

## Urbana City Council and Mayor Goals Draft (2/10/2014).

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 and new entrepreneurship, maintaining a vibrant, innovative downtown while promoting all business districts, working toward environmental sustainability, and improving the quality of life in Urbana while maintaining effective city government

**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 while providing quality infrastructure and services.

**Financial Sustainability:** Our goal is to have a financially stable city with sufficient reserves to cover periodic downturns in the economy. The city should investigate securing new and sustainable sources of revenue. Urbana will seek to have hospitals pay their fair share of property taxes.

**Economic Development and Entrepreneurship:** To minimize the tax burden on residents, Urbana must continue to grow and attract new jobs and opportunities. 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. .

**Vibrant Business Districts:** The heart of a city is its downtown, and Urbana must continue to make downtown a vibrant, attractive place to live, work and shop while continuing to implement the Boneyard Creek Master Plan to transform it into a downtown amenity. The city will strive to retain existing businesses, to attract new businesses and to fill vacant buildings and sites across diverse business districts, while celebrating Urbana's unique historical heritage.

**Environmental Sustainability:** The city must implement and encourage environmental sustainability, including evaluating all city projects for sustainability and by 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 continue to implement a climate action plan that aims to reduce greenhouse gas emissions, conserves water, and reduces waste 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. These include maintaining a social services-based safety net, neighborhood amenities, and promoting historic preservation and social justice. The city should also work to provide affordable housing, promote public art, promote health and wellness, and implement modern zoning concepts.

**Effective City Government:** The city must take action to modernize and expand facilities for staff to work in, promote diversity in the city work force, encourage intradepartmental and intergovernmental cooperation, promote public participation, and continuously evaluate the efficiency and function of its departments, boards, and commissions.

## Goal 1: Public Safety

Objectives	Actions/Tactics	Status/ Implementation steps
<b>1. Provide for the safety of residents by maintaining sufficiently staffed and well-trained police, fire and public works departments.</b>	a. Police: Focus on collaborative efforts with other agencies to better utilize limited police resources. Examples, Community Resource Center on mental health cases, Youth Assessment Center for troubled youths and their families.	Ongoing.
	b. Police: Attempt to find \$27,500 in budget to pay for half-time mental health counselor at Community Resource Center. Counselor would provide outreach and care management to people referred by police with mental health/substance-abuse issues, some of whom are homeless or hard to engage.	Funding source needs to be found.
	c. Police/Fire: Provide police and fire staffing at levels needed for all neighborhoods. Review staffing annually during budget process.	Ongoing.
	d. Police: Continue to address building safety needs at City Building.	Ongoing.
	e. Fire: Collaborate with other city departments to improve efficiency of services offered.	Create shared database between fire/CD/PW for property inspections. Work cooperatively to facilitate quick reviews.
<b>2. Develop a safe and complete active transportation system connecting neighborhoods with business, educational and recreational opportunities.</b>	a. Work with state and local officials to find \$6 million in funding to reconstruct Windsor Road between Philo Road and Race Street.	Obtained commitment by IDOT to fund \$250,000 preliminary engineering study. Will work with IDOT and CUUATS to fund project.
	b. Work to obtain state or federal funding to lower/eliminate city's \$1.1 million local match to extend North Lincoln Avenue to Olympian Drive.	North Lincoln Avenue project set to begin construction in 2015 at a total cost of \$3.6 million.
	c. Continue pursuing land purchases for Olympian Drive/North Lincoln Avenue projects.	Olympian Drive project to begin construction in 2014/2015 at a cost of \$13.2 million.
	d. Improve Florida Avenue between Lincoln Avenue and Race Street.	Extensive patching to take place in fall 2013. Reconstruction several years away in Capital Improvement Plan...
	e. Consider options for naming Olympian Drive bridge over Canadian National railroad tracks.	Awaiting completion of bridge in 2016. Need support also of Champaign and Champaign County.
	f. Work with neighborhood organizations, Urbana Park District, Urbana School District and local agencies to identify other needs for connectivity among parks, schools, neighborhoods and business districts.	New goal. Need to coordinate with city's CIP, county Greenways and Trails Plan and other relevant plans.
	g. Work to develop routes of connectivity between Aspen Court and shopping destinations along South Philo Road.	Multi-use path installed in 2013 between Lanore and Fairlawn Drive. Pursue additional connections as part of Aspen Court/Urbana Townhomes Redevelopment project.
	h. Work with IDOT to plan and build sidewalks/multiuse path connecting North Cunningham Avenue with shopping destinations north of I-74.	Pursue state grant funding for sidewalk installation between Kenyon and Airport roads.
		Sidewalks to be installed on east and west sides of Cunningham Avenue between Perkins Road and Kenyon in 2014, using TIF 4 funds.

<b>3. Work together to remove blight and to identify and resolve problem properties, using best practices and proactive code enforcement measures.</b>	a. Continue progress on Aspen Court/Urbana Townhomes redevelopment plan under study with the Housing Authority of Champaign County.	An inter-agency agreement with Housing Authority is in place. Development selection to begin by January 2014. Fire Department to resume controlled burns of vacant Urbana Townhomes buildings in spring 2014.
	b. Expand code enforcement staffing to reduce systematic inspection cycle, decrease complaint response time.	Hiring of third code inspector underway.
	c. Update and improve rental registration ordinance.	CD working with legal on update, to be presented in 2014.
	d. Evaluate effectiveness of new "failure to comply" ticket schedule for rental properties.	Report to city council on fine system due in April 2014.
	e. Support continued community garden activity at corner of Lierman and Washington avenues.	Ongoing.
	f. Improve automation of housing code inspections/ticketing process.	Work with IT/Finance. Task for new code enforcement coordinator
	g. Continue use, or threat of use, of Aggravated Public Nuisance Ordinance to address problem properties.	Ongoing, has been an effective tool.
	h. Continue to track distressed properties and require registration of vacant properties. Pursue demolitions of condemned buildings that are a blighting influence on a neighborhood, through court orders and other means.	Need to develop a funding source. Limited funds available in target areas and TIF areas.

## Goal 2: Financial Sustainability

Objectives	Actions/tactics	Status/implementation steps
<b>1. Work to increase Urbana's tax base so our total tax rate (including schools and parks) is competitive with Champaign's rate.</b>	a. Continue legal and legislative efforts to restore the 11 percent of Urbana's tax base that was lost with the 2012 passage of the hospital tax-exemption legislation.	Lawsuit ongoing. Mayor working with legislators and other mayors to increase awareness of issue and to push for a legislative solution.
	b. Study other means by which not-for-profit hospitals can make up for shortfall to local taxing bodies due to property tax exemption.	
	c. Consider creating a replacement program to Build Urbana to jump start single-family home starts in Urbana.	Work with developers, UBA, school and park districts to come up with robust program. To include a marketing effort and possible incentives.
<b>2. Take steps to increase the city's financial viability and sustainability.</b>	a. Negotiate affordable employee contracts with police, fire and AFSCME unions.	In negotiations.
	b. Work to rebuild general fund reserves to \$3.5 million or 10 percent of general fund spending.	Set an annual goal amount by which the city will increase the general fund reserve.
	c. Take steps to prevent further tax base erosion. Study tax base erosion threats in Urbana and identify means to reduce and compensate for losses.	Work in conjunction with the UI, other taxing districts and property owners.
	d. Pursue strategic annexations of territory into the city in order to increase the tax base and provide urban services to appropriate areas.	Must carefully weigh cost of extending city services vs. additional property tax income and future expansion potential

### Goal 3: Economic Development and Entrepreneurship

Objectives	Actions/tactics	Status/implementation steps
<b>1. Urbana must continue to grow and attract new jobs and opportunities. The city should pursue infill development whenever possible; work to enhance development corridors to the north and east, and work to attract new high-tech jobs.</b>	a. Create Mixed Business, Office and Residential Zones (MBOR) to reflect new home-based occupations and encourage mixed-use entrepreneurship and development.	Work to create neighborhood incubator districts between downtown and campus. Consider allowing a few promotional sales events each year at a home-based business. Create an additional Home Occupation level that would allow for retail sales and additional employees via conditional use permit.
	b. Explore the future of TIF districts for downtown and elsewhere. Consider additional financing tools, such as a special service area or business improvement district, to help pay for downtown redevelopment.	Consider creating a new TIF district downtown to replace TIF 1, which expires at the end of 2016, and/or using another financing tool. Explore creation of a new TIF for North Lincoln Avenue north of I-74. Renew City's Enterprise Zone.
	c. Continue redevelopment efforts for city-owned sites, including Block North and Lot 24 West sites.	Issue RFQ for commission agreement incentivizing a real estate broker to find tenants for a new development.
	d. Continue implementation of Downtown Plan. Take advantage of Boneyard project to attract new mixed-use development to vacant lots, underdeveloped areas.	
	e. Pursue redevelopment of the Hanford Inn site and the adjoining Pickerell farm.	Might require some use of TIF 4 funds to demolish vacant motel.
	f. Continue pursuing development agreement with Menards for property they own in east Urbana.	High Cross Road will be widened to five lanes in 2014, which will meet Menards' store standards.
	g. Work with the UI to redevelop Orchard Downs, parking lot B-22 at University and Goodwin avenues, and other locations.	Meet with UI officials to discuss cooperation on economic development and limitations on tax base erosion.
	h. Study the issue of whether to allow electronic billboards in Urbana	CD will do research, awaiting hiring of new planners.
<b>2. Expand Urbana's fiber optic network</b>	a. Work with UC2B Not-for-Profit Corp. to support the timely expansion of the UC2B broadband network to all businesses and residences in Urbana, under the principles outlined in the UC2B business plan.	
	b. Highlight UC2B in all business recruitment and city marketing efforts.	
	c. Target businesses and industries that can best use broadband in city economic development efforts.	Develop a cost-share program to implement connectivity ahead of any community wide build out as appropriate (e.g. Downtown) (CAS)
	d. Work with UC2B board of directors so that the network can eventually be operated on a cost-recovery basis without an ongoing city subsidy.	

## Goal 4: Vibrant Business Districts

Objectives	Actions/Tactics	Status/implementation steps
<b>1. The city will strive to retain existing businesses, attract new businesses and fill vacant buildings and sites across all business districts.</b>	a. <b>Downtown:</b> Target desired downtown uses, such as retail, restaurants, lodging, multi-family residential and creative industry tenants.	Use local realtors, regional developers and International Council of Shopping Center contacts.
	b. <b>Downtown:</b> Prepare a design overlay district for downtown to ensure compatibility of new buildings and renovations.	Called for in Downtown Plan.
	c. <b>Downtown:</b> Work to find a developer and site for a major catalyst project, such as a mixed-use building with upstairs apartments/condos.	Contacts being made and visioning is underway.
	d. <b>Downtown:</b> Develop one or two “curbanas,” temporary sidewalk extensions used as seating areas that are placed in city parking spaces outside restaurants.	Plans are to add one or two in 2014.
	e. <b>Downtown:</b> Finish restoration of Urbana Landmark Hotel.	Work with owner to complete project.
	f. <b>Downtown:</b> Implement signage and way-finding study recommendations to better connect campus and downtown.	State or other funding necessary for design and major improvements. Initial grant application rejected in 2013.
	g. <b>Downtown:</b> Develop public square/pedestrian plazas in prominent downtown locations. Consider low-impact non-permanent measures such as paint, fencing, and street furniture.	
	h. <b>Downtown:</b> Develop Urbana Folk & Root Festival into a major city- supported yearly arts event as well as work to create additional beer and wine tasting events, outdoor music in public places, lights in the trees. Review liquor license fee for outdoor events and consider reducing city fee for small events.	Review new liquor license ordinance adopted in 2012. Consider the concept of Downtown Nights, showing weekly family films onto side of Tiernan Building, with seating on the upper deck of parking garage. Review levels of support with Public Arts Commission and UBA for various seasonal events and venues.
	i. <b>Philo Road corridor:</b> When opportunities arise, decrease density of substandard multifamily apartment buildings through appropriate zoning restrictions and redevelopment plans.	
	j. <b>Cunningham Ave. corridor:</b> Work with developer on second phase of Gateway Shoppes retail center.	Ongoing.
	k. <b>Cunningham Ave. corridor:</b> Continue implementation of Cunningham Avenue Beautification Plan, which includes new sidewalks, streetlights and curb cut closures.	New sidewalks to be installed north of Perkins Road to Kenyon Road in 2014. City will seek IDOT grant funding for installing paths north of I-74. Curb-cut closures and nonconforming sign replacements underway.
	l. <b>Cunningham Ave. corridor:</b> Continue to market vacant or underdeveloped parcels along the corridor, including Farm & Fleet outlots and old Bombay Bicycle Club lot.	
	m. <b>Campus/Gregory Place:</b> Improve signage on Lincoln Avenue to help direct traffic to Gregory Place. Work to bring a small grocery to Gregory Place to serve residents.	Gregory Place is filling up with resident-serving retail uses, including a new restaurant, coffee shop and clothing stores.
o. <b>High Cross Road corridor:</b> Work to develop the entire corridor between	Continue working with Menards about developing a new home	

	Windsor Road and Illinois 150, including the Menards property.	improvement store. Work with developer who owns property south of Wal-Mart. Find new tenant for TK Wendl's facility. Work to fill Wal-Mart, Menards outlots. Work with Birkey's ownership about annexing and redeveloping old location on Illinois 150.
	p. <b>High Cross Road corridor:</b> Work to develop complimentary businesses along the Kickapoo Rail Trail.	Need to await construction of path, which could begin in 2014.
	q. <b>High Cross Road corridor:</b> Work with park district to obtain grant funding develop city link to the Kickapoo Rail Trail.	Seek support from Gov. Quinn's office and federal and state sources.
	r. <b>North Lincoln Avenue:</b> Encourage industrial development along North Lincoln Avenue, north of Interstate 74.	Potential projects include further expansion of Emulsicoat, Southwinds recycling, and Henson Recycling.
	s. <b>North Lincoln Avenue:</b> Explore reuse of vacant nursing home near Lincoln and Fairview avenues.	
<b>2. Continue implementation of Boneyard Creek Master Plan.</b>	a. <b>Boneyard:</b> Initiate design study for Boneyard beautification plan west to Lincoln Avenue and connection with Boneyard redevelopment completed at UI Engineering Quad.	Involve UI urban planning and landscape architecture students to assist in conceptual models as class projects. Engage "Friends of the Boneyard" community group for creative ideas and interaction. Define possible multiuse path routes between campus and Boneyard Beautification Plan Section 1. Integrate Founders Park's historical importance into Boneyard Development Plan (Busey Cabin site, Chief Shemauger birthplace).

## Goal 5: Environmental Sustainability

Objectives	Actions/tactics	Status/implementation steps
<b>1. Improve energy efficiency and increase renewable energy production.</b>	a. Create Phase 2 of Urbana’s Climate Action Plan, detailing greenhouse gas emissions reduction activities through 2020.	SAC will begin work in early 2014.
	b. Evaluate a city green procurement policy requiring purchase of ENERGY STAR-certified products, with reasonable exceptions to control costs.	Draft policy being created.
	c. Evaluate policies supporting USGBC LEED Certification for new homes, commercial buildings and neighborhood developments.	Environmental Division to coordinate with Building Safety Division
	d. Evaluate a policy encouraging new large commercial buildings to be “solar ready” where construction makes a later addition of solar panels easy to do.	Environmental Division to coordinate with Building Safety Division
	e. Evaluate opportunities to purchase wind power from retail electric suppliers for city facilities.	Underway. Seeing if other cities want to join us in a joint purchase.
	f. Evaluate purchase of citywide or region-wide rooftop solar resource mapping. Evaluate accomplishing in house.	Funding source needed. Estimated cost at \$25,000, with annual maintenance fee of \$2,400. Metro area cost \$42,000 with maintenance cost \$3,200.
	g. Evaluate city-organized group purchasing of residential solar energy systems, effectively reducing homeowner’s costs.	Look at the development of a solar farm concept.
<b>2. Encourage sustainable electricity conservation.</b>	a. Encourage home and business retrofits, encourage appropriate levels of commercial and business lighting.	Encourage the use of LED lighting and full cut off designs that adhere to industry standard brightness levels.
<b>3. Reduce landfilled materials</b>	a. Evaluate a city green procurement policy requiring purchase of recycled content produces with reasonable exceptions to control costs.	
	b. Evaluate the feasibility of conducting a food scrap recycling pilot program at the Landscape Recycling Center.	Pilot program would likely focus on food scraps from pre-consumer sources.
	c. Evaluate a policy supporting construction and demolition materials recycling and deconstruction, with North Lincoln Avenue recycling facility just having opened.	Pursue in 2014.
<b>4. Promote production, accessibility and affordability of local farm and artisan products.</b>	a. Support development of regional food hub and processing center.	
	b. Strengthen Market at the Square’s role in economic development efforts.	Increase restaurant/market collaborations. Improve connectivity between Market and Main Street, consider a dedicated path.
	c. Include Market at the Square in city’s strategic facilities study for infrastructure and permanent structure needs analysis.	
	d. Implement Market at the Square strategic plan, including expansion to spring months.	



Objectives	Actions/Tactics	Status/Implementation Steps
<b>5. Encourage and implement sustainable landscaping and gardening practices.</b>	a. Encourage landscape water use conservation, including use of rain barrels, rain gardens, etc.	Underway with Storm Water Utility program. Incentives available to interested residents. City will hold rain barrel and compost bin sale in Spring 2014.
	b. Evaluate need to increase the frequency of tree-pruning cycle.	Current cycle is 13 years; industry standard is seven years.
	c. Evaluate a policy to specify LRC products must be used by city contractors, where appropriate.	Public Works will take lead in implementing.
	d. Evaluate resilient landscapes that minimize the use of labor, water and fuel through plant selection, turf removal and limited or no irrigation.	Ongoing. Entails less city use of annual flowers and turf grass. City staff and Sustainability Advisory Commission should develop educational programs, using UPTV, on use of native plants.
<b>6. Implement energy efficient transportation policies and purchases.</b>	a. Evaluate purchase of hybrid, electric or propane fueled vehicles for city fleet where appropriate.	City has begun purchasing some hybrids and is leasing one electric vehicle, and is investigating propane conversion.
	b. Continue to implement the city's complete streets ordinance.	Ongoing.
	c. Seek funding to create a pedestrian master plan.	Consider focus on expanding or extending walkability of downtown.
	d. Apply for enhanced level of Bicycle Friendly Community certification.	To be carried forward by new planning staff. CD to look for experience and interest in this area.
<b>7. Protect Mahomet Aquifer</b>	a. Protect Mahomet Aquifer from actions that threaten its long-term viability, including PCB contamination by the Clinton landfill.	Continue financial and staff support for intergovernmental coalition fighting PCB landfill, including legal efforts.
	b. Encourage water conservation.	Evaluate implementing a city procurement policy requiring purchase of WaterSense certified products, with reasonable exceptions for cost.
<b>8. Encourage and promote bicycle transportation.</b>	a. Continue work on bicycle master plan update.	Regional Planning Commission commissioned to develop master plan. Plan should include increased connectivity in underserved areas, including north side of Urbana. Plan should also include more bicycle parking downtown.

## Goal 6: Quality of Life

Objectives	Actions/tactics	Status/implementation steps
<p><b>1. The city must work to provide a high quality of life for its residents. Urbana should provide a social services-based safety net, neighborhood amenities and promote social justice.</b></p>	<p>a. Continue to maintain a social service safety net and encourage preventive solutions to social problems. Seek alternative sources of funding.</p>	<p>Encourage the city of Champaign to share in the cost of funding social service agencies that serve CU. Give priority to early childhood education initiatives, youth programming, youth employment and workforce development in distributing social service funding. Monitor effectiveness of social service grants using benchmark data.</p>
	<p>b. <b>Establish</b> standards for enforcement of prior conviction as a protected class in the city’s human rights ordinance.</p>	<p>Continue to partner with local community groups to educate individuals with prior convictions regarding opportunities to establish proof of rehabilitation and how to obtain expungement of criminal convictions.</p>
	<p>c. <b>Establish</b> an annual review of IDOT traffic stop data, to address any emerging disparities.</p>	<p>Task force created.</p>
<p><b>2. Continue to promote affordable housing opportunities and work to eliminate homelessness.</b></p>	<p>a. Work with developers to provide affordable housing opportunities.</p>	<p>Currently working with Housing Authority and prospective developer on Aspen Court/Urbana Townhomes redevelopment. Also working with Brinshore/Homestead to seek funding for proposed Kerr Ave. energy-efficient housing project.</p>
	<p>b. Consider approval of a tenant relocation assistance ordinance.</p>	<p>Work on new ordinance is underway.</p>
	<p>c. Continue to work with Community Housing Development Organizations to create new housing affordable housing opportunities, including those on vacant infill properties where homes have been removed.</p>	
	<p>d. Continue blight reduction sweeps in the target area to assist in removal of dilapidated homes and garages.</p>	

	e. Explore joining national effort to eliminate homelessness.	
	f. Work with community partners on siting a family emergency shelter in the community.	The Housing Authority is seeking State funding to convert 8 units at Park Place in Champaign for this purpose.
	g. Apply for grant funds to improve and expand the City's transitional housing program.	Grant funds from Federal Home Loan Bank have been awarded.
	h. Partner with a local not-for-profit to establish a warming center in Urbana.	
	i. Apply to HUD for a redefinition of the CDBG Target Area to account for changes in income distribution in Urbana.	
<b>3. Work with neighborhood organizations to address issues of health, safety and opportunity.</b>	a. Develop a needs assessment for the Lierman neighborhood. Continue to work with other neighborhood organizations by assisting on steering committees and attending meetings as a resource. Active liaisons include those with LNAC, WUNA, SUNA, AMVETS II, HEUNA, Downtown Neighborhood Association and UCAP.	Student intern work on the assessment is underway. Coordinating with Lierman Neighborhood Action Committee to collect input and address appropriate issues.
	b. Encourage creation of neighborhood community centers.	
	c. Promote and support creating additional community gardens in Urbana.	
	d. Promote programs for workforce development in Urbana.	Pursue opening a training center.
<b>4. Celebrate, maintain, and protect Urbana's historic heritage, promote tourism.</b>	a. <b>Historic Preservation:</b> Celebrate historic places, dates and anniversaries related to Urbana and its citizens.	
	b. <b>Historic Preservation:</b> Document historical contributions of African-Americans to Urbana community.	
	c. <b>Historic Tourism:</b> Promote tourism in Urbana through local history, landmarks, pod-cast tours, and celebrations.	Create a Historic Time-line accessed by downloadable app to track past and upcoming events
	d. <b>Historic Preservation:</b> Work with Urbana Historic Preservation Commission to designate local landmark status on appropriate residences, public buildings and businesses.	Preliminary work on Elm Street District has been completed. Expand West Main Street Historic District. Create "historic appreciation districts." (such as: West Urbana/ Downtown/ North Urbana/ etc.)
	e. <b>Historic Preservation:</b> Initiate an historic survey for east and north Urbana, property by property. If feasible, survey other areas of the city.	Will require assistance from University of Illinois students.
	f. <b>Historic Preservation:</b> Develop Founders Park site	Integrate history of Founder's Park into Boneyard beautification.
	g. <b>Historic Commemoration:</b> Mark homes of distinguished Urbana residents: Nobel and Pulitzer Prize winners, inventors, scientists, and artists.	Initiate a new marking program.
	h. <b>Local Landmarks:</b> Publish a pamphlet explaining the benefits of local landmark status for Urbana property owners.	Review and update materials when new planner comes on board.

	<p>i. <b>Joseph W. Royer Arts &amp; Architecture District:</b> Continue efforts to celebrate the masterworks of Urbana architect Joseph Royer.</p>	<p>Install additional signs marking important Royer buildings and sites. Install a directory to the Royer District in downtown. Create a Royer District podcast tour. Partner with local business to erect additional Royer markers.</p>
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Objective	Actions/Tactics	Status/Implementation Steps
<b>5. Continue to promote and support Public Art.</b>	a. Explore other resources, such as the Public Art League, 40 North, to achieve goals and relieve city budget.	In addition to the City's own sculpture program, the Public Art League works in partnership with the city to solicit and review sculpture proposals, site selections and installations. Coordination with 40 North occurs for certain events, such as the Boneyard Arts Festival.
	b. Support placement of public art throughout the city, including installations in new Boneyard park.	Martin Luther King sculpture in King Park, 2013. Public art is integral to Boneyard project.
	c. Review five-year performance of the Public Arts program, including allocation of funds, location of public arts events and programs in terms of community access, balance between performance arts and permanent structures, etc.	Annual reports and a plan for the following year are prepared each year prior to the budget cycle. New Public Arts Coordinator to prepare report once on board in 2014
<b>6. Promote best practices in Planning and Development</b>	a. Prepare a comprehensive update to the City's Subdivision and Land Development Code to reflect current best practices, such as complete streets and low impact development storm water alternatives. Include a Manual of Practice for design details.	Updates here and below are nearing completion. Roll-out to the community planned for Spring 2014.
	b. Alert property owners of recent changes in the flood zone for the Boneyard and Saline creeks. Make any necessary modifications to the Boneyard Creek Overlay District.	
	c. Amend the city's Conservation-Recreation-Education (CRE) zone to better distinguish University, parks and other governmental uses and apply proper zoning regulations.	
	d. Evaluate the zoning and land use patterns in the Silver/Vawter area of southeast Urbana to identify appropriate controls to achieve improved compatibility between apartments and single-family/duplex development.	

## 7. Effective City Government

Objectives	Actions/tactics	Status/implementation steps
<b>1. The city must have modern facilities to work in; should encourage intradepartmental cooperation; promote public participation, and should continuously evaluate the efficiency and function of its departments, boards and commissions.</b>	a. Conduct strategic facility needs assessment of all city departments.	Need a funding source. Estimated cost between \$100,000 and \$200,000.
	b. Continue to promote an atmosphere of civil discourse where all people are treated with respect. This includes interactions with the public by officials and staff, interactions with and among staff, and interactions among council members and among council members and staff.	Provide appropriate training and resources where needed.
	c. Evaluate boards and commissions for possible elimination, consolidation, frequency of meetings, terms of service, etc.	
	d. Conduct a business climate evaluation of Urbana over the next year, with recommendations due in December 2014. Goal is to stimulate business investment and growth in the city.	Get the assistance of Champaign County EDC and UBA; include business community and businesses and industries outside Urbana. Seek direct input through public meetings and developer roundtables. Review city policies, regulations and processes to identify factors that support investment and development in Urbana, as well as those that inhibit growth.
	e. Periodically review and update employee policies and practices to ensure optimal working conditions and effective public service.	
<b>2. Promote diversity in the city workforce.</b>	a. Continue to work toward increasing diversity within the city workforce to more closely mirror the city's demographics.	
	b. Continue to work toward creating a city work culture more conducive to diversity.	Productive Work Environment training for new employees is offered on a monthly basis.
	c. Publish an annual report for the city council with metrics on the workforce including diversity statistics, training, retirements, staff changes and similar issues.	
	d. Review internal policies and regulations, including recruitment policies, to ensure they are prioritizing having an inclusive, diverse workforce.	
<b>3. Support Urbana's Sister Cities Programs.</b>	a. Support programs of international community interaction between Urbana and our Sister Cities International Partners: Zomba, Malawi, Africa, and Haizhu District, Guangzhou City, People's Republic of China.	Work with local schools, church and community groups. Partner with University of Illinois Departments.

	b. Determine if additional Sister Cities programs can be developed in Brazil and France (potentially Thionville, France.)	First visit to Thionville will occur in early 2014. Seek community support.
	c. Explore educational exchanges	Planning between public schools and Zomba secondary schools and Fulbright funding.
	d. Continue partnering with Center for African Studies	Ongoing.
	e. Provide staff support and logistical help for 2014 statewide meeting of the Illinois Sister Cities Association, April 12-13, 2014.	
<b>4. Promote intergovernmental cooperation</b>		
	a. Involve citizens in setting priorities and include council goals as part of the budget process.	
	b. Support Urbana's Let's Move initiative.	
	c. Continue cooperation with Urbana School District and Urbana Park District and work to ensure ongoing communications.	Work to establish a long term development plan to improve the tax base.
	d. Work with the University of Illinois and its cluster development plan to expand economic opportunities.	
	e. Remove travel barriers to educational opportunities at Parkland College	Work to establish faster direct MTD service between downtown and Parkland.