



## MEMORANDUM

TO: Mayor Diane Wolfe Marlin  
FROM: Carol Mitten, City Administrator *Carol J. Mitten*  
RE: Operationalizing Mayor/Council Priorities – Part 1  
DATE: October 11, 2018

### Purpose

This memorandum is intended to provide the framework within which the Mayor/Council Priorities can be operationalized. In this Part 1, I have attempted to describe the state of play and the type/scope of effort necessary to make real change. Part 2 will include estimates of the resources needed to make substantial progress on the Mayor/Council Priorities, and offer possible trade-offs of current activities, since no new money will be available for the foreseeable future.

### History

In previous election cycles, the Council/Mayor Goals were embodied in a long list of tasks. (The City Council/Mayor Goals for 2014-2017 are available [here](#) for reference.) These were organized by staff into core functions with various objectives under each as a way of further structuring the tasks. The sheer number of tasks and actions was contrary to prioritization. The overarching categories, however, provide a useful construct: Public Safety/Infrastructure, Financial Stability, Economic Development and Entrepreneurship, Vibrant Business Districts, Transportation and Connectivity, Environmental Sustainability, Quality of Life, and Effective City Government.

In Attachment 1, the list of previous Council/Mayor Goals has been summarized into a progress report. It is notable that each of those items remaining unaddressed is one for which there is either insufficient funding and/or the action is not fully under the control of the City to effectuate.

### Current Cycle

The City Council/Mayor Priorities for the current cycle (2018-2021) reflect a much more focused prioritization (there are ostensibly only six). However, they were developed in a financially unconstrained manner – that is, there was no specific discussion of the resources that would be required to pursue and/or achieve these priorities over this 3-year horizon. The discussion that follows will 1) recast the core functions above into outcomes, 2) assign each of the current list of priorities to relevant outcomes, 3) discuss current activities within City government that are promoting these outcomes, and 4) explain why a shift in resources is necessary to effectively address these priorities.

**Focus on Outcomes** Whereas creating categories into which the tasks of previous goals could be organized was a good step, the categories tended to be ones that could be “assigned” to specific groups of employees. Instead, shifting the focus to outcomes allows each employee in each department to challenge themselves to consider how their work contributes to each outcome.

The proposed list of outcomes is simply a reconstituted and expanded version of the categories above, with the Quality of Life category subsumed into the other outcomes.

## Outcomes

- **Financial Health**: A City financial condition wherein recurring revenues and expenses are in balance, the tax base is growing, the tax burden is fair and progressive, and employees are paid fair wages that are sufficient to attract and retain a diverse and talented workforce
- **Safe Community**: A community that is safe from crime, fear, physical harm, and blight
- **Diverse Community**: A diverse community where current and future residents want to live, work, play, and shop with an appropriate mix of amenities and services
- **Vibrant Business Districts**: Business districts that reflect the vitality of the City overall and have distinct placemaking features, leverage the investment in infrastructure, and include adequate residential density to support local retail and services businesses in conjunction with our traditional low-density single-family and low-rise multi-family neighborhoods
- **Balanced Transportation Modes**: Transportation infrastructure that is well-maintained, straightforward to navigate and balances all modes within limited right of way
- **Environmental Sustainability**: Sustainable practices in the construction, operation, and maintenance of both public and private properties, as well as the City’s procurement of products and services, are balanced against the cost/benefit trade-off of fiscal realities
- **Exceptional Staff**: A diverse corps of talented and committed staff who use City resources wisely, apply policies equitably, engage with the community freely, communicate for understanding as well as transparency, and who provide efficient and reliable customer service to our citizens, business owners, and visitors

### **Assigning Outcomes to Priorities**

**Priority #1: With consideration of the downtown as a whole, initiate and plan for transformation of the Lincoln Square site into a destination.**

With the exception of the final outcome related to the composition and effectiveness of City government, all of the outcomes listed above are relevant to the eventual success of Lincoln Square. If downtown is going to be a destination, it must be perceived as a safe space, both during daylight hours and at night. In order to provide the investment necessary to *transform* Lincoln Square, the City must eliminate the structural budget deficit – and even amass a substantial capital sum to support a new vision. The magnitude of the long-term investment required in Lincoln Square necessitates realizing economic development goals in other parts of the City first, as a way of building the tax base and/or creating capacity for borrowing. The planning of downtown as a vibrant business district will benefit from the substantial investment that has been and will be made in transportation infrastructure, and will require us to envision buildings and uses that may be different from those that currently exist. Ample opportunities exist to incorporate sustainable practices that will lower operating and maintenance costs.

**Priority #2: Increase minority participation in City procurement, hiring and contracting and work with the Human Relations Commission to develop a system to incentivize and advocate for equity and increased minority employment rates.**

This priority will promote the final outcome related to the quality of our workforce. As our workforce continues to diversify, this will also make progress towards our efforts to provide amenities to attract the full spectrum of people to Urbana's diverse community for entertainment, shopping, working, and as a place to live.

**Priority #3: Achieve equity in traffic stops and reduce the disparate impact of court costs and fines on lower income people.**

This priority makes explicit that a truly diverse community values racial equity, as well as socio-economic equity.

**Priority #4: Expand connectivity of the Kickapoo Rail Trail with a focus between Vine St. and Lincoln Avenue and plan for the Boneyard Creek Multiuse Path (downtown to Lincoln Avenue).**

This priority will facilitate the transportation-related outcome of introducing new uses (pedestrian and bicycle modes) into a currently restricted right of way, and create opportunities for placemaking that will enhance the Downtown business district and neighborhoods and parks in east and central Urbana.

**Priority #5: Invest in, and repurpose, older housing stock.**

This priority will enhance many of the outcomes listed above by removing or preempting blight, enhancing the tax base, and making Urbana a place where people want to live. The older student housing that is no longer favored by the student market may worsen the socio-economic condition of the neighborhoods in which that housing is located. The City's ability to alter that market-driven trend will be limited by the City's financial condition.

**Priority #6: Make SE Urbana an economic priority, with an emphasis on the Philo Road Business District.**

This priority will help achieve the outcomes related to business districts as distinct places, with adequate transportation infrastructure and appropriate levels of residential density. Further market-driven growth in the Philo Road area will also help grow the tax base.

## **Current Activities**

There are many activities already underway by various departments that are targeted toward achieving the outcomes for each of the priorities above. These efforts are constrained by existing resources, as will be discussed further in the subsequent section. This section summarizes the current activities under each priority.

### **Priority #1**

- “What’s in Your Square” activities.
- Urbana’s Market at the Square.
- Public Arts and Culture Program.
- Developer and investor recruitment/marketing to tenants.
- Downtown promotion and events with many partners.
- Opportunity Zone application/TIF and EZ administration.
- Efforts to implement the 2012 Downtown Plan.
- Installation and maintenance of placemaking infrastructure downtown.
- Planning and future implementation of MCORE Project 5.

### **Priority #2**

- All departments work closely with Human Resources to recruit a diverse array of qualified candidates for open positions. (For example, of the past five hires for the UPD, three were females and two were African American males.)
- Economic Development staff are working with HR and Legal on standard language to establish minority participation goals to be included in Development Agreements.
- Grants Management staff monitor and report to HUD regarding the utilization of WBE/MBE through housing rehab programs. Three minority-owned businesses are currently working on housing rehab projects generated by Grants Management.
- Staff participate with other local jurisdictions to host a Contractors’ Breakfast every 1-2 years to attract more minority contractors.
- Existing EEO standards are enforced in City contracting and procurement.
- HR staff are currently developing amendments to the Urbana City Code to authorize the establishment of goals for the utilization of minority and female-owned subcontractors in City-administered procurement.
- On-going efforts to unbundle procurements and create contracting opportunities for MFVBes.
- Joint effort between/among City staff from various departments and Urbana Free Library staff to explore feasibility of community-based training program focused on technology.

### **Priority #3**

- Fix-It ticket program (focused on relieving the burden of auto-related “poverty crimes”).
- On-going implicit bias training.
- City staff are exploring areas beyond traffic stops to see whether racial disparities exist in the delivery of all City services, not just traffic stops by the police.
- On-going collection, analysis and reporting of traffic stop information to inform and modify police procedures while maintaining effective public safety efforts.

### **Priority #4**

- Advocacy with Champaign County First for Kickapoo Rail Trail (KRT) funding in Downtown Urbana.
- Using KRT to attract economic development investment into a virtuous circle that will attract additional funding for the KRT extension.

- Extensive staff support for newly funded KRT Feasibility Study, in collaboration with Regional Planning Commission, Urbana Park District, Champaign County Forest Preserve District, and Carle Foundation Hospital.

**Priority #5:**

- Submitted an Opportunity Zone application for East Urbana.
- CDBG and HOME funds available for housing rehabilitation for income-eligible neighborhoods.
- On-going use of Abandoned Properties Program for redevelopment of vacant structures.
- Currently researching potential zoning tools to encourage reuse of older housing stock.

**Priority #6:**

- Restart the Philo Road Business District Business Grant Program with \$5,000 in FY19, \$10,000 in FY20 and \$15,000 in FY21.
- On-going Think Urbana program – encourage residential infill around Philo Road and attract and sustain more neighborhood-oriented retail and services.
- On-going use of the Enterprise Zone for commercial projects.
- On-going developer and investor recruitment.
- On-going efforts toward the redevelopment of City-owned property at 1301 E Washington.
- Submitted an Opportunity Zone application for this area.
- Utilize CDBG funds for targeted improvements (e.g., Kinch Street lighting).
- Work with applicants for Conditional and Special Uses (e.g., U-Haul on Philo Road).
- Provide zoning enforcement in the Philo Road corridor.
- Maintain the special landscaping along Philo Road.
- On-going code compliance efforts in adjacent areas (e.g., Silver/Vawter).

## **Moving the Needle**

The Mayor and the Council have taken an important step in creating a true list of priorities – six activities that are meant to make a significant impact on the outcomes we are seeking (as discussed above). In order to make progress, we must recognize that shifting from a list of tasks to a true set of priorities means that we cannot do everything. In order to have real priorities, resources need to be reallocated, both in terms of money and staff time.

Part 2 of this memo will give specific estimates of the resources needed to address the Mayor/Council Priorities in a meaningful way. At this juncture, I will discuss in a qualitative way, what the necessary resources might look like.

**Priority #1** The “What’s in Your Square?” visioning effort has been a powerful step forward in reimagining Lincoln Square for the long-term. For some people, their vision reflects the current configuration of buildings, whereas other people see a blank canvas on which they can imprint their best urban experiences. The reality is that both can probably be true given the decades over which we should be planning. To achieve a true understanding of the opportunities presented by this 16-acre site, resources must be identified to engage skilled urban design professionals, along with transportation planners, landscape architects and others. The public needs to be engaged to further refine their visioning with concept plans to which they can react. And it all needs to be done recognizing the

dynamic relationship between Lincoln Square and its tenants, the balance of downtown, and the surrounding neighborhoods. The City will also need to attract one or more developers with experience and vision in revitalizing downtown areas in smaller communities. The achievement of a long-term vision that is truly transformative will require a considerable level of public investment and the committed cooperation of the owners of the properties involved.

**Priority #2** This priority has two elements – one is based on contracting with third parties and the other is based on hiring. In the contracting realm, efforts are currently underway to establish goals for the use of MFVBES in City contracting, along the lines of the aspirational goals developed by the City of Champaign. Further, City staff are working with City of Champaign staff and others to develop a certification program and provide the necessary administration and oversight. Although the funding requirement is not yet known, it is clear that there will be a financial cost associated with this effort, and Urbana will be required to pay its share if we intend to participate and meet the 20% participation goal. Should Urbana decide to create an incentive program of the type used by Champaign<sup>1</sup> since FY2013/2014, additional funds would be needed to provide the incentives. Additional costs will be incurred if the City determines that a disparity study must be undertaken to justify and support goals for minority participation in contracting and procurements.

Human Resources staff use a variety of best practices to recruit a diverse workforce. While the percentages overall are quite good, there is concern about under-representation of certain ethnic groups and other protected groups in certain departments and in management. It is clear that traditional marketing and recruitment practices are not enough to accelerate our progress with limited staff. Our labor shed is regional, and most of the communities from which we draw employees (outside of Champaign and Urbana) are themselves less diverse, thereby adding to the challenge. Often, the individuals being sought (e.g., African-American engineers) are heavily recruited. We need to consider which tools will work best for us (e.g., better marketing, outside recruiting firms, signing bonuses, relocation packages, etc) – all of which will require more resources than we currently apply to these efforts.

**Priority #3** This priority also has two elements – one relates to racial disparities in traffic stops and one relates to the economic burden of court fees and fines. As everyone knows, there is an on-going effort to collect and analyze information and refine police practice related to the racial disparities in traffic stops. However, there is additional study, education and outreach necessary to understand the equity piece of the traffic stop picture for Urbana. The fact that individual communities – with all their unique features – are caught up in a national narrative on this subject, means that additional resources will likely be needed to further explore this topic beyond merely traffic stop data. Further, we need to develop a realistic sense of causation: police officer behavior versus long-standing socioeconomic issues.

The economic burden of court fees and fines affects low-income individuals disproportionately, because the fees are not calibrated based on ability to pay. In Illinois, a distinction is made between court costs in civil cases and court costs in criminal cases – a waiver of court fees due to inability to pay can be

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<sup>1</sup> Champaign has had an incentive program for contractors who attain certain project-specific goals on Public Works projects that are at least \$250,000 and use only City money; it was recently expanded to include non-Public Works projects, as well. Since the program began, no incentive payments have been made as a result of contractors achieving goals related to minority- or women-owned subcontractors; about \$23,500 have been paid for goals achieved related to diversity in contractor workforce participation.

sought in civil cases, but not in criminal cases. Additionally, fee waivers are not available for traffic and juvenile justice cases.

According to the Champaign County Circuit Clerk's website, "[f]ines are punitive in nature". Therefore, study needs to be undertaken to ascertain whether any relief that the City of Urbana might seek to provide to individuals who must pay such fees and fines is not counterproductive to the reason the fees and fines are assessed in the first place. So-called "poverty crimes" of the type that the Fix-It Ticket program was meant to address may be a notable exception. In any case, resources for further research are required, as well as funds that would be necessary to provide any specific relief. It is also noteworthy that any change to the system of computing fines in criminal and ordinance violation cases is a matter of State legislation and the financial needs of the County court system.

**Priority #4** This priority also has two elements – one is related to the connectivity of the KRT and the other is related to studying the potential for a Boneyard Creek Multi-use Trail between Downtown and Lincoln Avenue. Significant progress on the KRT element will be possible in the next few years because of the funding available from the IDOT grant and the Carle Foundation Hospital matching funds. Supporting the KRT Feasibility Study will require a substantial portion of Urbana staff time over the next two years. Next steps in the KRT planning/implementation process will become clear as the work progresses and will likely require additional staff and financial support from the City.

As for the Boneyard Creek Path effort, we have suspended the bootstrap internal planning process that was started a few months back. Not only could we not support both the KRT Feasibility Study and the Boneyard Creek Path study with internal staff resources, but it became clear that – without funding for outside expertise – the Boneyard Creek Path study would have little practical value. Additional funding could advance the Boneyard Creek effort once staff resources are freed up from the KRT, provided that other priorities allow. Valuable information about connectivity will be gleaned as the MCORE project advances, as well, and any future Boneyard Creek Path should be viewed in that context.

**Priority #5** Urbana neighborhoods are being impacted by new high-rise apartment development on/near campus. The rejection of older housing options by many student renters may accelerate either 1) the neglect of these structures due to lack of rental income for the owners or 2) the redevelopment of higher density new construction. There are several possible strategies to address this market phenomenon, to the extent that the Council determines it is prudent to attempt to influence these market forces. Not only will staff time be required to attempt to describe the scope of the problem and develop possible actions for different property types (e.g., enhanced enforcement efforts, rezoning, rehabilitation grants, more aggressive condemnations, etc.) but implementation of any of the actions will then require further investment.

**Priority #6** To the extent that more tools will be created in order to make SE Urbana an investment priority, it will take staff resources to develop a list of options, followed by ascertaining the financial requirements of such efforts, as well as the additional funds to implement the selected tool(s).

## **Next Steps**

As I mentioned at the outset of this memo, I intend to develop a Part 2 for you and the Council to consider the specific investment required to operationalize your 2018-2021 priorities. The set of proposals to be developed will include the very real trade-offs of current activities versus priority activities that must be confronted if we are going to make real progress.

If you and your Council colleagues are comfortable with proceeding in this manner, then individual staff groups will be organized and convened during the next few months to develop the specific set of proposals for Mayor/Council consideration.

# GOAL 1: PUBLIC SAFETY

2013-2017 Mayor/Council Goals

Objectives: • maintain sufficiently staffed and well trained police, fire and public works departments • remove blight and identify/resolve problem properties • develop safe/complete/active transportation system

<p style="text-align: center;">COMPLETED</p>	<ul style="list-style-type: none"> <li>• Crisis Intervention Team Internship Program (not being utilized)</li> <li>• taser program implemented</li> <li>• Youth Assessment Center open</li> <li>• successfully diverse FD recruiting campaign</li> <li>• fire alarm system added to Station 1</li> <li>• sidewalks installed on Cunningham Ave between Perkins Rd and Kenyon Rd</li> <li>• new streetlights on N Cunningham Ave and Krannert Center area</li> <li>• Citizenserve program</li> <li>• Failure to Comply ticket schedule for rental properties</li> <li>• Blight Reduction Program grant for purchase and clearance of 15 dilapidated homes</li> <li>• Urbana Townhomes, Auler Building, Hanford Inn, Fontana Nursing Home demolitions</li> <li>• N Lincoln Ave design project</li> <li>• Olympian Dr project</li> <li>• on-street parking removed and pavement restriped on Florida Ave between Lincoln Ave and Race St</li> <li>• Urbana Bicycle Master Plan Update</li> <li>• reconstruction of Windsor Rd between Philo Rd and Race St</li> </ul>
<p style="text-align: center;">IN PROGRESS</p>	<ul style="list-style-type: none"> <li>• research/develop in-car and body camera program for PD</li> <li>• Facility Master Plan</li> <li>• goal of moving files from Firehouse to Citizenserve</li> <li>• shared-use path E side of Cunningham Ave between Kenyon Rd and Napleton Way</li> <li>• shared-use path S side Country Club Rd across Cunningham Children’s Home School</li> <li>• shared-use path along vacated section of Church St W of Lincoln Ave</li> <li>• shared-use path Park St from McCullough St to Broadway Ave</li> <li>• Aspen Ct/Urbana Townhomes redevelopment</li> <li>• community garden support at Lierman Neighborhood Garden</li> <li>• use of Aggravated Public Nuisance Ordinance</li> <li>• connections between Thomas Paine, Lohmann Park and residences/at Crystal Lake Park/between Aspen Court and Philo Rd</li> <li>• Pedestrian Master Plan</li> <li>• studies on extensions of Kickapoo Rail Trail and Boneyard Creek</li> <li>• bicycle wayfinding study</li> </ul>
<p style="text-align: center;">REMAINING ACTIONS</p>	<ul style="list-style-type: none"> <li>•Identify funding for plans complete for Nevada and Mathews streetlights</li> <li>•Develop funding source for tracking distressed properties and the means in addressing blighting influence on a neighborhood</li> <li>•Options for naming Olympian Drive bridge over Canadian National railroad tracks</li> </ul>

# GOAL 2: FINANCIAL SUSTAINABILITY

2013-2017 Mayor/Council Goals

**Objectives:** • increase tax base and financial viability/sustainability • improve Finance Department operations and policies • support City-beneficial legislation

<p style="text-align: center;">COMPLETED</p>	<ul style="list-style-type: none"> <li>• adopted a comprehensive set of Financial Policies</li> <li>• development of RFP/RFQ/ITB templates</li> <li>• new Financial Management software system in place</li> <li>• annually preparing multi-year financial forecasts</li> <li>• IAFF contract</li> <li>• Think Urbana program</li> <li>• support of legislation to revise school funding formula in a way that determines funding based more on need and available local resources (tax base)</li> </ul>
<p style="text-align: center;">IN PROGRESS</p>	<ul style="list-style-type: none"> <li>• new Payroll software implementation.</li> <li>• review and evaluation of user fees</li> <li>• continue to lobby legislators and local officials throughout the state to establish a fair and sustainable funding source for 9-1-1 centers</li> <li>• Ongoing contract negotiations with AFSCME and FOP</li> <li>• 200 S Vine St RFP issued</li> <li>• communicating opposition to governor’s proposal to reduce share of state income taxes shared with cities by 50 percent</li> <li>• restore 11 percent tax base lost with hospital tax-exemption legislation</li> <li>• work with USD #116 to sell former Washington School</li> <li>• 1301 E Washington St currently under contract for sale for redevelopment</li> <li>• pursue strategic annexations of properties in order to increase tax base and provide services to appropriate areas</li> </ul>
<p style="text-align: center;">REMAINING ACTIONS</p>	

# GOAL 3: ECONOMIC DEVELOPMENT AND ENTREPRENEURSHIP

2013-2017 Mayor/Council Goals

**Objectives: • enhance development corridors to the N and E including high-tech jobs and opportunities • expand fiber optic network**

<p style="text-align: center;">COMPLETED</p>	<ul style="list-style-type: none"> <li>• Campus Circle Apartments • Broadway Food Hall • Zoning Ordinance amendments • Central TIF District • Enterprise Zone • Boneyard Creek Crossing opened • 25 O’Clock Brewing Company • Best of Africa • Pizza M • Silvercreek deck • Purchase of 202-204 N Wood St • annual Urbana Celebrates the Boneyard event • High Cross Rd widened to 5 lanes • Hanford Inn demolition • Orchard Downs included in Enterprise Zone • UI Campus Master Plan • 20 year contract with I-TV3 • marketing and branding plan for UC2B</li> </ul>
<p style="text-align: center;">IN PROGRESS</p>	<ul style="list-style-type: none"> <li>• create a mixed-use transit facility downtown • proposed Bainbridge Apartments • Stephens Building • 129 N Race St • Gill Building • former Illinois American Water site on Lincoln Ave • Think Urbana • What’s in Your Square? • neighborhood incubator districts • conditional use permits • 1301 E Washington St under contract • 200 Vine St RFP • relocation on School District offices • incentives available for Pickerell property • continuing pursuit of development agreement with Menard’s • discussion on allowance of electronic billboards • cost-share program to implement connectivity ahead of any community wide build out</li> </ul>
<p style="text-align: center;">REMAINING ACTIONS</p>	<p style="text-align: center;">Explore the future of TIF districts for downtown and elsewhere and additional financing tools such as a special services area or business improvement district to help pay for downtown redevelopment</p>

# GOAL 4: VIBRANT BUSINESS DISTRICTS

2013-2017 Mayor/Council Goals

**Objectives:** • retain existing businesses • attract new businesses • fill vacant buildings and sites across all districts • continued implementation of Boneyard Creek Master Plan

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">COMPLETED</p>	<ul style="list-style-type: none"> <li>• 2 Curbanas annually installed DT • Business and Development Luncheons • Broadway Food Hall • Sherwin Williams • NuMed • Athletico • Blackbird • Wendy's • Panda Express • Bluebird Boutique • Busey Wealth Management • Analog • 25 O'Clock Brewery • Stango African Cuisine • Best of Africa • Pizza M • Domino's • CU Adventures • Collider Cowork • Pixo • repayment of \$1.09 Million in redevelopment funds for hotel • annual Urbana Arts Expo/World's Shortest St. Patrick's Day Parade/Uncorked Urbana • First Fridays • Overlay district requiring CEPTED PRC • Kickapoo Rail Trail • Riggs Brewery • What's In Your Square? • Think Urbana • comprehensive survey and outreach in the PRC community to identify zoning and crime prevention through design strategies • Southwinds Recycling • Henson Recycling • Butterfly garden installed at City Building • Boneyard Creek Crossing • Gateway Shoppes second phase • Arts grants • revision of liquor license fees/categories • City-sponsored new and ongoing festivals • Gregory Place thriving</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">IN PROGRESS</p>	<ul style="list-style-type: none"> <li>• preparation of design overlay district for DT • development of Founders Park site at 202 Wood St • implementation of Cunningham Avenue Beautification Plan • in-house beautification plan between downtown and campus • Roanoke Concrete • vacant nursing home site near Lincoln/Fairview actively marketed for redevelopment • 200 Vine St • DT mixed-use transit facility study (with MTD) • Cohen Building • Gill Building • bike wayfinding sign plan • Weaver Park KRT trailhead study underway (Park District)</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">REMAINING ACTIONS</p>	<ul style="list-style-type: none"> <li>• Finish restoration of Urbana Landmark Hotel</li> <li>• Work to develop HCRC between Windsor Rd and US 150 including Menard's property</li> <li>• Decrease density of substandard multifamily apartment buildings PRC</li> <li>• Develop complementary businesses along the Kickapoo Rail Trail</li> <li>• Continue to market vacant or underdeveloped parcels along CAC</li> <li>• Create additional beer and wine tasting events, outdoor music in public places, lights in the trees</li> <li>• Develop public square/pedestrian plazas in prominent downtown locations</li> </ul>

DT= Downtown    PRC=Philo Rd Corridor    HCRC=High Cross Rd Corridor    CAC=Cunningham Ave Corridor

## GOAL 5: TRANSPORTATION AND CONNECTIVITY

2013-2017 Mayor/Council Goals

**Objectives: • support modern systems/alternate modes • connect neighborhoods with business/recreational opportunities**

COMPLETED	<ul style="list-style-type: none"><li>• Urbana Bicycle Master Plan Update</li><li>• bike corral in downtown area</li><li>• CUUATS sidewalk inventory survey</li><li>• Gold level League of American Bicyclists certification for Bicycle Friendly Community annually applied for</li><li>• MTD bus shelter of Elm St (City-provided concrete street bus pad)</li><li>• sidewalks installed between Country Club Rd/Perkins Rd and Kenyon Rd</li><li>• Lincoln Ave following Complete Streets Ordinance</li></ul>
IN PROGRESS	<ul style="list-style-type: none"><li>• create a mixed-use transit facility downtown (with MTD)</li><li>• bicycle wayfinding study</li><li>• MCORE following Complete Streets Ordinance</li><li>• CUATTS Pedestrian Master Plan</li><li>• Aspen Court/Urbana Townhomes redevelopment planning</li><li>• Park District grant for shared-use path N side of Park St (Crystal Lake Park)</li><li>• CSBG funds proposed for sidewalk along E Philo Rd between Washington St and Fairlawn Dr</li><li>• shared-use path E side of Cunningham Ave between Kenyon Rd and Napleton Way (with IDOT)</li></ul>
REMAINING ACTIONS	Adopt Vision Zero setting as a community goal for reaching zero fatalities for pedestrians bicyclists and drivers

# GOAL 6: ENVIRONMENTAL SUSTAINABILITY

2013-2017 Mayor/Council Goals

**Objectives:** • improve energy efficiency • increase renewable energy production • encourage sustainable electricity conservation • reduce landfilled materials • encourage/implements sustainable landscaping and gardening practices • promote production/accessibility/affordability of local farm and artisan products • implement energy efficient transportation policies and purchases • protect Mahomet Aquifer

<p style="text-align: center;">COMPLETED</p>	<ul style="list-style-type: none"> <li>• Urbana Climate Action Plan Phase II</li> <li>• Green Procurement Policy</li> <li>• Google-provided free rooftop solar mapping</li> <li>• evaluation of the feasibility of conducting a food scrap recycling pilot program</li> <li>• received EPA’s WasteWise award</li> <li>• picnic tables/electrical connections installed at Market E side along Vine St</li> <li>• annual rail barrel and compost bin truckload sales</li> <li>• evaluation of need to increase frequency of tree-pruning cycle</li> <li>• purchase of all-electric vehicle</li> <li>• service on various Mahomet Aquifer committees and initiatives</li> <li>• converted/removed water-cooled AC system at 400 S Vine St to conventional cooling system</li> <li>• update Market at the Square Strategic Plan</li> </ul>
<p style="text-align: center;">IN PROGRESS</p>	<ul style="list-style-type: none"> <li>• investigation of small-scale wind</li> <li>• solar development being pursued at closed landfill</li> <li>• implementation of Market at the Square Strategic Plan</li> <li>• evaluation of a policy specifying LRC product use in City contracts</li> <li>• xeriscape pilot project at Water St and Broadway Ave mini-park</li> </ul>
<p style="text-align: center;">REMAINING ACTIONS</p>	<ul style="list-style-type: none"> <li>• Support development of regional food hub and processing facility</li> </ul> <p style="text-align: center;"><b><u>Funding issues:</u></b></p> <p style="text-align: center;">Retrofit of LED street and parking lot lights          USGBC LEED Certifications for new developments          Policy encouraging new building to be “solar ready”          Food scrap recycling program          Increasing frequency of tree pruning cycle</p>

# GOAL 7: QUALITY OF LIFE

2013-2017 Mayor/Council Goals

**Objectives:** • provide social services/neighborhood amenities/promote social justice • affordable housing opportunities/reduce homelessness • address issues of health/safety/opportunities in neighborhoods • celebrate/maintain/protect historic heritage and promote tourism • promote/support Public Art • promote best practices in Planning and Development

COMPLETED

- Highland Green affordable housing
- continual review of traffic stop disparity
- Tenant Relocation Assistance Ordinance
- IHDA grant to help demolish blighted properties
- improved two City-owned transitional single family homes
- IHPA grant to improve website information on significant historic properties
- Silver St/Vawter St Overlay District
- 2 homes designated with landmark status
- commemoration plaques provided to all landmarks
- historic pod-cast tours
- Lierman Ave/Washington St area added to CDGB target area
- staff on Executive Committee for the Champaign County Continuum of Care and Council of Service Providers to the Homeless
- 5-year Performance Review of Public Arts Program
- temporary sculpture added to Boneyard Park
- benchmark effectiveness of social service grants

IN PROGRESS

- Aspen Court/Urbana Townhomes redevelopment
- draft Minority Contract Workforce Ordinance
- adaptive reuse of Zeta Tau Alpha house
- Subdivision and Land Development Code update (a Manual of Practice to be included)
- Amend Conservation-Recreation-Education (CRE) zone
- evaluation of feasibility of appeals' process regarding unjustified disparate impact on minority Vehicle For Hire license applicants
- development of Founders Park site at 202 Wood St
- UI students conducting historic surveys in E and N Urbana
- Lierman Neighborhood Garden expanding – gardens at Founders Park and near Courier Café being added
- considering landmark designation for Lincoln Lodge Motel
- applied for National Historic District designation for downtown
- pamphlet explaining benefits of local landmark status for property owners
- working with various organizations to eliminate homelessness in CU
- Habitat for Humanity received grant to build/rehab 18 affordable homes in CU
- Urbana Townhomes redevelopment potential for neighborhood community center

REMAINING ACTIONS

- Establish a warming center in Urbana
- Document historical contributions of African-Americans to Urbana community