

## Urbana City Council and Mayor Goals 2014-2017

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 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.

**Transportation and Connectivity:** The ability to move efficiently between destinations is a public service essential to urban vitality. Urbana encourages the development of multiple modes of transportation and transportation centers, including automobile, bus, pedestrian, bicycle, train, rapid rail and airplane, which encourage convenience, fuel conservation and energy efficiency to speed residents between home, work, school, shopping and entertainment destinations throughout the city and beyond.

**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. Create Crisis Intervention Team Internship Program through U of I School of Social Work. Research and develop a body camera program, train and deploy a limited number of TASERS for CIT officers. Taser program implemented
	b. Police/Fire: Provide police and fire staffing at levels needed for all neighborhoods. Review staffing annually during budget process.	Ongoing.
	c. Continue to address building safety needs at City Building.	Ongoing.
	d. Adopt ordinance establishing fines for excessive false burglar alarms.	Public Works has implemented strategies to reduce false alarms. Proposed ordinance dropped due to administrative costs to implement, lack of city council support.
	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. IT has been researching software and interviewing companies.
	f. Public Works: Add sidewalks and streetlights in areas and neighborhoods where it would significantly enhance public safety.	
<b>2. 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.	The developer selection process recommenced in February 2015 following a delay to seek a procedural waiver from HUD. The firm of Herman-Kittle has been selected by an interagency panel. The development team of the city, Housing Authority and Herman & Kittle is currently finalizing plans and seeking funding.
	b. Expand code enforcement staffing to reduce systematic inspection cycle, decrease complaint response time.	Hiring of third code inspector completed. Due to staff turnover, staff is now seeking a part-time temporary housing inspector as well as searching to fill the second housing inspector position.
	c. Update and improve rental registration ordinance.	Administrative improvements and other supporting legislation and procedures have improved the functionality of this ordinance. Achieved.
	d. Evaluate effectiveness of new "failure to comply" ticket schedule for rental properties.	Regular reports being made to Council. Issuance of tickets has improved compliance in many instances. Achieved.
	e. Support continued community garden activity at corner of Lierman and Washington avenues.	Ongoing.
	f. Improve automation of housing code inspections/ticketing process.	New software/hardware purchases planned. For improved intersystem coordination, this procurement will now be combined with Finance and Public Works systems, causing a delay to 15/16.
	g. Continue use of Aggravated Public Nuisance Ordinance to address problem properties.	Ongoing, has been an effective tool. Improvements to the ordinance have been suggested by SUNA.

<p><b>2. (cont.)</b></p>	<p>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.</p>	<p>Need to develop a funding source. Limited funds available in target areas and TIF areas. Continue to actively participate in the Problem Property committee.</p> <p>Urbana was awarded a \$525,000 Blight Reduction Program grant in mid-2015 that will allow the city, in partnership with Habitat for Humanity of Champaign County, to purchase and clear 15 dilapidated homes and prepare the sites for future home development.</p> <p>Also, demolitions have been completed in 2015 at Urbana Townhomes, Auler Building, and Hanford Inn.</p>
<p><b>3. Develop a safe, complete and active transportation system.</b></p>	<p>a. Complete reconstruction of Windsor Road between Philo Road and Race Street.</p>	<p>Project began in Summer 2014 and will be completed in Fall 2015.</p>
<p>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. Continue work on land purchases for road project.</p>	<p>North Lincoln Avenue design has begun and project is set to begin construction possibly Fall 2015 at a total cost of \$3.6 million. Local cost share for Urbana and county is estimated at \$450,000 each, down from \$1.1 million, due to lower-than-expected costs of Olympian Drive project and ability to use savings on Lincoln Avenue project.</p>	
<p>c. Continue work on Olympian Drive project.</p>	<p>Olympian Drive project construction began in August 2014 at a cost of \$13.2 million. It is expected to be completed in summer, 2016.</p>	
<p>d. Improve Florida Avenue between Lincoln Avenue and Race Street.</p>	<p>Extensive patching took place in Fall 2013. Reconstruction several years away in Capital Improvement Plan.</p>	
<p>e. Consider options for naming Olympian Drive bridge over Canadian National railroad tracks.</p>	<p>Awaiting completion of bridge in 2016. Need support also of City of Champaign and Champaign County.</p>	
<p>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.</p>	<p>Need to coordinate with city's CIP, county Greenways and Trails Plan and other relevant plans. Urbana Bicycle Master Plan Update is expected to be approved in Spring, 2015. Trail connections between Thomas Paine, Lohmann Park, and adjacent residences being planned by the School District and Park District. Additional sidewalk/trail connections being planned at Crystal Lake Park. Connections between Aspen Court and Philo Road to be explored as part of the redevelopment plan in cooperation with Adams outdoor, and other intervening property owners.</p>	

**Goal 2: Financial Sustainability**

Objectives	Actions/tactics	Status/implementation steps
<p><b>1. Work to increase Urbana’s tax base so our total tax rate (including schools and parks) is equal to Champaign’s rate.</b></p>	<p>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.</p>	<p>Lawsuit ongoing. Mayor working with legislators and other mayors to increase awareness of issue and to push for a legislative solution.</p>
	<p>b. Devise plans and a timeline to add \$120 million to city’s tax base, which would equalize the total property tax rate with Champaign.</p>	<p>Win lawsuit to require hospitals to pay their property taxes would add \$90 million to assessed value. Completion of Bainbridge apartment project on University Avenue and Goodwin would add another \$9.7 million, for a total of nearly \$100 million. Additional apartment construction is proposed for Western and Lincoln Avenues, along Springfield Avenue, and at Eastland Suites. Ongoing redevelopment of commercial and mixed use buildings in the downtown will also add to the tax base. Planning staff have prepared a spreadsheet to track increases in tax base due to new projects.</p>
	<p>c. Consider creating a replacement program to Build Urbana to jump start single-family home starts.</p>	<p>An Enterprise Zone application to the State has been submitted including robust incentives for new single family home construction in developing areas of Urbana. The annual Realtors Bus Tour has been restarted with leadership of the City’s Marketing Coordinator. Replacement tax rebate program has been developed for Beringer Commons due to expiration of previous agreement.</p>
	<p>d. Negotiate affordable employee contracts with police, fire and AFSCME unions.</p>	<p>All three contracts have been concluded.</p>
<p><b>2. Take steps to increase the city’s financial viability and sustainability.</b></p>	<p>a. Take steps to prevent further tax base erosion. Study tax base erosion threats in Urbana and identify means to reduce and compensate for losses.</p>	<p>Work in conjunction with the UI, other taxing districts and property owners. A map of existing tax exempt properties has been created showing over 28% tax exempt land in Urbana. This has been shared with University officials.</p>
	<p>b. Pursue strategic annexations of territory into the city in order to increase the tax base and provide urban services to appropriate areas.</p>	<p>Must carefully weigh cost of extending city services vs. additional property tax income and future expansion potential. Analysis of potential annexation of Woodland Park Mobile Home Park is underway as part of a request by the park owner to expand into a currently undeveloped portion of the park.</p>
<p><b>3. Improve the city’s Finance Department operations and policies.</b></p>	<p>a. Adopt a comprehensive set of financial policies.</p>	<p>Finance Director will recommend Financial Policies to the City Council, which should be adopted by resolution before end of calendar year 2015. These policies should be reviewed and updated annually, prior to preparation of the budget, so that the budget can be prepared consistent with the policies.</p>
	<p>b. Implement a new financial management system.</p>	<p>Implementing a new financial system will allow for more effective use of staff time, informed decision making, and better management of the City’s finances. Information should be easily</p>

<b>3. (cont.)</b>	b. (cont.)	accessible in a format that is meaningful to users and allows them to manage their budgets. Processes should be automated where that is feasible, and systems should be integrated to reduce time consuming manual processes and redundant data entry. City has budgeted \$370,000 in fiscal 2016 for new system.
	c. Review and evaluate user fees.	As part of the Financial Policies, the Finance Director will recommend a policy on user fees, including when user fees should be used and what level of cost recovery is appropriate. Once that policy is approved, all user fees will be reviewed and adjustments will be recommended to bring them in line with the new policy.
	d. Annually prepare a multi-year financial forecast.	A multi-year financial forecast for the City's General Operating Fund will provide context for making budget decisions that are consistent with long-term financial sustainability and consistent with Financial Policies. This forecast should be updated annually and the forecast and strategy for development of the annual budget should be reviewed with the City Council.
<b>4. Support legislation that would financially assist the city or prevent financial harm.</b>	a. Oppose governor's proposal to reduce share of state income taxes shared with cities by 50 percent.	Proposal would cost Urbana \$2 million annually. Mayor and staff have been communicating concern to local legislators.
	b. Support mayor's efforts to establish a fair and sustainable funding source for 9-11 centers to replace/supplement land line fees.	Mayor is continuing to lobby legislators and local officials throughout the state.
	c. Support legislation to revise the school funding formula in a way that determines funding based more on need and available local resources (tax base).	

**Goal 3: Economic Development and Entrepreneurship**

Objectives	Actions/tactics	Status/implementation steps
<p><b>1. Urbana must continue to grow and attract new jobs and opportunities. The city should work to enhance development corridors to the north and east, and to attract new high-tech jobs.</b></p>	<p>a. The city should pursue infill development whenever possible.</p>	<p>The proposal to create a MTD mixed-use transit facility downtown and the proposed Bainbridge apartments on University Avenue are examples. Additional redevelopment activity is occurring along Main Street and Race Street in the downtown area and in other locations throughout the City. Projects include Stephens Building, School of Cosmetology and 401 N. Broadway.</p>
	<p>b. Create Mixed Business, Office and Residential Zones to reflect new home-based occupations and encourage mixed-use entrepreneurship and development.</p>	<p>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. Planning staff have started work on a zoning ordinance amendment to address these concerns.</p>
	<p>c. 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.</p>	<p>Consider creating a new TIF district downtown to replace TIF 1, which expires at the end of 2016, and/or using another financing tool. Background work on creation of a new TIF district downtown is underway with the help of PGAV. Staff turnover has slowed this effort, but addition of new economic development coordinator by end of August should help restart this effort. Explore creation of a new TIF for North Lincoln Avenue north of I-74. Development of a new TIF downtown has taken precedence over this effort. Renew City's Enterprise Zone. Comprehensive submittal to the State completed in December.</p>
	<p>d. Continue redevelopment efforts for city-owned sites, including Block North and Lot 24 West sites.</p>	<p>RFQ issued for commission agreement incentivizing a real estate broker to find tenants for a new development. City has hired CBRE to assist with marketing the Block North site. An RFP to be released in February/March 2015. Lot 24 West site leasing restrictions prevent its active marketing. A second RFP is under preparation for the properties owned by Bob Venable and the City of Urbana along Goose Alley between Race and Broadway, under the terms of a Memorandum of Understanding with Mr. Venable. City now receiving submissions for both RFPs. A third RFP is seeking a broker for the Tri-Star building. Revision to Lot 24 leasing restriction is under study.</p>
	<p>e. Continue implementation of Downtown Plan. Take advantage of Boneyard project to attract new mixed-use development to vacant lots, underdeveloped areas.</p>	<p>Work on downtown design guidelines/form requirements has started with a program outline with work to be completed in 2015. Boneyard Creek park has been completed and will have an opening celebration on April 11, 2015. Work to move Unit 116</p>

<b>1. (cont.)</b>	e. (cont.)	administration and adult education into a new central location to allow redevelopment of existing site near Boneyard. Broadway Market, 303 W. Griggs and Silvercreek deck projects will help to activate the Boneyard Creek Park.
	f. Pursue redevelopment of the Hanford Inn site and the adjoining Pickerell farm.	Might require some use of TIF 4 funds to demolish vacant motel. Deed for property transferred to Kelly Dillard as part of a Development Agreement. Demolition work is underway. Site will be ready for redevelopment by late 2015/early 2016.
	g. Continue pursuing development agreement with Menards for property they own in east Urbana.	High Cross Road will be widened to five lanes. This work is scheduled to be completed in Summer 2015. This improvement will accommodate Menards' store and surrounding area traffic generating needs. Periodic check-ins with Menards officials to continue.
	h. 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. City concerns for these locations have been conveyed. Orchard Downs site included in proposed Enterprise Zone. Parking Lot B-22 to be developed for academic use, possibly in association with a new medical school at UIUC.
	i. Study the issue of whether to allow electronic billboards in Urbana Zoning Text Amendment.	Request completed. Plan Commission has completed its review and forwarded to City Council for review in March 2015.
<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. Work with board so that the network can eventually be operated on a cost-recovery basis with minimal ongoing city subsidy.	Twenty-year contract with I-TV3 reached to expand big broadband to neighborhoods with 50 percent commitment. First construction in Urbana to start April 15. Most neighborhoods have about 350 residences.
	b. Highlight UC2B in all business recruitment and city marketing efforts.	Develop a marketing and branding plan in conjunction with Champaign and the UI.
	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).

**Goal 4: Vibrant Business Districts**

Objectives	Actions/Tactics	Status/implementation steps
<p><b>1. The city will strive to retain existing businesses, attract new businesses and fill vacant buildings and sites across all business districts.</b></p>	<p>a. <b>Downtown:</b> Target desired downtown uses, such as retail, restaurants, lodging, multi-family residential and creative industry tenants.</p>	<p>Use local realtors, regional developers and International Council of Shopping Center contacts. Developer's Roundtable rebranded as Business and Development lunch with extensive participation of the business and real estate community, including a recent realtor's pitch session. Downtown developers, such as Cake Design, Norman and Carolyn Baxley, Allen Strong, Jim Webster, and Mike Hosier continue to bring vibrant new businesses to the community.</p>
	<p>b. <b>Downtown:</b> Prepare a design overlay district for downtown to ensure compatibility of new buildings and renovations.</p>	<p>Called for in Downtown Plan. Planning staff have begun process. Part-time graphics intern to be hired to assist in effort.</p>
	<p>c. <b>Downtown:</b> Work to find developers and sites for major catalyst projects, such as a mixed-use building with upstairs apartments/condos.</p>	<p>City approved in May 2014 intergovernmental agreement with MTD for downtown mixed-use transit facility. City should work to attract an anchor tech business downtown and/or continue to support the expansion of Pixo. Memorandum of Understanding with Robert Venable entered into to redevelop a major site in downtown Urbana. City is evaluating one response. City retained CBRE to attract new development interests from the Indianapolis market and beyond for the 200 Vine Street site (i.e., Block North of City Hall). Two responses were rejected by city, but CBRE continues to solicit developers. Multiple meetings with in-town and out-of-town developers held regarding prospective projects in Urbana. Property pitch event recently held for local commercial brokers and developers as part of Business and Development Luncheon (formerly known as the Developer's Roundtable). Preliminary study underway for a new Downtown TIF District.</p>
	<p>d. <b>Downtown:</b> Implement and assess two "Curbanas," temporary sidewalk extensions used as seating areas that are placed in city parking spaces outside restaurants.</p>	<p>Two Curbanas were installed and used downtown in 2014. Program judged to be a success, will be continued in 2015.</p>
	<p>e. <b>Downtown:</b> Finish restoration of Urbana Landmark Hotel.</p>	<p>City obtained nearly \$1.1 million refund from hotel owner in spring 2015 after obtaining court judgment for not meeting terms of development agreement. Goal remains to establish facility as a vibrant business destination for downtown Urbana.</p>
	<p>f. <b>Downtown:</b> Implement signage and way-finding study recommendations to better connect campus and downtown.</p>	<p>State or other funding necessary for design and major improvements. Initial grant application rejected in 2013. Additional signage to be incorporated into the MCORE project. IDOT signs along University Avenue now refer to Downtown Urbana rather</p>

<b>1. (cont.)</b>	f. (cont.)	than Central Business District.
	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.	Additional gathering spaces introduced as part of the Curbana program and in the new Boneyard Creek Park. Improvements to the mini-park at Broadway and Water have been designed by Arbor staff. Nearby property owners have requested permission for community gardens to be placed at Founders Park off of Main Street.
	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 T-3 license fee for smaller events. Revision of liquor license fees and categories completed with the assistance of UBA. Consider the concept of Downtown Nights, showing weekly family films onto side of Tiernan Building. Review levels of support with Public Arts Commission and UBA for various seasonal events and venues. Staff continues to work with UBA and local festival promoters, such as Folk and Roots and Pygmalion to introduce new and ongoing festivals in the downtown. UBA's successful Uncorked Urbana wine tasting event held and will be expanded in future years. Work to establish new Urbana Arts Festival in the fall at the Civic Center. Work with local businesses to provide support for festival.
	i. <b>Philo Road corridor:</b> When opportunities arise, decrease density of substandard multifamily apartment buildings through appropriate zoning restrictions and redevelopment plans.	Planning Intern Maximilian Mahalek has undertaken a comprehensive survey and outreach in the community to identify zoning and crime prevention through design strategies to be used in this area. Work to be completed by May 2015, with recommendations to follow. Consider rezoning similarly to Busey-Lincoln corridor. Reuse or replace large empty buildings.
	j. <b>Cunningham Ave. corridor:</b> Work with developer on second phase of Gateway Shoppes retail center.	Ongoing. Second in-line shopping center building is under construction.
	k. <b>Cunningham Ave. corridor:</b> Continue implementation of Cunningham Avenue Beautification Plan, which includes new sidewalks, streetlights, curb cut closures, landscaping and streetscape walls.	New sidewalks to be installed north of Perkins Road to Kenyon Road in 2015. City applied for IDOT grant funding for installing paths north of I-74 and was not selected. Six curb-cut closures to be installed in 2015. Removal of several nonconforming signs completed. Landscaping at the northwest corner of Five Points installed by the U of I Credit Union. Staff to look at an update to the Cunningham Avenue Corridor plan to identify more practical means of improving the corridor.
	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.	Gregory Place is filling up with resident-serving retail uses, including a new restaurant, coffee shop and clothing stores. Need to install a	

<b>1. (cont.)</b>	m. (cont.)	sign on Lincoln Avenue informing drivers about Gregory Place retail.
	o. <b>High Cross Road corridor:</b> Work to develop the entire corridor between Windsor Road and US 150, including the Menards property.	Continue working with Menards about developing a new home improvement store. Work with developer who owns property south of Wal-Mart. Find new tenant for TK Wendl's facility. This property is being actively marketed. Work to fill Wal-Mart, Menards outlots. Work with Birkey's ownership about annexing and redeveloping old location on Illinois 150. This property is being actively marketed.
	p. <b>High Cross Road corridor:</b> Work to develop complementary businesses along the Kickapoo Rail Trail.	Need to await construction of path, start date to be determined.
	q. <b>High Cross Road corridor:</b> Work with park district to obtain grant funding develop city link to the Kickapoo Rail Trail.	Plan still being developed for link. Once known will seek support from governor'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. Approvals granted for the Southwinds and Henson Recycling projects.
s. <b>North Lincoln Avenue:</b> Explore reuse of vacant nursing home near Lincoln and Fairview avenues.	Property is being actively marketed by Sperry Van Ness.	
<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. No update to report. Students studied this potential through classes in 2013/14 and shared results with City staff and others. Define possible multiuse path routes between campus and Boneyard Beautification Plan Section 1. No funding source has been identified to trigger a study. Integrate Founders Park's historical importance into Boneyard Development Plan (Busey Cabin site, Chief Shemauger birthplace).

**Goal 5: Transportation and Connectivity**

Objectives	Actions/tactics	Status/implementation steps
<p><b>1. Support modern transportation systems and alternate transportation modes.</b></p>	<p>a. Work with MTD to establish a mixed-use transit facility downtown.</p>	<p>Agreement with MTD approved in May 2014. MTD preparing to commission a cost-benefit analysis report by consultant that will provide data showing economic benefit of having more people working downtown. Results will be shared with potential developers and tenants. This is likely to be a long-term project and will be part of the discussion regarding the potential for a new Downtown TIF District.</p>
	<p>b. Continue to work on bicycle master plan update.</p>	<p>RPC is developing updated master plan. Plan should include increased connectivity in underserved areas, including north side of Urbana. More bicycle parking downtown should also be included. Update expected to be completed in Summer 2015. Additional bicycle parking to be added along Race Street, Broadway, and at Lincoln Square. Update bicycle parking requirements per bicycle master plan.</p>
	<p>c. Continue to implement the city’s complete streets ordinance.</p>	<p>Ongoing.</p>
	<p>d. Seek funding to create a pedestrian master plan.</p>	<p>Focus on expanding walkability of downtown. CUUATS is working on a citywide sidewalk inventory survey.</p>
	<p>e. Apply for enhanced level of Bicycle Friendly Community certification.</p>	<p>City received the gold level of achievement from the League of American Bicyclists for being a Bicycle Friendly Community in November 2014. This is the highest level currently awarded to any community in Illinois. Extensive efforts will be necessary to maintain this level.</p>
	<p>f. Adopt Vision Zero, setting as a community goal reaching zero fatalities for pedestrians, bicyclists and drivers.</p>	
<p><b>2. Connect neighborhoods with businesses and recreational opportunities.</b></p>	<p>a. Work with neighborhood organizations, like the Urbana Park District, the Urbana School District and other local agencies, to identify other needs for connectivity among parks, schools, neighborhoods and business districts.</p>	<p>Need to coordinate with the city’s Capital Improvement Plan, county Greenways &amp; Trails Plan and other relevant plans. Improved connections being proposed at Crystal Lake Park, Lohmann Park/Thomas Paine School, and potentially as part of the Aspen Court Redevelopment. Work with park district to create a pathway along north side of Park Street (Crystal Lake Park).</p>
	<p>b. Work with MTD to establish faster service between downtown and Parkland College, and request establishment of a bus shelter at the corner of Park Street and Broadway Avenue.</p>	
	<p>c. Work to develop routes of connectivity between Aspen Court and shopping destinations along South Philo Road.</p>	<p>Multi-use path installed in 2013 between Lanore and Fairlawn Drive. Pursue additional connections as part of Aspen Court/ Urbana Townhomes redevelopment project. Developer for project has now been selected and redevelopment planning can begin. Desire for connection has been expressed to Herman-Kittle and to</p>

<b>2. (cont.)</b>	c. (cont.)	Adams Outdoor. Preliminary investigation and meetings with landowners by developer has occurred.
	d. Work with IDOT to plan and build sidewalks/multiuse path connecting North Cunningham Avenue with shopping destinations north of I-74.	Pursue grant funding for sidewalk installation between Kenyon and Airport Roads. Sidewalks to be installed on east and west sides of Cunningham between Perkins and Kenyon roads in 2015.

**Goal 6: 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.	City council passed Climate Action Plan on December 1, 2014.
	b. Evaluate a city green procurement policy requiring purchase of ENERGY STAR-certified products, with reasonable exceptions to control costs.	Draft policy to be reviewed by City Green Team in January and Sustainability Advisory Commission in February, 2015. City staff review is continuing. Public Works Department purchased two Energy Star copiers.
	c. Evaluate policies supporting USGBC LEED Certification for new homes, commercial buildings and neighborhood developments.	Public Works and Community Development considering a suite of policies and activities to engage local contractors in green certification.
	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 Sustainability Division evaluating Department of Energy Solar Roadmap tool.
	e. Monitor opportunities to purchase wind power and solar from retail electric suppliers for city facilities and/or residents.	Opportunities are being studied and investigated by public works staff. City new construction Power Purchase Agreement on own not viable. City purchase through University not viable.
	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. Public Works staff is evaluating this objective.
<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. Design is proceeding to retrofit city parking lots with LED lighting and adaptive controls. Urbana is leading the Urbana-Champaign ENERGY STAR Challenge working with businesses to benchmark, track, and reduce energy consumption
<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.	Draft green procurement policy is currently under review.
	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. Partnering opportunities being evaluated by Arbor Division.
	c. Evaluate a policy supporting construction and demolition materials recycling and deconstruction, with North Lincoln Avenue recycling facility just having opened.	Pursue in 2014. Waiting for new construction and demolition materials recycling business to open. In January, 2015, city received national WasteWise award from EPA for its efforts in reducing, recycling, and reusing in all city activities.

Objective	Actions/Tactics	Status/Implementation Steps
<b>4. Promote production, accessibility and affordability of local farm and artisan products.</b>	a. Support development of regional food hub and processing center.	Champaign County EDC has identified this as a goal for collaboration with the City. Underway in Rantoul on a pilot basis.
	b. Strengthen Market at the Square’s role in economic development efforts.	Increase restaurant/market collaborations. City hosted a successful Community Supported Agriculture fair involving many local businesses. The Market continues to be featured on CI Living, WCIA's afternoon talk show. A new cooking program featuring the Market and local nutrition counselor to begin airing in April 2015. Lumpkin Foundation has reached out to the Market to offer support for continued efforts in nutrition education. Market Director sits on State Farmers Market advisory board. Improve connectivity between Market and Main Street, consider a dedicated path.
	c. Continue to evaluate Market at the Square for infrastructure and permanent structure needs analysis.	
	d. Implement Market at the Square strategic plan, including expansion to spring months.	Market offerings expanded with the UBAs Middle Market and Holiday Market. The Market at the Square Advisory Board continues to work to implement the Strategic Plan.
<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 annual rain barrel and compost bin sales. In 2014 287 rain barrels were sold. Annual truck load sale of rain barrels and compost bins scheduled for May 16, 2015. Public Works and UPTV are designing PSA videos.
	b. Evaluate need to increase the frequency of tree-pruning cycle.	Current cycle is 13 years; industry standard is seven years. Arbor Division is at full staff in February, planning occurring to see how this goal can be achieved within available resources.
	c. Evaluate a policy to specify LRC products must be used by city contractors, where appropriate.	Public Works will take lead in implementing. Public Works staff is evaluating this policy.
	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. Recently purchased two replacement Hybrid sedans for Parking Division. Lease for electric vehicle ended in February, 2015. Staff pursuing propane fueled police pursuit vehicles. Draft policy to be reviewed by City Green Team in January and Sustainability Advisory Commission in February. Participate in alternative fuel initiatives for police cars

Objective	Actions/Tactics	Status/Implementation Steps
<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. Awaiting US EPA ruling.
	b. Encourage water conservation.	Draft policy to be reviewed by City Green Team in January and Sustainability Advisory Commission in February.

**Goal 7: 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>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. Benchmarks now incorporated into grant administration efforts.</p>
	<p>b. Using newly clarified enforcement standards, enforce prior conviction as a protected class in the city’s human rights ordinance.</p>	<p>Continue to inform the public about Urbana’s standards for enforcement of its Human Rights Ordinance. 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. The HRO’s Enforcement Guidance Governing Inquiry Into and Consideration of Prior Arrest or Conviction Record by Employers has been endorsed by the Human Relations Commission. The guidance was effective January 1, 2015. The Human Relations Commission passed a Motion Recommending Amendment to the City’s existing Vehicle for Hire Ordinance. The motion was based on an HRO memorandum that concludes that the blanket exclusion of individuals incarcerated or convicted in the preceding 4 years has an unjustified disparate impact on minority license applicants</p>
	<p>c. Establish an annual review of IDOT traffic stop data, to address any emerging disparities.</p>	<p>Task force created to study traffic stop disparities. Final draft report from task force released June 30, 2016. Public comment period to run through Sept. 30, with final report to be filed by Task Force on Oct. 31.</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. Herman Kittle selected as developer. Presentation was made to Council in March 2015. Also working with Brinshore/Homestead to seek funding for proposed Kerr Ave. energy-efficient housing project. Low Income Housing Tax Credits for this project have been applied for with the Illinois Housing Development Authority but not yet awarded. Renewed efforts by Brinshore/Homestead underway with focus on providing housing for Veterans. Funding applications for both projects are underway.</p>
	<p>b. Consider approval of a tenant relocation assistance ordinance.</p>	<p>Tenant Relocation Assistance Ordinance crafted with assistance from the CU Tenant Union, adopted in 2014.</p>

<b>2. (cont.)</b>	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.	Habitat for Humanity continues to be very active in Urbana and Champaign. Habitat has received a \$2 million grant from the Illinois Attorney General as a result of settlement of a national foreclosure lawsuit. The money will be used in conjunction with Habitat to build 18 affordable homes in Champaign & Urbana.
	d. Continue blight reduction sweeps in the target area to assist in removal of dilapidated homes and garages.	Urbana in 2015 was awarded a \$525,000 Blight Reduction Program grant from the Illinois Housing Development Authority to demolish and clear 15 blighted properties. Previously, a number of dilapidated garages have been removed using -CDBG grant funds. .
	e. Explore joining national effort to eliminate homelessness.	Grants staff to explore participation in national efforts. Locally, staff attend meetings of the Champaign County Continuum of Care (CoC) and Council of Service Providers to the Homeless; Staff sit on the Executive Committee for the CoC and is working with other members and organization to eliminate homelessness in CU. CU at Home has proposed a shelter for women in Urbana.
	f. Work with community partners on siting a family emergency shelter in the community.	The Housing Authority has been awarded grant funding to convert 8 units at Park Place in Champaign . Work should begin in mid-2015 and be completed by 2016. United Way has committed funding to provide three years of case management for residents.
	g. Apply for grant funds to improve and expand the City's transitional housing program.	Federal Home Loan Bank awarded city \$12,000 to improve two city-owned transitional single-family homes. Improvements have been completed.
	h. Partner with a local not-for-profit to establish a warming center in Urbana.	Warming centers not yet available in Urbana.
	i. Apply to HUD for a redefinition of the CDBG Target Area to account for changes in income distribution in Urbana.	Background research on this request has been completed. A special survey of the Lierman/Washington area will be necessary to include it in an updated Target Area.
<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. Intern Aaron Bond completed the assessment in 2014. Community Development's Neighborhood Improvement Team continues to provide liaisons to active neighborhood organizations. Create additional neighborhood watch organizations as appropriate. Develop more business associations that focus on reducing crime and creating a safe atmosphere for business.
	b. Encourage creation of neighborhood community centers.	A community center to be a feature of the Herman Kittle redevelopment plan for Aspen Court/Urbana Townhomes. Community rooms now available at King School and Prairie School.

<b>3. (cont.)</b>	c. Promote and support creating additional community gardens in Urbana.	The Lierman Neighborhood Action Committee garden is thriving. New community gardens are now being added at Founders Park and near the Courier Café downtown.
	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.	A grant has been received from the Illinois Historic Preservation Agency to improve the City's website information on its significant historic properties.
	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. Two historic podcasts have been created. Upgrades to the City's website will improve access and connections to these programs.
	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.) Work delayed by staff turnover/short staffing throughout 2014. Zeta Tau Alpha house designated a local landmark by the City Council in late 2014. Consider designation for Lincoln Lodge Motel.
	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. Students continue to provide survey support.
	f. <b>Historic Preservation:</b> Develop Founders Park site	Integrate history of Founder’s Park into Boneyard beautification. Community garden at park is planned for 2015.
	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. Commission approved plaques have now been provided to all City landmarks.
	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. New planners on board, on work agenda.
	i. <b>Joseph W. Royer Arts &amp; Architecture District:</b> Continue efforts to celebrate the masterworks of Urbana architect Joseph Royer.	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. Plaque installed at Knowlton-Bennett building (Race and Main).

Objectives	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. Public Art League has taken the lead in recent sculpture placements in Urbana. Two of six public art sculptures in Urbana have private sponsors covering 100 percent of costs.
	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. Public Art was installed in the Boneyard Park and made available at the ribbon cutting ceremony on November 21, 2014. An additional temporary sculpture (two-year lease) has been added at the park this spring.
	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. Public Arts Commission completed a facilitated visioning session in February 2015. Annual report was presented to Council by new Coordinator in Spring 2015.
<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 Fall 2015. Complete update of the Code completed and under final internal review prior to community rollout and adoption scheduled for 2015.
	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.	Outreach to property owners and updates to the Overlay District completed in 2014.
	c. Amend the city's Conservation-Recreation-Education (CRE) zone to better distinguish University, parks and other governmental uses and apply proper zoning regulations.	On Planning Division work plan.
	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.	Community outreach and survey of the area is currently underway by Planning Intern. Zoning changes and other implementation strategies to be identified in final report to be completed by May 2015. Implementation actions to follow.

**Goal 8: Effective City Government**

Objectives	Actions/tactics	Status/implementation steps
<p><b>1. The city must have modern facilities to work in; should encourage interdepartmental cooperation; promote public participation, and should continuously evaluate the efficiency and function of its departments, boards and commissions.</b></p>	<p>a. Conduct strategic facility and program needs assessment of all city departments and properties.</p>	<p>Look at paying money into city building fund. Determine a methodology and financial criteria. No action taken to date.</p>
	<p>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.</p>	<p>Provide appropriate training and resources where needed.</p>
	<p>c. Conduct a business climate evaluation of Urbana over the next year, with recommendations due in 2015. Goal is to stimulate business investment and growth in the city.</p>	<p>Review city policies, regulations and processes to identify factors that support investment and development in Urbana, as well as those that inhibit growth. Urbana Business Survey completed in 2014 and results presented to City Council in February 2015. A separate downtown employee survey is underway by the MTD. City staff work with the EDC to conduct regular retention visits for all major employers. Developer Roundtable rebranded to be known as Urbana Business and Development Lunch with popular programs and extremely high turnouts resulting. Enterprise Zone application effort targeted to best assist Urbana's business and development needs.</p>
	<p>d. Periodically review and update employee policies and practices to ensure optimal working conditions and effective public service.</p>	<p>Review and update Policy and Procedures manual over the next two years (mid-2015 to mid-2017).</p>
	<p>e. Conduct a city council orientation session whenever new council members are seated.</p>	
<p><b>2. Promote diversity in the city workforce and minority and female participation in city-sponsored procurement projects.</b></p>	<p>a. Continue to work toward increasing diversity within the city workforce to more closely mirror the city's demographics.</p>	<p>Continue to work with departments and Human Resources to focus on minority hiring as well as recognizing the need for hiring Veterans.</p>
	<p>b. Continue to work toward creating a city work culture more conducive to diversity. Conduct review of internal policies and regulations, including recruitment policies, to ensure they prioritize having an inclusive, diverse workforce.</p>	<p>Productive Work Environment training for new employees is offered on a monthly basis.</p>
	<p>c. Publish an annual report for the city council with metrics on the workforce including diversity statistics, training, retirements, staff changes and similar</p>	<p>Human Resources Department to deliver report by Summer/Fall 2015.</p>
	<p>d. Explore the possibility of implementing state Minority Business Enterprise, Female Business Enterprise and Veteran Business Enterprise standards for contractors doing business with the city.</p>	<p>City attorney recommends conducting a diversity study before implementation of MBE, FBE and VBE to protect city from potential legal liability.</p>

<b>2. (cont.)</b>	e. Increase use of minority and female-owned contracting firms by unbundling city public works projects into smaller projects.	Step up unbundling efforts (one recent example in past year).
<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, Haizhu District, Guangzhou City, People's Republic of China and Thionville, France.	Work with local schools, church and community groups. Partner with University of Illinois Departments. Visits to/from Zomba, China, and France completed in 2014. Work with Urbana Rotary Club and Urbana Presbyterian Church underway to explore an additional water/sanitation project in Malawi. Delegation from Haizhu District, China, coming to Urbana Sept. 1, 2015. Delegation from Thionville, France, coming to Urbana Sept. 10-14.
	b. Determine if additional Sister Cities programs can be developed in Brazil.	
	c. Explore educational and cultural exchanges between partnerships.	Planning between public schools and Zomba secondary schools and Fulbright funding. Build exchanges with Thionville, France.
	d. Continue partnering with Center for African Studies	Ongoing.
	e. Support Illinois Sister Cities Association programs.	Attend state meetings and conferences. Urbana Sister Cities chairman has been elected to the Illinois Sister Cities Association board of directors.
<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.	Information has been distributed to employees and two lunches with demonstrations to promote initiatives were held.
	c. Continue cooperation with Urbana School District and Urbana Park District and work to ensure ongoing communications.	Monthly meetings with both districts are held and attended by key city staff.
	d. Work with the University of Illinois to expand economic opportunities.	Work for development of Orchard Downs, Tech Park North and proposed medical campus. Various meetings with key university officials and city staff are held at least quarterly.

## City Council Top Priorities:

Goal 4: Vibrant Business Districts. Objective 1: The city will strive to retain existing businesses, attract new businesses and fill vacant buildings and sites across all business districts.

**F. Cunningham Avenue corridor: Continue implementation of Cunningham Avenue Beautification Plan, which includes new sidewalks, streetlights, curb- cut closures, landscaping and streetscape walls. (Three votes)**

Goal 4: Vibrant Business Districts. Objective 2: Continue implementation of Boneyard Creek Master Plan.

**A. Initiate design study for Boneyard beautification plan west to Lincoln Avenue and connection with Boneyard redevelopment completed at UI Engineering Quad. (Three votes)**

Goal 8: Effective City Government. Objective 1: The city must have modern facilities to work in; should encourage interdepartmental cooperation; promote public participation, and should continuously evaluate the efficiency and function of its departments, boards and commissions.

**A. Conduct strategic facility and program needs assessment of all city departments and properties. (Three votes)**

Goal 1: Public Safety. Objective 1: Provide for the safety of residents by maintaining sufficiently staffed and well-trained police, fire and public works departments.

**F. Public Works: Add sidewalks and streetlights in areas and neighborhoods where it would significantly enhance public safety. (Two votes)**

Goal 2: Financial Sustainability. Objective 1: Work to increase Urbana's tax base so our total tax rate (including schools and parks) is equal to Champaign's rate.

**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. (Two votes)**

Goal 3: Economic Development and Entrepreneurship. Objective 1: (see above)

**D. Continue redevelopment efforts for city-owned sites, including Block North and Lot 24 West sites. (Two votes)**

Goal 3: Economic Development and Entrepreneurship. Objective 1: (see above)

**E. Continue implementation of Downtown Plan. Take advantage of Boneyard project to attract new mixed-use development to vacant lots, underdeveloped areas. (Two votes)**

Goal 3: Economic Development and Entrepreneurship. Objective 1: (see above)

**G. Continue pursuing development agreement with Menards for property they own in east Urbana. (Two votes)**

Goal 5: Transportation and Connectivity. Objective 1: Support modern transportation systems and alternate transportation nodes.

**A. Work with MTD to establish a mixed-use transit facility downtown. (Two votes)**

Goal 5: Transportation and Connectivity. Objective 2: Connect neighborhoods with business and recreational opportunities.

- A. Work with neighborhood organizations, like the Urbana Park District, the Urbana School District and other local agencies, to identify other needs for connectivity among parks, schools, neighborhoods and business districts. (Two votes)**

Goal 7: Quality of life. Objective 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.

- A. Continue to maintain a social service safety net and encourage preventative solutions to social problems. Seek alternative sources of funding. (Two votes)**

Goal 7: Quality of life. Objective 3: Work with neighborhood organizations to address issues of health, safety and opportunity.

- D. Promote programs for workforce development in Urbana. (Two votes)**