

Urbana City Council and Mayor Goals

Adopted Feb. 1, 2010.

Updated May 2012.

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 including 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 maintaining a social services-based safety net, diversity in the city work force, promoting historic preservation, 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.

- **Ongoing:** Review staffing annually during budget preparations to determine needs and available resources.
- **Ongoing:** 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.

- **Ongoing:** Work with the ownership of problem properties and apartment complexes to reduce crime. *(Comment: Ongoing extensive efforts by multiple departments.)*
- **Ongoing:** Work with residents near Lierman Avenue and Washington Street, as well as Silver and Vawter streets, to address neighborhood issues. *(Comment: Current projects include a youth summit and neighborhood garden proposal.)*
- **Ongoing:** Continue systematic rental inspection and code enforcement, particularly with problem properties.
- **Ongoing:** Continue to use Aggravated Public Nuisance ordinance to get recalcitrant landlords to address problem properties. *(Comment: Successfully used at a number of properties.)*

C. Strategy: Review and update ordinances.

- Review liquor ordinance. Consider tiered license fees based on occupancy.
- **In progress:** Develop an early warning system to identify potential problem properties. *(Comment: Information sharing also occurs during weekly check-in meetings.)*
- **Done:** Investigate motel and hotel code safety issues when rooms are rented by the month. *(Comment: Adopted a hotel licensing ordinance and zoning ordinance amendment to address this. Systematic bi-annual inspections being done.)*

D. Strategy: Continue to 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, water and electricity/energy.

- **Updated goal:** Administer UC2B in the public interest. Strive to make Urbana a leading gigabit broadband community, increase consumer choice among providers, spur economic development, bridge the digital divide, and operate on a cost-recovery basis without ongoing city subsidy. Consider options for city-wide availability of UC2B.
- **Just started:** 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.
- **Updated goal:** Implement a storm water utility fee and administer program in the public interest beginning in July 2013. With \$1.7 million in fee proceeds, city will be able to fund storm water management program, and be able to address flooding problems, as well as water quality and sustainability issues.

- **New goal:** Administer municipal electric aggregation program in the public interest, with key goals being to lower electricity costs to the public, to purchase 100 percent renewable energy and to provide a source of income to the city. The city, in conjunction with energy consultant and retail electric supplier, should also develop an energy efficiency and demand-side management and reduction program to counteract the tendency of people to use more power when it is cheaper.

B. Strategy: Done: Successfully negotiate new contracts with police, fire and AFSCME unions in 2010 that the city can afford.

C. Strategy: Ongoing/In Progress: Evaluate costs and benefits of development projects before implementation and follow up to see if actual results achieved. *A number of analyses have been completed. (Comment: Will be evaluating overall effectiveness of the TIF RIP program per Council request.)*

D. Strategy: Just started: Work to maintain a healthy general corporate fund balance, eventually raising reserves to \$3 million, or about 10 percent of general fund spending. *(Comment: New storm water utility fee will provide more flexibility for general fund and new municipal electric aggregation fee will also help city's financial picture.)*

- **Done, except for pavement degradation fee:** 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.
- **Done, ongoing:** Analyze expenditures and improve efficiency to help eliminate current budget deficit.

3.) Goal: Economic development

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

B. Strategy: In Progress: Begin implementing Cunningham Avenue corridor beautification plan. *(Comment: Key strategies of curb cut closures, public art, and landscaping are being pursued.)*

C. Strategy: Work to attract infill development

- **Ongoing/In progress:** Target vacant or underutilized buildings and sites, such as Jerry's IGA, former Walgreens, and Pay Less Shoes. *(Comment: City maintains a list of vacant and underutilized properties and promotes their reuse and improvement. Former Walgreens and Pay Less Shoes have new businesses.)*
- **In progress:** Target desired uses such as a cinema, a new book store, boutiques, specialty stores, copy shop, and ice cream parlor. *(Comment: Completed market study is helping the City to promote targeted uses and match to available sites and development opportunities. Use local realtors and International Council of Shopping Center contacts.)*

D. Strategy: Complete and execute development agreement with Menards. *(Comment: Project is on hold by Menards, pending improved economic conditions.)*

- 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.
- Orchard Downs project has been discontinued and the Pell Farm has been sold by the University. Seek active involvement of neighborhood associations and residents in the planning and design process of Orchard Downs and Pomology (Pell Farm) Tract redevelopments.
 - **Ongoing:** Continue discussions on North Campus and Krannert Center District developments. *(Comment: Recent informal discussions about development of gravel parking lot on south side of University Avenue east of parking deck.)*

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

- G. Strategy:** **In progress:** Continue to pursue funding for Olympian Drive (from Apollo Drive to U.S. 45) and extending Lincoln Avenue along its proposed alignment to Olympian Drive. *(Comment: Funding is in place and project design and property acquisition efforts are underway.)*
- **Ongoing:** Continue to work with neighboring property owners on proposed Olympian Drive route land use concerns.
 - **In progress:** Examine potential connectivity of Airport Road to Lincoln Avenue for public safety and industrial development. *(Comment: Working with Frasca on possible future improvements to Airport Road. Extension to west will require additional land development activity in the area.)*
 - **In progress:** Explore locations for additional industrial parks. *(Comment: Updated industrial zoning will assist in this effort. Creative Thermal Solutions is building out.)*

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

- **Ongoing/In Progress:** Market Pickrell Farm, Frasca properties, and Farm & Fleet out lots, and Hanford Inn. *(Comment: Working with Frasca on a possible new project in the area.)*

I. Strategy: **Done/Ongoing:** Continue to administer and improve business development programs to meet business needs such as TIF Redevelopment Incentive Program and Enterprise Zone Designation. *(Comment: Programs have been updated to meet current business needs.)*

J. Strategy: **Ongoing:** Continue to work with Urbana Business Association to market Urbana “as a dynamic place to live, work and do business.” *(Comment: New contract emphasizes marketing efforts. City’s Marketing Coordinator will also assist these efforts.)*

- **Ongoing:** Support efforts of grass-roots community development or neighborhood organizations. *(Comment: City works closely with a number of neighborhood groups on a variety of initiatives.)*

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

- **Ongoing:** Explore possible annexations, including existing residential neighborhoods, and use cost/benefit ratio analysis. *(Comment: Annexed the Somerset subdivision and part of the Scottswood subdivision.)*

- **Ongoing:** Work with the University and not-for-profit entities to limit the growth of non-taxable properties. *(Comment: University expansion has curbed in recent years.)*

L. Strategy: **New strategy:** Explore mobile food sales carts as a way of enhancing food diversity in Urbana. *(Comment: Recent food truck application for lot on North Cunningham.)*

4.) Goal: A vibrant, innovative downtown

A. Strategy: **Done:** Update the 2002 downtown strategic plan.

- 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: **Done:** 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: **Ongoing/In Progress:** Develop downtown as a destination through traditional and cutting-edge technologies.

- **Ongoing:** Study use of interactive downtown kiosks, new information technologies, and podcast walking tours. *(Comment: One podcast is complete and another is in development.)*
- **Ongoing:** Bring “museum without walls” concept to downtown by marking historic buildings including the Royer Arts and Architecture District (plaques and markers). *(Comment: Several markers placed and more on the way.)*
- **Done:** Install “Looking for Lincoln” wayside markers where appropriate, and identify and mark sites associated with distinguished Urbana citizens.
- **Ongoing:** 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. *(Comment: The Gallery District uses have expanded.)*

D. Strategy: **Done:** 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: **In Progress:** 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.

- **In Progress:** 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.
- **Done/ In Progress:** Consider acquisition and environmental cleanup (seek IEPA Brownfield Site Funds) of downtown sites for potential redevelopments. *City is seeking technical assistance from the State on the Denny's and Allman's sites.*
- **Done:** Work with owner of Gateway Shoppes to start construction of shopping center and additional out lot development.
- **Done:** Complete property acquisitions and options of city block just north of Urbana City Building and issue RFP for mixed-use redevelopment.
- **In Progress:** Pursue/continue redevelopment of Lincoln Square Village.
- **Done:** Consult with owner of County Plaza on developing new uses and applications for this space. *(Comment: City maintains contact, but owner is most interested in leasing out space at this time.)*
- **In Progress:** Work with property owners of the blocks south of University Avenue between Race and Vine streets, to pursue redevelopment. *(Comment: City is in regular contact with owners.)*
- **In Progress:** Work to increase downtown housing, including both apartments and condos. *(Comment: The Block North project would involve significant housing.)*

G. Strategy: Promote reuse of vacant or underutilized buildings

- **Done/In Progress:** Consider having the city become its own developer: buy empty buildings or properties and partner redevelopment and renovation projects. *(Comment: The City has done this on a number of projects/properties in recent years.)*
- **Done:** Continue/enhance start-up grant and rent incentives for galleries and businesses in Royer Arts & Architectural District.
- **Done:** Consider offering city grants to any commercial business in the Royer district to clean or repair existing facades. *TIF RIP program applies in this area.*
- **Done/Ongoing:** Promote the Royer Arts and Architecture District as a travel destination enhancing tourism, entertainment and development.
- **Done:** Consider incentive program to encourage downtown law firms to move offices into the second floor, freeing first floor for retail.

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

- Hire firm to complete design.

I. Strategy: **In Progress:** 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: **In Progress:** Adopt principles to provide overall guidance on sustainability issues including air, water, and energy. *(Comment: Draft Climate Action Plan is nearing completion.)*

- 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: **In Progress:** Adopt a climate action plan. *(Comment: Draft Climate Action Plan is being completed.)*

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

C. Strategy: **Just started:** 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.

- **Done:** Research updating city code to promote green building. *(Comment: City Code updated and references State’s Energy Conservation Code.)*
- Seek changes in state plumbing codes to allow waterless urinals and energy-efficient plumbing vents. *(Comment: Staff researched and provided information to Council. Revisions are not recommended.)*

E. Strategy: Develop financing models to fund energy efficiency programs and renewable energy projects, such as contract assessments, revolving loans or grants. *(Comment: Department of Energy/Community Block Grant funding has ended and a funding source is needed. Property Assessed Clean Energy funding model is not viable at this time until state law permits this.)*

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. *(Comment: City Building and Public Works facility have recently undergone florescent light bulb change out.)*

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. *(Comment: Staff continues to remain active with the Mahomet Aquifer Consortium.)*

I. Strategy: **In progress:** 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. *(Comment: Commercial recycling ordinance is in effect and recycling availability to non-residential customers is becoming available.)*

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

- **Done:** Conduct a strategic planning process to explore the future vision, program goals and implementation steps for Market at the Square. *(Comment: Strategic Plan for the Market has been completed.)*
- **In Progress:** 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. *(Comment: Ordinance to establish the board will be forthcoming in May 2012.)*
- **Done:** Implement use of Electronic Benefits Transfer cards at the Urbana Market. *(Comment: The City's launch of EBT at the Market has been very successful.)*
- **In Progress:** Encourage establishment of "Friends of the Urbana Market" not-for-profit organization to provide fundraising for educational and artistic events, infrastructure and other needs.
- **In Progress:** Grow the Urbana Market by establishing a year-round operation on a permanent location with commercial kitchen space that can be rented by vendors. *(Comment: The City has worked with the Flatlander Fund and others on pursuing this concept.)*
- **In Progress:** Leverage the Urbana Market as an economic engine to drive development of a portion of downtown Urbana as a "food district." *(Comment: Expansion of Common Ground is consistent with this goal.)*

K. Strategy: Encourage Sustainable Landscaping and Gardening.

- **In Progress:** Establish a heritage tree program. *(Comment: A draft of a heritage tree program is being prepared and will be brought forward to Council for review this Spring (2012))*
- Encourage the use of native species in landscaping and for pollinator well being. *(Comment: Being implemented in Arbor Division in planting designs.)*
- **Just Started:** Record and mark trees of significant height and growth. *(Comment: A tree inventory of Urbana right-of-ways to begin this summer.)*

- Study providing notice when a significant tree is to be removed.
- **Just started:** Update city parkway tree inventory. *(Comment: RFP to be issued this spring.)*
- Develop property owner guidelines and recommendations for use of native species in landscaping and tree plantings.
- **In Progress:** Control the removal of topsoil from residential developments. *(Comment; Will be included in a revised Subdivision Ordinance that is underway.)*
- **Done:** Consider installation of a model community rain garden at the city building. *(Comment: A rain garden has been installed along Green Street. Other locations include 704 Glover Avenue, south of Allen Hall on campus, and northeast corner of Springfield Avenue and McCullough Street. Bioswales have been installed at Lot 24 adjacent to Broadway Avenue and south of Illinois Street and Lot 12 at the corner of Main Street and Central Avenue.)*

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

- **In Progress:** 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. *(Comment: Master plan was completed in 2008 and facility implementation is ongoing.)*
- **In Progress:** 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. *(Comment: Bike safety video completed in 2010.)*
- **In Progress:** Make sure the police and public works departments and bicycle commission provide appropriate enforcement, education and signage for bicyclists and pedestrians.
- **Done:** Achieved bronze level designation. Apply for and receive Bicycle Friendly Community designation by 2010-11. Updated goal: Seek silver Bicycle Friendly Community Designation by 2014-15. *(Comment: Will require completion of major portion of bicycle master plan, development of institutionalized bicycle safety education programs by partner groups and agencies, and being strong in three out of five evaluation areas in the League program.)*
- Launch a bicycle parking retrofit program to help existing businesses add appropriate bicycle parking hardware. Need a funding source.
- **In Progress:** Support public transportation, including CUMTD improvements and high-speed passenger rail. *(Comment: Ongoing efforts working with Champaign County First.)*
- **In Progress:** Continue to enact Safe Routes to School improvements as funds become available. *(Comment: Received \$200,000 grant to implement bike routes to King School and Urbana Middle School.)*
- **Done:** 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. *(Comment: Now adopted as part of our Comprehensive Plan.)*

- Improve safety for pedestrians and bicyclists at Windsor Road and Race Street. *(Comment: Modern roundabout feasibility study completed. Now staff investigating a road diet.)*
- Continue identifying and prioritizing improvements at problematic intersections. *(Comment: CUUATS completed selected intersection crash analysis and Main and Race streets intersection to be reconstructed in 2013.)*
- **Ongoing:** Continue to work with other agencies on regional bike facilities such as the Rails to Trails path between Urbana and Danville.
- **New Goal:** Seek grant funding for pedestrian master plan.

6. Goal: Quality of Life

A. Strategy: **New Goal:** Maintain social service safety net, encourage preventive solutions to social problems.

- Encourage City of Champaign to share in funding of social service agencies that provide services to residents in both cities.
- Work toward creating a community report card that looks at such factors as employment/unemployment, graduation rates, incarceration rates and poverty levels, with the Urbana Human Relations Commission leading the effort.

B. Strategy: **In Progress:** Enhance historic preservation and preserve older housing stock. *(Comment: Major effort underway to describe 100 most significant buildings in Urbana and to promote mid-century modern homes.)*

- **Just started:** Encourage creation of a historic district on Elm Street near McCullough St. *(Comment: Community Development staff members to be assigned.)*
- Encourage creation of historic corridors with national designations. *(Comment: Additional guidance sought on this goal.)*
- Create incentives to convert grandfathered boarding houses back to single-family houses. *(Comment: Funding source is a limitation for this goal.)*
- Work to conserve single-family homes and neighborhoods through measures that encourage owner occupancy and reinvestment in current housing stock.

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

- **Done:** Consider ordinance amendment reducing the number of parking spaces required for commercial developments.
- **In Progress:** Modify development regulations to encourage bioswales and alternatives to detention basins. *(Comment: Revised Subdivision Ordinance will address this.)*
- **Just Started:** Develop and enact an industrial noise ordinance that limits noise generated after normal business hours from industries and commercial businesses. *(Comment: Planner has been assigned to this ordinance.)*

- Consider enacting form-based zoning (ie. where development is dictated by desired building forms rather than by minimum regulations) in downtown and commercial areas. *(Comment: Implementation of Downtown Plan will involve a new overlay zone for the downtown.)*
- **Done/In Progress:** 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. *(Comment: Clarification and improved enforcement of zoning regulations completed.)*
- **Done:** Improve cross-department coordination of code enforcement efforts. *(Comment: Shared data bases and weekly check-ins have improved this coordination.)*

D. Strategy: Promoting diversity.

- **In Progress:** Continue to work to improve effectiveness of city Equal Employment Opportunity contract compliance program. *(Comment: The Human Relations Office and Human Relations Commission have partnered with several contractors/vendors to develop comprehensive EEO compliance plans. These compliance plans are targeted to increase workforce diversity amongst City contractors/vendors.)*
- **In Progress:** Participate in multi-jurisdictional efforts to increase minority contractor hiring and business growth. *(Comment: The Human Relations Office has worked closely with representatives from the City of Champaign and the University of Illinois to maximize minority/female contractor participation in the UC2B project.)*
- **In Progress:** Continue to work toward increasing diversity within the city workforce to more closely mirror the city's demographics. *(Comment: The Human Relations Office and Human Resources Division have partnered to identify and exploit key opportunities to increase minority hiring.)*
- **In Progress;** Continue to work toward creating a city work culture more conducive to diversity. *(Comment: The Human Relations Office is currently in the progress on training all current employees on the "Productive Work Environment" policy. This policy seeks to ensure that Urbana employees are able to work in an atmosphere that is respectful, productive, professional and diverse.)*
- **In Progress:** 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.

E. Strategy: Promote continued intergovernmental cooperation

- **Ongoing:** Continued cooperation with Urbana School District (Safe Routes to Schools, technology, energy efficiency grants, green schools, etc.). *(Comment: City has provided major grants to King School for improvements.)*
- **Ongoing:** Continued cooperation with Urbana Park District. *(Comment: Staff from two agencies meet regularly. Major grants provided to King Park for improvements.)*

- **Done:** Complete design of new city website and related staff training. *(Comment: New website is great).*
- **Done:** 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.
- **New Goal:** Enroll Urbana in Let's Move initiative.
- 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.
- **In Progress:** Work with park district and school district to make sure recreational facilities are available to Lierman/Washington and King Park area youth. *(Comment: Supervised times provided for Brookens Gym.)*
- **In Progress:** 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. *(Comment: A new community room has been built at King School.)*
- Improve programs to give youth hands-on exposure to the building trades and other vocational training opportunities.

F. 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
- **Just Started:** Determine if additional programs should be developed in Brazil and China. The Marketing Coordinator will be asked to work on this.

G. Strategy: Continue to promote public art.

- **Done/Ongoing:** Support placement of public art throughout the city. *(Comment: Several sculpture installations have been placed.)*
- **Done/Ongoing:** Continue to support the Public Arts Commission and their programs
- **Done:** Complete "Art in the Park" project north of the city building.

H. Strategy: Continue to promote additional affordable housing opportunities.

- **Done/In Progress:** Work with Housing Authority of Champaign County on redevelopment plans for Dunbar Court. *(Comment: Hamilton on the Park is expected to start construction this year.)*
- **Done/In Progress:** Identify partners for the Kerr Avenue energy- efficient housing project and move forward with construction. *(Comment: City is now working with Brinshore and Homestead on this project.)*
- **Done:** Complete housing needs study and reflect results in updated Consolidated Plan/Annual Action Plans for use of CDBG and HOME consortium funds.

- **Ongoing:** Examine capacity of homeless shelters, family shelters and SRO's and promote resources to meet shelter needs. *(Comment: Local agencies are working together on this need.)*
- **Ongoing:** Continue to address the issues of tenant relocations resulting from nonpayment and/or condemnations. *(Comment: The Tenant Relocation Task Force continues to meet periodically.)*

I. Strategy: Just starting. Address space needs deficit at City Facilities.

- Complete a space needs study and master plan. *(Comment: Under consideration.)*
- Identify funding source for plan improvements. *(Comment: Will consider funding study after June 2012 approval of city budget.)*
- Consider interim storage facility to address immediate need for space.