enforcement, education and signage for bicyclists and pedestrians.

- Apply for and receive Bicycle Friendly Community designation by 2010-11.
- Launch a bicycle parking retrofit program to help existing businesses add appropriate bicycle parking hardware. Need a funding source.
- Support public transportation, including CUMTD improvements and high-speed passenger rail.
- Continue to enact Safe Routes to School improvements as funds become available.
- Adopt a complete streets policy. Include alternative roadway configurations, such as bike boulevards, that give priority to pedestrian, bicycle and public transit modes. For intersection projects, include roundabouts, and other technologies among the alternatives considered.
- Improve safety for pedestrians and bicyclists at Windsor Road and Race Street.
- Continue identifying and prioritizing improvements at problematic intersections.
- Continue to work with other agencies on regional bike facilities such as the Rails to Trails path between Urbana and Danville.

6. Goal: Quality of Life

A. Strategy: Enhance historic preservation and preserve older housing stock

- Encourage creation of a historic district on Elm Street between Buena Vista and Cedar Street.
- Encourage creation of historic corridors with national designations.
- Create incentives to convert grandfathered boarding houses back to single-family houses.
- Work to conserve single-family homes and neighborhoods through measures that encourage owner occupancy and reinvestment in current housing stock.

B. Strategy: Zoning/comprehensive plan or ordinance changes.

- Consider ordinance amendment reducing the number of parking spaces required for commercial developments.
- Modify development regulations to encourage bioswales and alternatives to detention basins.
- Develop and enact an industrial noise ordinance that limits noise generated after normal business hours from industries and commercial businesses.
- Consider enacting city impact fees for development to help pay for new roads, park-land dedication, and school sites.
- Consider enacting form-based zoning (ie. where development is dictated by desired building forms rather than by minimum regulations) in downtown and commercial areas.
- Reduce impact of off-street parking in single-family neighborhoods through improved backyard green space requirements, including establishment and enforcement of no-gravel,

no paved-over backyard requirements for grandfathered properties with single-family (R-1, R-2, R-3) underlying zoning.

- Improve cross-department coordination of code enforcement efforts.

C. Strategy: Promoting diversity.

- Continue to work to improve effectiveness of city Equal Employment Opportunity contract compliance program.
- Participate in multi-jurisdictional efforts to increase minority contractor hiring and business growth.
- Continue to work toward increasing diversity within the city workforce to more closely mirror the city's demographics.
- Continue to work toward creating a city work culture more conducive to diversity.
- Publish an annual report for the City Council with metrics on the work force including diversity issues, affirmative action, training, retirements, staff changes, and similar issues.

D. Strategy: Promote continued intergovernmental cooperation

- Continued cooperation with Urbana School District (Safe Routes to Schools, technology, energy efficiency grants, green schools, etc.).
- Continued cooperation with Urbana Park District.
- Complete design of new city website and related staff training. [February 2010]
- After official 2010 Census results are received and new county precincts are determined, use a transparent process to draw a new Urbana ward map so that wards are contiguous and balanced fairly for population per Federal and State requirements.
- Adopt the Mayor's Action Challenge for Children and Families sponsored by the National League of Cities <http://www.mayorsforkids.org/principles.php>.
- Conduct annual training for council, boards, and commissions.
- Continue to seek intergovernmental cooperation with Champaign, Savoy, Champaign County and other entities to pursue economic development opportunities.
- Work with park district and school district to make sure recreational facilities are available to Lierman/Washington and King Park area youth.
- Explore the use of neighborhood community centers to serve the needs of youths and adults related to education, training, guided activities and communication technologies in target areas of Urbana, including the possibility of working with the school district at Prairie and King Schools.
- Improve programs to give youth hands-on exposure to the building trades and other vocational training opportunities.

E. Strategy: Support greater community programs of interaction between Urbana and our sister city international partner, Zomba, Malawi, Africa.

- Work with local schools, churches and community groups
- Determine if an additional program should be developed in Brazil

F. Strategy: Continue to promote public art.

- Support placement of public art throughout the city.
- Continue to support the Public Arts Commission and their programs
- Complete “Art in the Park” project north of the city building.

G. Strategy: Continue to promote additional affordable housing opportunities

- Work with Housing Authority of Champaign County on redevelopment plans for Dunbar Court.
- Identify partners for the Kerr Avenue energy- efficient housing project and move forward with construction.
- Complete housing needs study and reflect results in updated Consolidated Plan/Annual Action Plans for use of CDBG and HOME consortium funds.
- Examine capacity of homeless shelters, family shelters and SRO’s and promote resources to meet shelter needs.
- Continue to address the issues of tenant relocations resulting from nonpayment and/or condemnations.

H. Strategy: Address space needs deficit at City Facilities.

- Complete a space needs study and master plan.
- Identify funding source for plan improvements.
- Consider interim storage facility to address immediate need for space.