

COUNCIL BILL NO. 2016 - 004

A RESOLUTION

ADOPTING CITY COUNCIL VISION AND GOALS  
FOR THE 2015-2017 CITY COUNCIL TERM

WHEREAS, it is the policy of the City of Champaign to revise and adopt the City Council Vision and Goals every two years; and

WHEREAS, the City Council has completed a process for establishing the City Council Vision and Goals for the 2015-2017 City Council term; and

WHEREAS, the City Council has reaffirmed its vision statement and determined seven goals and related strategic initiatives and actions to advance its vision; and

WHEREAS, the City Council Vision and Goals provide direction in allocating City fiscal and staff resources; and

WHEREAS, the City Council believes the adoption of the City Council Vision and Goals is in the best interest of the citizens of Champaign.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CHAMPAIGN, ILLINOIS as follows:

**Section 1.** That the City Council approves the Vision Statement for the City as follows:

“Champaign is an inclusive community that welcomes all. City residents enjoy a great quality of life, first class educational opportunities and easy mobility. Champaign is a vibrant community with an active center city and healthy neighborhoods. The City is designed for quality and sustainability, and has a growing economy.”

**Section 2.** That the City Council approves the City Council Goals and related strategic initiatives and key actions for the 2015-2017 City Council term as follows:

**Goal: Our City Promotes Quality of Life for All Citizens**

*Strategic Initiatives*

- Strengthen community service partnerships
- Promote an inclusive, open-minded, and progressive community
- Expand the arts and entertainment
- Expand local athletics
- Support the University of Illinois to maintain its flagship campus at Champaign-Urbana
- Partner with local schools and Parkland College to strengthen educational opportunities

*Key Projects*

1. Prepare a Beautification Plan for the Neil Street Corridor from I-74 to Downtown.
2. Serve as the lead agency and coordinate the Community Coalition and support the Champaign County Juvenile Assessment Center.

**Goal: Our City Promotes First-Rate Services**

*Strategic Initiatives*

- Aggressively address aging infrastructure
- Maintain public safety responsiveness
- Strengthen the partnership between the City and the Library

*Key Projects*

1. Support the Library in hiring a new Executive Director and updating their Strategic Plan.
2. Complete the construction of the Glenn Park detention basins and storm sewers (Washington Street West Phase II).
3. Complete design, construction plans, and specifications for the storm sewers from the Russell / Washington intersection to the University Avenue / Flora Court Area (Washington Street West Phase III).
4. Complete preliminary design of drainage improvements for the Boneyard Creek (Neil Street to University Avenue).
5. Complete the Garden Hills Drainage Study.
6. Complete annual concrete and asphalt street maintenance projects and an evaluation of additional funding alternatives for arterial asphalt street maintenance.
7. Complete construction of the MCORE Green Street (Fourth Street to Neil Street) and White Street (Wright Street to Second Street) projects and complete design, construction plans, and specifications for the Wright Street (Springfield Avenue to Armory Street) project.

8. Complete the Fire Station #3 Relocation Study and begin planning for station relocation.

**Goal: Our City Promotes Safe and Healthy Neighborhoods**

*Strategic Initiatives*

- Initiate and support programs to reduce gun violence
- Continue to strengthen Police-Community relations
- Encourage development of affordable housing
- Assure a safe community while respecting the rights of citizens
- Support neighborhood development and economic stability in historically underdeveloped areas
- Support and respond to neighborhood needs

*Key Projects*

1. Implement the Garden Hills Action Plan including a pilot rental property inspection program.
2. Support community efforts to establish a reentry program for offenders exiting the criminal justice system.
3. Implement the Bristol Place Redevelopment Plan.
4. Support commercial revitalization in low-to-moderate income neighborhoods.
5. Work with community members in implement programs intended to reduce gun violence.

**Goal: Our City Promotes Fiscal Responsibility**

*Strategic Initiatives*

- Maintain a healthy and balanced City budget
- Ensure fair City tax rates and fees
- Maintain a financial model that balances short and long-term needs
- Be a leader in intergovernmental and interagency cooperation
- Apply strategies to reduce the cost of providing City services
- Promote compact growth patterns to deliver City services efficiently

*Key Projects*

1. Support Unit 4 School District with their future facility planning.
2. Adopt a stable funding model for VCC and 40N.
3. Manage potential revenue decreases due to State budget cuts.

4. Continue to advance the CORE software project.

**Goal: Our City Promotes Economic Opportunity**

*Strategic Initiatives*

- Market the City
- Promote local business development
- Expand programs for job creation and employment growth
- Attract, retain, and grow workforce talent in the community
- Maintain a vibrant downtown
- Maintain the City's positive business environment
- Increase minority and women-owned business opportunities

*Key Projects*

1. Structure an economic development strategy around the availability of broadband internet.
2. Develop incentives to support small businesses.
3. Support existing workforce development initiatives including workforce development and matchmaking.
4. Update the Curtis Road Interchange Master Plan and development regulations.
5. Develop a strategy to promote the reinvestment of the commercial area at Country Fair.

**Goal: Our City Promotes Environmental Sustainability**

*Strategic Initiatives*

- Promote Champaign as a green community
- Encourage the use of alternative modes of transportation
- Recruit and retain innovative green business and industry
- Adopt incentives and regulations to encourage environmental responsibility
- Continue to reduce energy consumed by our City government
- Preserve the Mahomet Aquifer as a long-term healthy water supply
- Promote infill development at the core of the City

*Key Projects*

1. Continue to utilize the Ameren Act on Energy Program to incentivize residential energy efficiency projects.
2. Update the Infill Incentive Policy to promote infill development at strategic locations.

3. Continue to implement the strategies of the Sustainability Plan, Champaign Growing Greener.
4. Continue to implement the strategies of the Pedestrian Plan, Walk Champaign.
5. Update the zoning regulations pertaining to the City Center and Neighborhood Commercial areas.

**Goal: Our City Promotes Honest, Transparent, and Inclusive Government**

*Strategic Initiatives*

Engage the community in City government

Provide timely and accurate information about City actions, events, and decisions

Improve availability and Public's access to City information

Recruit and retain an inclusive City workforce that reflects our diverse community

*Key Projects*

1. Update the City's Public Communications Plan.
2. Complete the refresh of the City's website.
3. Complete the update of the 1992 ADA Transition Plan.
4. Continue to digitize old City documents to improve ease of access.

**Section 3:** That the City Council Goals for the 2015-2017 City Council term are of equal priority.

**Section 4:** That the City Manager is hereby directed to implement the key actions for each of the City Council Goals and take other actions as necessary to advance the City Council Vision and Goals as adopted. The City Manager is further directed to provide periodic progress reports on Council Goal implementation for review and approval by the City Council.

COUNCIL BILL NO. 2016 - 004

PASSED:

APPROVED: \_\_\_\_\_  
Mayor

ATTEST: \_\_\_\_\_  
City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney



## REPORT TO CITY COUNCIL

**FROM:** Dorothy Ann David, City Manager

**DATE:** January 15, 2016

**SUBJECT:** EXPLANATION OF COUNCIL BILL NO. 2016-004

**A. Introduction:** This Council Bill adopts the City Council Vision and Goals for the 2015-2017 City Council term. Council Vision and Goals are used to set City priorities, direct work activities, and allocate staff and financial resources.

**B. Recommended Action:** The Administration recommends approval of the Council Bill.

### **C. Summary:**

- The City Council sets the vision for the City and adopts goals to guide decision-making at all levels of City government.
- The City Council met on October 27 and October 28 to discuss the Council Goals for 2015-2017. Council reaffirmed the vision statement that has been in place since 2006 and updated goals, strategic initiatives, and key project priorities for 2015-2017.
- The Administration has begun work on the key projects identified as part of the proposed Vision and Goals. Lead departments, project managers and staff teams are being identified, and the projects are being included in department goals and budget service plans for the coming year.

### **D. Prior Council Action:**

- Since 1985, City Councils have participated in a goal setting process for the City organization every two years. Council goal setting is typically completed within the first six months of each Council term.
- Council Bill 2014-001 was adopted by Council on January 7, 2014, approving the City Council Vision and Goals for 2013-2015.
- On October 27 and October 28, 2015, the City Council held Special Study Sessions to discuss the City Council Vision and Goals for 2015-2017.
- At a Study Session on January 5, 2016, Council reviewed the draft Vision and Goals for the 2015-2017 Council term and directed staff to prepare a Resolution for adoption.

## **E. Background:**

**1. Purpose and History of City Council Goal Setting.** The City Council sets the vision for the City and adopts goals to reflect that vision and guide decision-making at all levels of City government. The goal setting process builds Council consensus on policies and projects that impact City residents, businesses, and the community as a whole. The Administration uses the City Council Vision and Goals to set priorities, direct work activities, and allocate staff and financial resources. The City Council goal setting process has been used since 1985 and has yielded the following benefits:

- A better understanding by citizens and staff of the City Council’s plans for the future of the City
- More priority projects have been completed successfully
- Staff is more focused and effective in addressing City Council priorities
- Staff is more accountable to the City Council for achieving adopted Vision and Goals
- City Council and staff are less inclined to be side-tracked by less important activities or projects
- Formally adopted City Council Vision and Goals provide official direction to staff to plan, organize, and allocate resources to complete adopted actions

**2. Council Goal Setting Horizon.** For a number of years, the goal setting process focused on priority projects that would be completed within the two-year time frame until the next City Council election. Beginning in 2001, Councils began to take a longer view of the goal setting process, establishing a vision statement and broad goals for a five-to-ten-year horizon. Using the vision as a framework, each Council has identified strategic initiatives and key projects to be prioritized during the current Council term. This longer term approach recognizes that many of the issues faced by the community last beyond a single Council term, with priority initiatives often taking more than one to two years to complete.

**3. 2015-2017 Goal Setting Process.** For the 2015-17 goal setting process, the City contracted with Illinois Mediation Services, Inc. and Bianca T. Green served as the process facilitator. The process involved one-on-one interviews with Council Members and staff as well as the development of a “State of the City Fact Packet” about the City with data on current and projected trends affecting the community. Other information provided to the City Council included an unedited listing of all the citizen input for the goal setting process and a full listing of all City Council Goals and priority projects from 1999 through 2015.

Two Special Study Sessions were held on October 27 and October 28, 2015. During the Special Study Sessions, Council members reviewed and reaffirmed the City’s Vision and Goals, updated strategic initiatives, and prioritized key projects during the current Council term. The City Council reviewed the draft Vision and Goals at the January 5, 2016 Study Session. Based upon direction received at that time, staff has prepared a Resolution for Council approval.

**4. Champaign Vision 2020.** As part of the goal setting process, the City Council reviewed the previous “Vision 2020” adopted in 2007 and updated in 2009, reaffirming the current vision statement. The City Council Vision reads:



*Champaign is an inclusive community that welcomes all.*

*City residents enjoy a great quality of life, first class educational opportunities and easy mobility.*

*Champaign is a vibrant community with an active center city and healthy neighborhoods.*

*The City is designed for quality and sustainability, and has a growing economy.*

**5. Proposed 2015-17 Goals, Strategic Initiatives, and Key Projects.** The proposed goals for 2015-17 are as follows.

*Our City promotes quality of life for all citizens*

*Our City promotes first-rate services*

*Our City promotes healthy and safe neighborhoods*

*Our City promotes fiscal responsibility*

*Our City promotes economic opportunity*

*Our City promotes environmental sustainability*

*Our City promotes honest, transparent, and inclusive government*

Each City Council Goal includes a list of strategic initiatives, which provide the areas where Council would like to focus, and key projects for implementation during the two-year term. A complete list of the strategic initiatives and key projects is included in the language of the Resolution.

**6. Next Steps -- Council Goal Implementation.** The Administration has begun work on the key projects identified as part of the proposed City Council Vision and Goals. Lead departments, project managers, and staff teams are being identified, and the projects are being included in department goals and budget service plans for the coming year. Throughout the year, staff will schedule Council review of specific activities as needed, including Study Sessions for policy consideration, and Resolutions for approval of budget changes and contracts.

**F. Alternatives:**

1. Approve the Council Bill adopting the 2015-2017 City Council Vision and Goals.
2. Do not approve the Council Bill and provide further direction to staff.

**G. Discussion of Alternatives:**

**Alternative 1** would adopt an updated City Council Vision and Goals and allow staff to proceed with implementation.

**a. Advantages**

- Consistent with Council’s direction at the goal setting Study Sessions.
- Provides direction to staff regarding the Council’s long-term vision for the community and Council priorities for the current Council term.
- Focuses City resources on priorities established by Council.
- Provides continuity with the current vision and updates the goals to address pressing community issues.

**b. Disadvantages**

- The proposed Council Vision and Goals includes strategic initiatives and key projects that are different than the goals adopted in the past few years. Some high priority projects from previous Council Goals will continue to require staff time to complete.
- Some high priority actions in the proposed Council Goals will be in progress this year but may not be completed within the current Council term due to their size/scope.
- Some key projects are currently unfunded or underfunded and will require Council to approve a budget allocation before implementation can be completed.

**Alternative 2** would allow Council to direct staff to make changes to their Vision and Goals prior to adoption.

**a. Advantages**

- Allows an opportunity to modify Council Vision and Goals to better reflect Council’s intent.
- Council members may choose to add or delete projects based upon recent conditions in the community.

**b. Disadvantages**

- May delay completion of service plans and implementation of high priority projects.

**H. Community Input.** The goal setting process included several opportunities for public input. Each of the Special Study Sessions was posted as a public meeting and was attended by local media representatives and other interested parties. In addition, staff posted a public input survey on the City’s website during the month of September to gather citizen input on priorities for City service delivery, and their opinion of the most important issue facing our community. The survey was heavily promoted through the City’s social media accounts. The survey contained the following two questions:

- What should be the City Council’s highest priority over the next two years?
- In your opinion, what is the most important issue facing our community?

Responses received from the public were included with the agenda for the October 27 and 28 Special Study Sessions. Members of the public also had the opportunity for public comment at the January 5 Study Session when the draft Vision and Goals were discussed, as well as at the

January 19 City Council meeting when the resolution is scheduled for adoption. Once adopted, the City Council Vision and Goals will be posted on the City website.

**I. Budget Impact:** Funds for the goal setting process are included in the Mayor and Council budget, including funds for professional facilitation and meals. The cost associated with this year's goal setting process was \$2,500 for facilitation services, plus the cost of catering two City Council dinners. All citizen feedback was collected through the use of email and social media, thus eliminating the need for advertising expenses. Funds for implementation of City Council Vision and Goals are included in City department operating budgets or adopted through the City's budget process.

**J. Staffing Impact:** The City Manager's Office takes the lead on implementing the goal setting process and providing support to the Mayor and Council as needed. Staff members directly involved in Council Goal Study Sessions include the City Manager, Deputy City Managers, and the Assistant to the City Manager. Members of the City's Executive Team and management staff also participate in planning meetings and preparation of project plans. Staff from across the organization will be involved in the preparation of project plans, implementation of projects, and reporting on outcomes. The staff time for these activities is built into department work plans at the beginning of each year.

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